



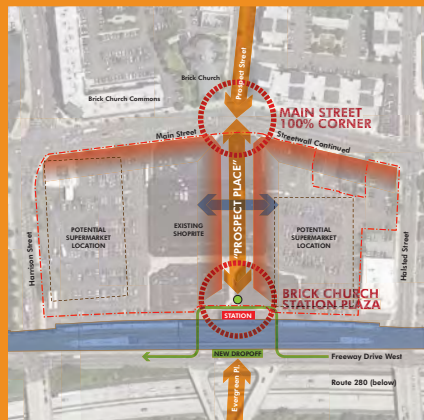
CONNECTING
PEOPLE, PLACES,
AND
POTENTIAL.

URBAN ESSEX COALITION FOR SMART GROWTH

Inner M&E Strategic Corridor Plan for Newark, East Orange and Orange

A LOCAL DEMONSTRATION PROJECT

JUNE 2013



NJ TRANSIT
The Way To Go.



EE&K a Perkins Eastman company

LISC
Greater Newark



40 YEARS
LA CASA DE DON PEDRO
EMPOWER AND REVITALIZE

RUTGERS
Joseph C. Cornwall Center
for Metropolitan Studies

PROJECT PARTNERS



City of East Orange



City of Newark



City of Orange



HANDS Inc



La Casa de Don Pedro

PROJECT TEAM



NJ TRANSIT



EE&K, a Perkins Eastman Company



Greater Newark Local Initiatives Support Corporation



The Louis Berger Group



Real Estate Solutions Group

PROJECT RESOURCE



The Cornwall Center for Metropolitan Studies at Rutgers Newark

TABLE OF CONTENTS

TOGETHER NORTH JERSEY	2
LOCAL DEMONSTRATION PROJECT PROGRAM	3
EXECUTIVE SUMMARY	4
I. Project Outcomes & Next Steps	8
II. The Urban Essex Coalition for Smart Growth	9
III. Market to Promote the Corridor	10
 PHASE 1: WHERE ARE WE NOW? WHERE ARE WE HEADED?	 11
I. Introduction	13
II. Economic Development and Employment Drivers	14
III. Market Opportunities	16
IV. Emergent Arts Sector	18
V. Many Plans	19
VI. Outreach and Engagement Plan	20
VII. Study Area Characterization	22
 PHASE 2: WHERE ARE WE GOING?	 25
I. Key Places	26
i. Valley Arts District	27
ii. Tony Galento Plaza and West End of Main Street	30
iii. Brick Church Plaza	32
iv. East Orange Civic Center	34
v. Lower Broadway / Newark Broad Street Station Area	36
vi. Key Places and Quality of Life: Public Safety	40
II. Critical Connections	41
III. Connecting to Opportunities	45
IV. Bus Concepts	46
V. Freeway Drive	48
 PHASE 3: HOW DO WE GET THERE?	 53
I. Priorities	54
II. Formulation and Assessment of Recommendations	56
III. Walk Talk and Act Tour	57

ABOUT TOGETHER NORTH JERSEY

In November 2011, the U.S. Department of Housing and Urban Development (HUD) awarded TOGETHER NORTH JERSEY (aka, North Jersey Sustainable Communities Consortium) a \$5 million Sustainable Communities Regional Planning Grant. The grant is matched with an additional \$5 million in leveraged funds from project partners. Grant funds have been used to implement the Local Demonstration Project (LDP) Program, develop a Regional Plan for Sustainable Development (RPSD) for the 13-county planning region (pictured to the right), and provide technical assistance and offer education opportunities that build the capacity of jurisdictions, organizations and the public to advance sustainability projects and initiatives.

The plan is both “place-based” and “issue-based” and uses sustainability, transit system connectivity and Transit-Oriented Development (TOD) as the central framework for integrating plans, regulations, investments, and incentive programs at all levels of government to improve economic and environmental conditions, while promoting regional equity and resource efficiency. For more information, please visit

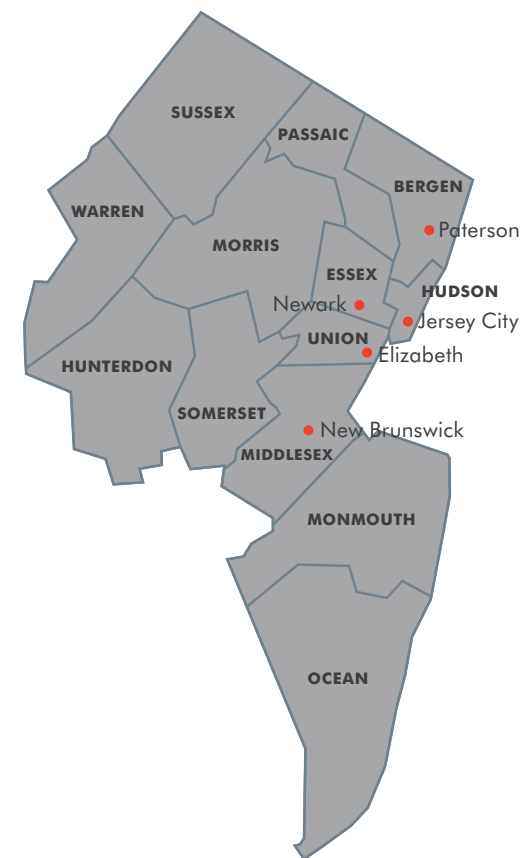
togethernorthjersey.com

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- NJ TRANSIT
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- Housing and Community Development Network of New Jersey (HCDN-NJ)
- Sustainability Institute/Sustainable Jersey at The College of New Jersey
- NJ Future
- Building One New Jersey
- PlanSmart NJ
- Regional Plan Association (RPA)

DISCLAIMER

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statements and interpretations contained in this document. Such statements and interpretations do not necessarily reflect the views the Together North Jersey Steering Committee or its individual members or any other agency or instrumentality of Government.

ABOUT THE LOCAL DEMONSTRATION PROJECT PROGRAM

The Local Demonstration Project (LDP) Program seeks to advance specific projects, initiatives, and other investments for local communities to achieve short-term, implementable projects which are consistent with the RPSD goals and program outcomes.

The LDP Program provides technical assistance for strategic planning studies focused on designated areas or corridors associated with established or anticipated transit services and/or facilities. Eligible LDP projects will be sponsored by municipalities, counties, non-governmental organizations, community development corporations, and other interested organizations.

These demonstration projects help to identify partnering opportunities, milestones, and potential funding sources and serve as a model for future initiatives.

Please visit www.togethernorthjersey.com to learn more

12 KEY ISSUES

The range of issues faced by the communities within the Region in positioning themselves for a more sustainable future is broad. The Local Demonstration Project program as a whole will attempt to engage all of the the major policy issues that have been identified in

recent years, as seen in the adjacent diagram. Each project of the LDP program will address Land Use and Transportation at its core and will identify several primary issues as the project's focus.

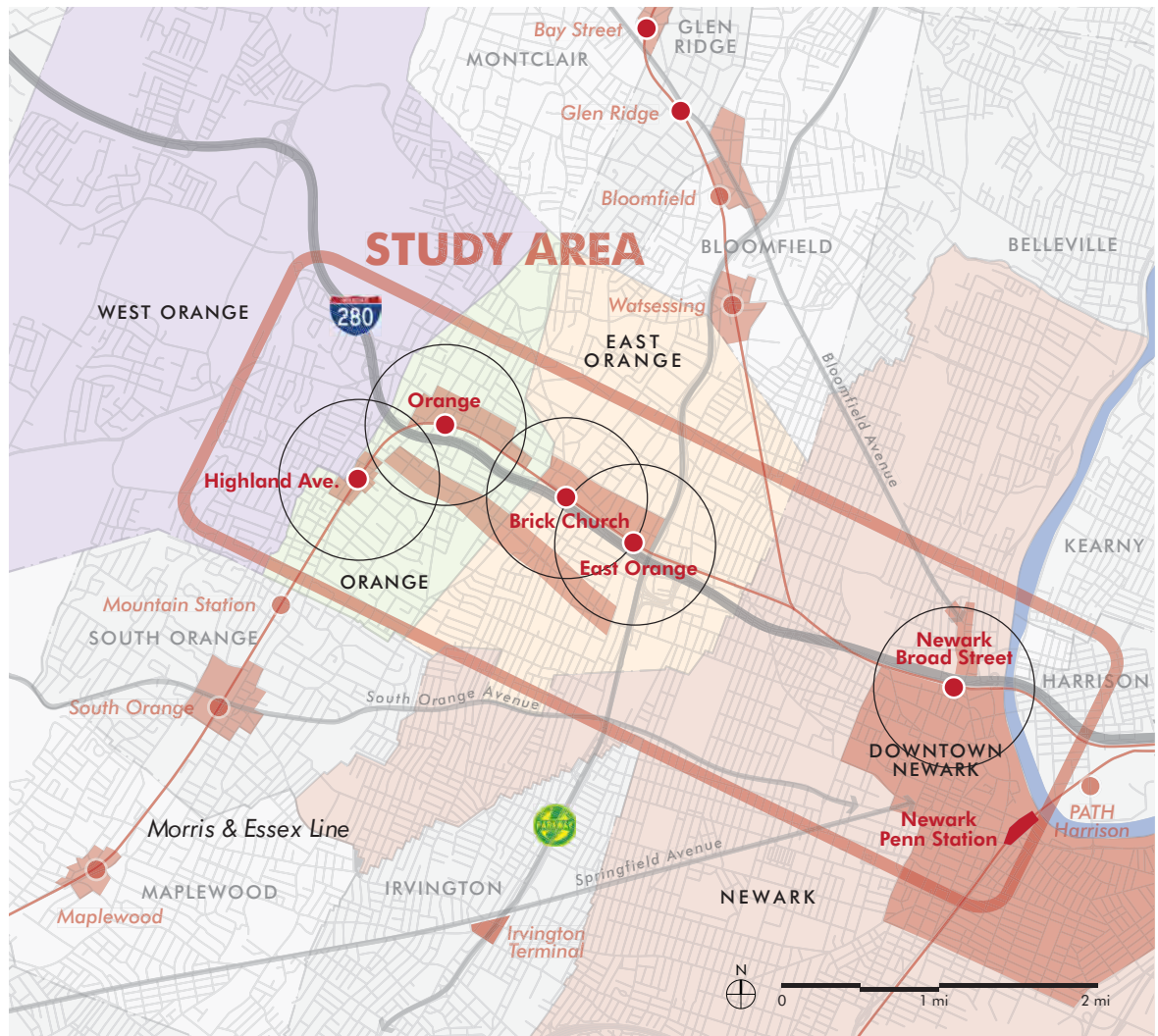


EXECUTIVE SUMMARY

In January 2012, NJ TRANSIT launched Phase II of the “Inner M&E Strategic Corridor Analysis & Community Empowerment Project,” as a Pilot Project for Together North Jersey’s Local Demonstration Project Program. Phase II was intended to follow up on the Phase I effort completed by NJ TRANSIT in 2011. Phase I initiated collaboration between the two neighboring communities of Orange and East Orange in a mutually beneficial strategic planning effort, identified common issues and opportunities communities and established new relationships with potential funding and organizational collaborators.

For Phase II, the study area was expanded to encompass the Newark Broad Street Station area. The intent of Phase II was to:

- work to organize a new corridor-wide coalition - the Urban Essex Coalition for Smart Growth - to supplement the capacity of the Corridor’s municipalities on development and transit issues;
- prioritize the common issues and opportunities and building consensus on these priorities through community engagement in each of the communities within the Corridor;



The study area was expanded to encompass Newark Broad Street, creating the “Urban Essex Corridor”



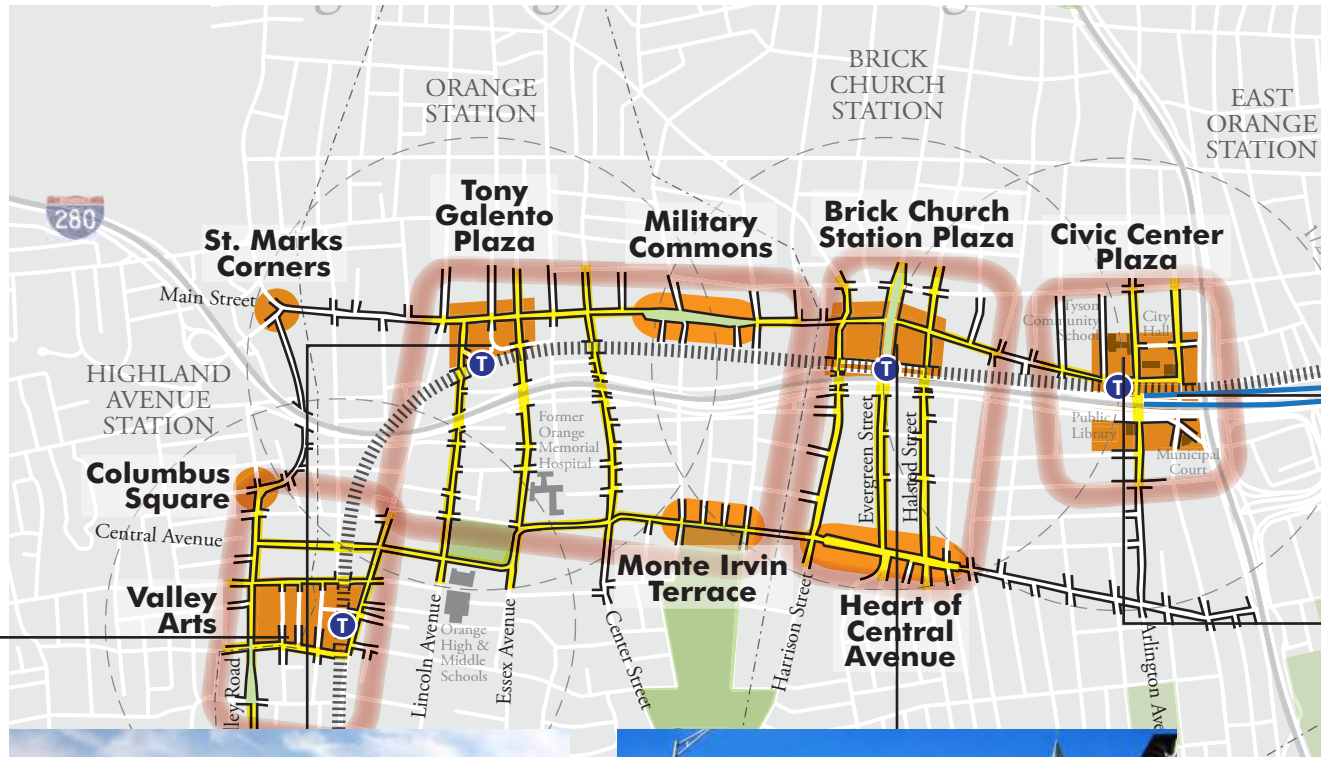
Illustration showing how Freeway Drive can be transformed from a barrier into a connector

- assess the market opportunities to help position the Corridor within the region; and
- create initial conceptual directions for the Corridor within the region;

The focus of the plan was not to supplant, but to supplement, the ongoing individual efforts taking place within the Corridor. In general, the approach was to work at the seams between these plans and bring to light those areas where parties can work together to make key connections that will allow the individual plans to unlock their greater potential; and to work with the Corridor's individual organizations to identify gaps within their plans, and devise strategies for these parties to address these gaps.

The residents of the Corridor will benefit from the type of investment that will increase access to opportunities. Compared to the region, the population in the Corridor has less access to private automobiles, and is more likely to live in poverty and live in subsidized housing.

The Corridor's neighborhoods are oriented around walkable neighborhoods and transit, connected by the rail system to the regional opportunities, and by key pedestrian corridors and bus routes to the Corridor's major destinations and current and future economic drivers such as the educational and medical sector and the arts and creative industries. The Corridor's five historic stations are given new life and prominence within the station areas, reprogrammed with new uses as local retail, cafes, restaurants, and the home for community organizations and foundations.



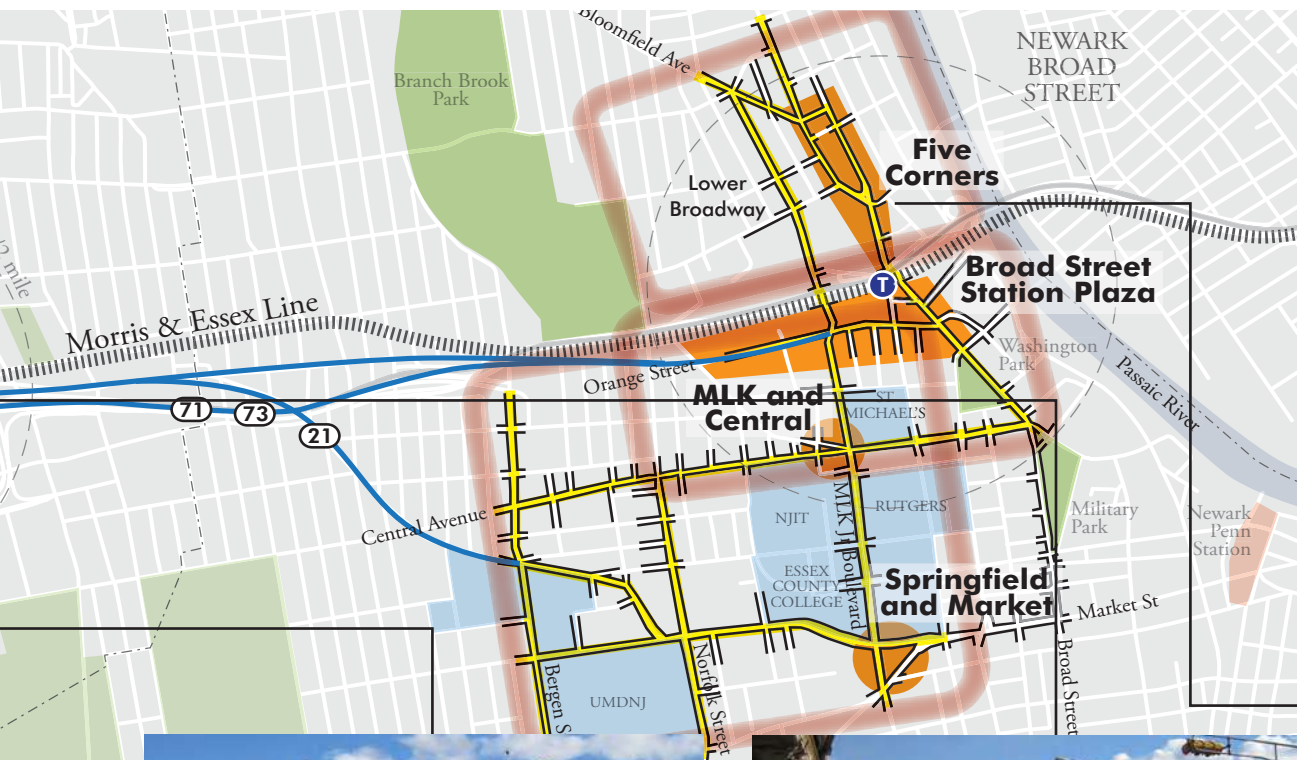
Valley Arts District as a home for artists and other creative industries, taking advantage of the area's unique combination of vacant industrial space, working artists and art galleries, and the presence of active manufacturing operations, and oriented around revitalized connections to the surrounding areas and Highland Avenue Train Station.



Orange Train Station Area will be adaptively reused as Tony Galento Plaza or the hub of a vibrant mixed-use district linking Main Street and Scotland Road with the Station



Brick Church Plaza as a major new mixed-use transit oriented development and intermodal hub that will anchor the central section of Main Street



“The Plan envisions the Corridor as a community of small-scale districts and neighborhoods focused on a series of vibrant and manageable places”



A more holistic **East Orange Civic Center** District which brings the civic institutions and residential neighborhoods north and south of Freeway Drive together with a revitalized lower Main Street.



Freeway Drive as a new addressing street that will be a place for cars and people, and a corridor that serves to unite – rather than divide - the north and south side of the corridor



Lower Broadway as a vital mixed-use neighborhood centered on the key intersection of Broadway and Broad Street, that is connected by an easy walk and bus links to Broad Street Station and the Broad Street commercial area.

PROJECT OUTCOMES & NEXT STEPS

This project achieved several important positive outcomes by:

- establishing a standing Corridor-wide Coalition that draws from each of the communities within the Corridor and from public, private and NGO sectors, and is positioned to continue
- creating a conceptual framework to break the scale of the Corridor down into smaller districts & neighborhoods that feel more manageable (and therefore more secure) and connected.
- identifying the market opportunities within the region
- identifying “key places” (or nodes) and key linkages on which to focus future economic development efforts;
- showing how these communities and their assets could be linked together to create a real sense of interaction between the “key places”;
- developing a concrete set of priorities and action items based on input from stakeholders and the respective communities

Priority 1 Reinforce the Corridors key places to improve quality of life and increase economic development		Short Term 1-2 years	Medium Term 3-5 years	Long Term 6-10 years
Programming and Amenities				
• Undertake study to document the economic impact of the arts		●		
• Execute Strategic Plan to grow arts and culture-related businesses		●		
• Find or organize a group to sponsor public space programming with cultural events		●	●	
• Bring more amenities to stations to draw commuters to area			●	
• Establish working groups with key employers to understand their recruitment, retention needs			●	
• Identify more community centers for children and teens			●	
Access and Parking				
• Increase car-sharing opportunities		●		
• Improve parking availability around the stations		●		
• Revise zoning ordinances to decrease parking ratios		●		
• Create Gateways into Valley Arts District at Scotland Road		●		
• Create better connections to Main Street			●	
• Explore ways to minimize impact of bus traffic on Main Street			●	
• Environmental art at I-280 pedestrian bridges and underpass			●	
Adaptive Reuse of Stations				
• Work out adopt a station program with NJ Transit		●	●	
• Lease out the stations to commercial or non-profit organizations			●	
Redevelopment of key sites				
• BCDC & NJTRANSIT to resolve property ownership at Newark's Borden Site (City Parcel A1)		●		
• Conceptual design and planning studies			●	
Priority 2 Use Connectivity between key places and within Corridor to drive inclusive economic development				
Improve North-South Access & Connections to Rail Stations				
• Create Freeway Drive Comprehensive Masterplan		●		
• Study Lower Broadway Pedestrian Connection Improvements		●		
• Study the viability of a new Roseville-Ampere Station		●		
• Conduct Study on how buses or shuttles can provide better access across I-280 and to the rail stations		●		
• Complete Streets Study to make key streets more friendly to bikes and pedestrians (sidewalks, bike lanes, etc.)			●	
Priority 3 Strengthen connection to opportunities				
Study NJ TRANSIT's service to the corridor's stations & Improve transit links to key existing job centers				
• Package and Share information on Bus connections with regional job centers		●		
• Get the word out on PATH connection to Lower Manhattan to developers		●		
• Improve intermodal connections between buses and trains			●	
• Work with key employers to understand their recruitment, retention and workforce needs			●	
• Lobby for a new trans-Hudson tunnel			●	●

THE URBAN ESSEX COALITION FOR SMART GROWTH

The Urban Essex Coalition for Smart Growth is envisioned as a forum for the Corridor's municipal professionals, informed stakeholders, private sector investors and public institutions. Its objectives are:

1. explore solutions to the Corridor's priority planning and development issues;
2. undertake collaborative efforts to address the Corridor's common challenges;
3. attract additional planning resources from the non-profit, foundation and institutional sectors; and
4. attract more private and public funds for development.

The Coalition is intended to be more than a discussion group. The vision, rather, is a technically proficient and professionally-conducted organization that will be able to apply 21st century solutions to the key places that are important to the long term health and strength of the region. The Coalition is made up of leaders from the public sector, private sector and non-governmental sector, bringing different perspectives and proactive problem-solving capabilities to medium- and long-term problems that have been badly neglected over the past few decades.

The benefits this Coalition will bring to the region will be to:

- attract more planning resources than would otherwise be available to the individual municipalities;
- create a structure for more efficient long term decision-making;
- market and promote the Corridor to visitors, investors and current and future residents
- Ensure that all interests are represented when development occurs



LISC has helped to form similar coalitions were created in Boston and the Twin Cities to actively work toward common goals

Strategic Aspects of the Core City Vision



University Park Alliance in Akron, Ohio, is a coalition of multiple sectors that has been successful in creating a unified "Core City Vision Plan"



Suburban charm. Urban chic.



The City of Orange Market Brochure (above), like the Rivertowns NY webpage (right), is a way to advertise for a specific market niche of the many that the Corridor provides

MARKET TO PROMOTE THE CORRIDOR

Articulating a larger story for the Corridor will be important for the vision to be implemented. Consensus on a cohesive vision for the entire Corridor will allow individual projects to move forward with confidence in the broader context. Future development prospects are tied to the public's and business community's understanding and acceptance of this bigger story.

Implementation of the vision, though, will not happen based on physical considerations alone, of course. It must, rather, be grounded in market realities, real evidence of the potential for investment from public, private and non-governmental resources, and in the prospect of each of these sectors working collaboratively on the Corridor's long term future.



PHASE 1:
WHERE ARE WE NOW?
WHERE ARE WE HEADED?



INTRODUCTION

The four communities within the Inner M&E Corridor share similar demographics, a common rail line, and proximity to New York City. However, the physical characteristics, scale and development economics of these communities all offer different opportunities for future development. On the west end of the Inner M&E Corridor, Orange and East Orange offer the smaller physical scale and smaller town feel associated with neighboring towns such as Maplewood, Montclair and South Orange in the region. With a relatively small base of major employers, Orange and East Orange are largely residential communities. Most residents within the station areas commute to several key employment centers, such as the Secaucus Warehouse District, the Port of Newark and Elizabeth, Downtown Newark, Essex Green Shopping Mall, and St. Barnabas Hospital.

The east end of the corridor is anchored by two districts, Newark Broad Street area directly south of I-280, and Lower Broadway area to north of I-280. Lower Broadway exhibits a similar scale and physical character to Orange and East Orange. Lower Broadway is also similar to Orange and East Orange in its disconnect with its train station and the area south of I-280, the Newark Broad Street area.



Lower Broadway, Newark



East Orange City Hall



Orange Park, Orange



Valley Road, West Orange

ECONOMIC DEVELOPMENT AND EMPLOYMENT DRIVERS

In the University Heights district alone, the Corridor contains several key institutions including NJIT, Rutgers and UMDNJ, which together constitute one of the region's major centers for employment. These institutions together employ over 25,000 people in the education and healthcare sectors, one of the sectors of the economy showing longterm growth prospects. This number is augmented by the presence of Seton Hall University in South Orange and both the East Orange Hospital and VA Hospital in East Orange. Perhaps most significantly, the east end of the corridor has seen over \$360 million in public investment over the past several years.

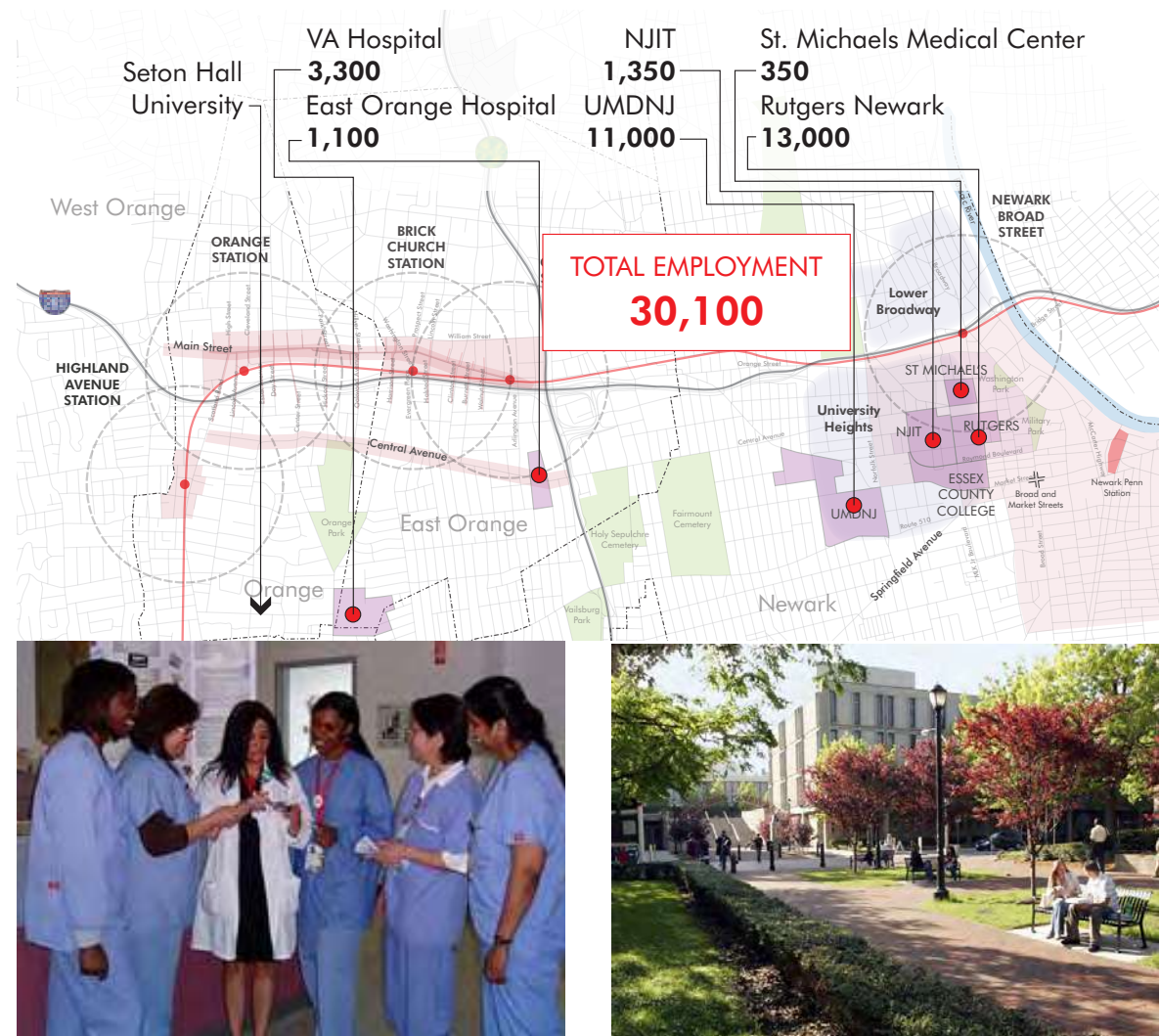
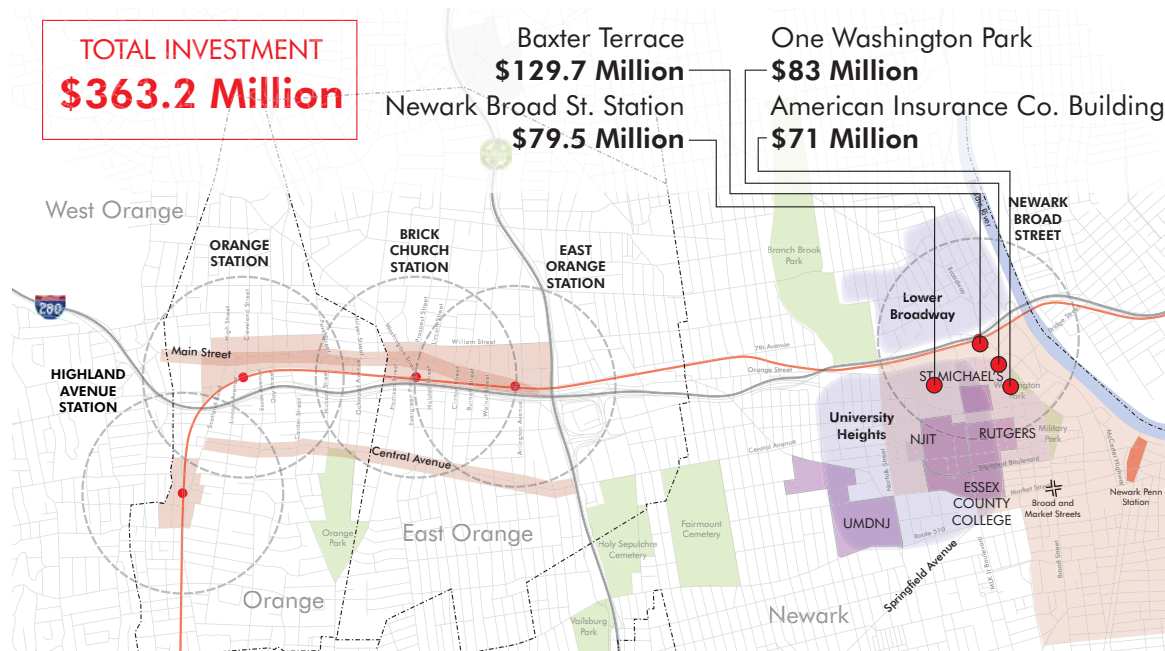


Diagram highlighting the Corridor's "Eds and Meds" employment centers



American Insurance Company Building



Newark Broad Street Station



One Washington Park, home of Rutgers Business School



The rebuilding of Baxter Park after the demolition of Baxter Terrace

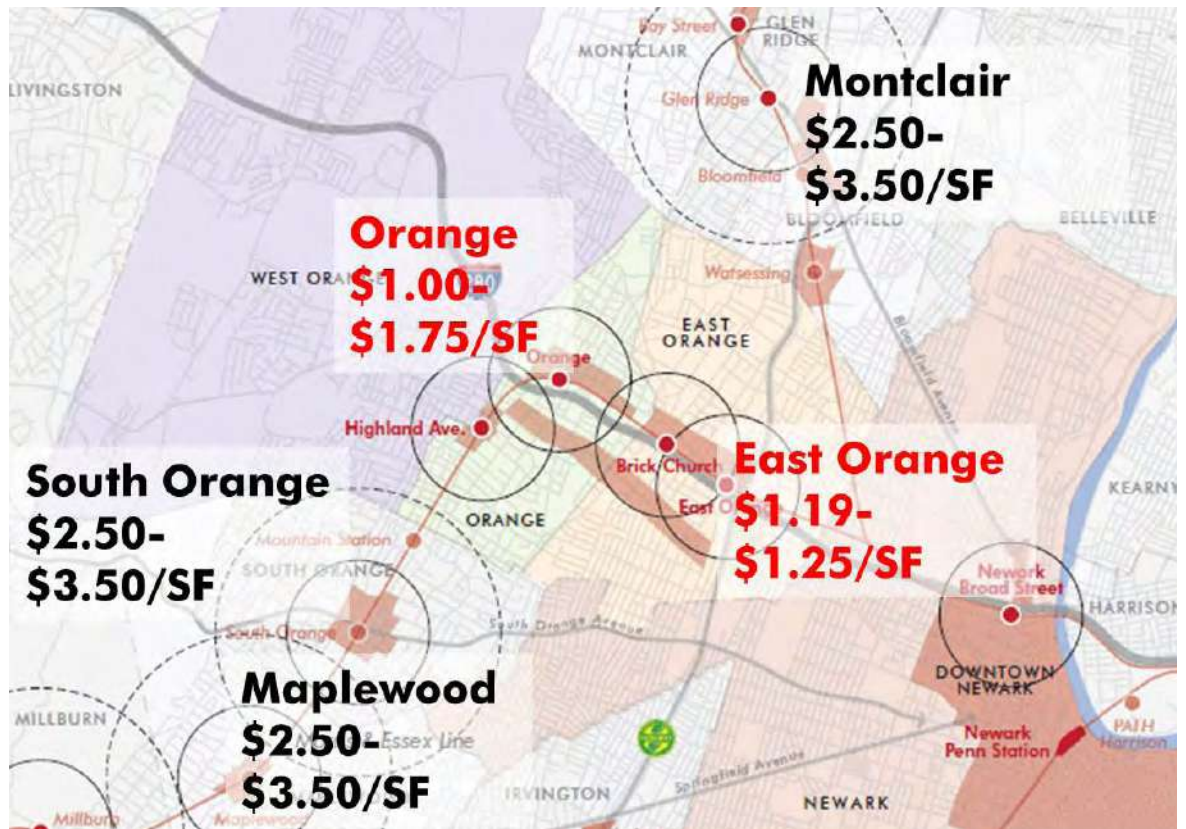
MARKET OPPORTUNITIES

ORANGE AND EAST ORANGE

Despite the fact that both Orange and East Orange enjoy superior transit and vehicular access and offer a walkable street grid, for-rent and for-sale housing prices in Orange and East Orange are significantly discounted compared with nearby Maplewood, Montclair and South Orange. The large gap in housing prices offers the Inner M&E communities a significant market opportunity. That is, rents and listing prices for new development in the Inner M&E communities can significantly increase above historic levels, while still providing a discount compared with those neighboring communities. Development throughout the Corridor should preserve equity by maintaining a diversity of mixed-income housing.



New housing in East Orange along South Harrison Street



East Orange and Orange offer significant discount in housing prices compared to nearby communities such as South Orange, Maplewood, and Montclair



NEWARK BROAD STREET

Like Orange and East Orange, Newark enjoys a significant discount compared to competitors like Jersey City and Hoboken. This means that prices can also increase above historic levels while still providing a discount to competitive locations, assuming equal quality.

As indicated in the Market Analysis, the key to achieving pricing levels required for new market rate construction without the need for financial subsidies is to improve the quality of life within these communities. Vibrant and manageable public environments, retail and cultural amenities, and public safety are critical to accelerating the pace of new development in the Urban Essex Corridor, building the area's residential base and fortifying local retail activity.

Newark is similar in scale to markets like Jersey City and Hoboken, yet housing costs are significantly less expensive



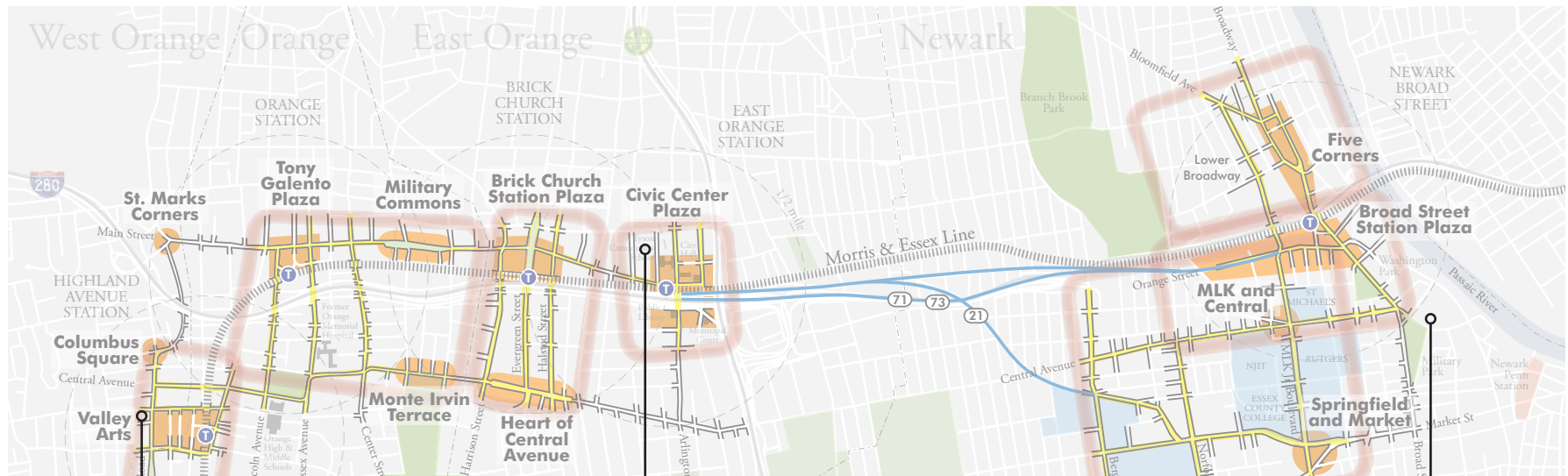
New residential building planned for 2014-15 adjacent to the NJPAC in Newark

EMERGENT ARTS SECTOR

Along with the sectors of education and medical services, a burgeoning arts sector has recently added another potential economic driver to the Corridor. The Corridor is bookended by the arts on both ends: by

NJPAC to the east and by the Valley Arts District to the west. In the center, the Cicely Tyson School for Performing Arts develops young talent that could enrich these two areas. However, because employment

figures for the arts is often misrepresented, a followup study should be made to better understand the economic impact of the arts within the Corridor.



Luna Stage Company in the Valley Arts District



A performance at the Cicely Tyson School in East Orange



NJPAC in downtown Newark

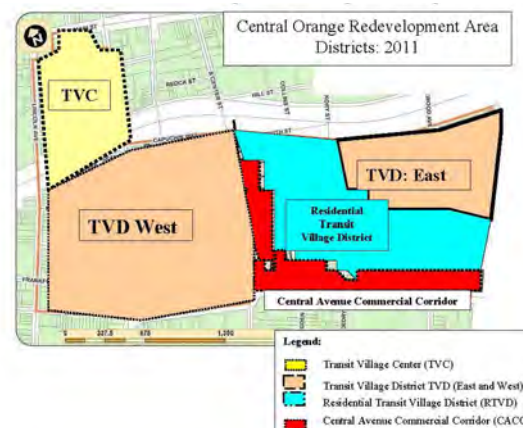
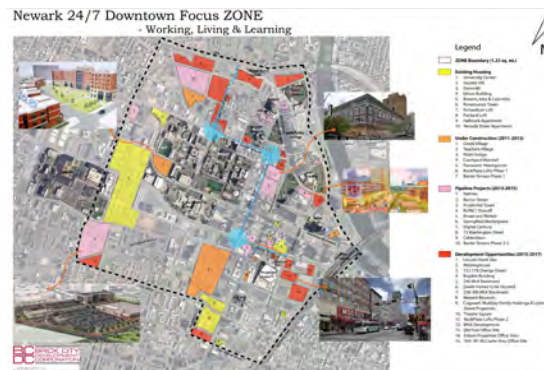
MANY PLANS

Many plans have been put forth within the Corridor within the past several years:

- On the east end of the Corridor, BCDRC launched a major redevelopment initiative for the Broad Street Area in 2007, which resulted in the City of Newark's adoption of the Broad Street Area Redevelopment Plan in 2008. North of Broad Street, La Casa de Don Pedro completed the third Lower Broadway Plan in 2009. Although the Broad Street Area Redevelopment Plan incorporated the Five Corners Area, the connections between these two districts, which are separated by the I-280 divide, still need to be addressed.
- The City of Orange created the "Central Orange Redevelopment Plan" which encompasses the Transit Village Center, Transit Village District, Residential Transit Village District and Central Avenue Commercial Corridor. The Transit Village Center Plan allows for higher residential densities and reduced parking criteria. A more comprehensive plan for this area has yet to be completed.
- The City of Orange also adopted the Valley Arts District in 2008. This plan envisions the transformation of the area's industrial building stock into artists'

lofts with arts-related retail and arts programming.

- East Orange has adopted several redevelopment plans (Evergreen Square Area, Main Street Entertainment District, and Walnut Street Redevelopment Area).



It has also seen the emergence of a market for multi-family housing, with recent developments by RPM (the \$15.6 million “Aura,” “Indigo,” “Essence,” and “Esprey”) and Gaia Real Investment (“Grand” and “Renaissance”).



OUTREACH AND ENGAGEMENT PLAN

Greater Newark LISC (Local Initiatives Support Corporation) led the outreach effort, hosting a total of three events in conjunction with the Project Team: April 2 in the East Orange City Hall, April 15 in the WISOMMM Cultural Center Sanctuary Meeting in Newark, and April 16 in the First Unitarian Universalist Church of Essex County in Orange. LISC advertised the events through their network and local channels, flyers were posted in public buildings prior to the events, and the events were publicized in the Together North Jersey newsletter and on the website. Event locations were chosen based on centrality and presence in the community.

IDENTIFICATION OF ISSUES AND CHALLENGES

The following issues and challenges were identified as being most important through the engagement process

- Relative lack of living-wage jobs and access to these jobs
- Unsafe conditions for pedestrians, specifically along the Route 280 corridor and Freeway Drive East and West, and under the Route 280 overpass in Newark
- Low quality retail (including insufficient sit-down restaurants)



Public Meeting in East Orange City Hall (above), and residents of the Corridor in Orange giving input (right) during the April 16 community outreach session

- Perception of crime and public safety
- Inadequate recreational amenities, including community centers
- Inadequate cultural amenities (although new projects in the Broad Street and Highland Avenue Station areas have begun to reverse this issue)

PARTICIPATING SERVICE ORGANIZATIONS

These organizations participated as members of the project's Steering Committee and were integral to informing the community engagement process:

Greater Newark Local Initiatives Support Corporation (LISC) is the local chapter of a national organization that works with several local organizations to help identify priorities and challenges. They specialize in housing, increasing family wealth and income, stimulating economic activity, improving access to quality education, and fostering safer and healthier communities.

La Casa de Don Pedro is a neighborhood organization that works primarily with Newark's North End communities, but also with other Newark neighborhoods. The communities they serve are largely Hispanic and African American, and have low household incomes and high levels of unemployment. Their mission is to foster self-sufficiency, empowerment and neighborhood revitalization, which they aim to accomplish through immigration services, education, and job development.

HANDS, Inc is a nonprofit organization in the City of Orange which aims to protect the stability and vitality of residential neighborhoods. They invest in community facilities, cultural spaces, and commercial properties, and are working closely with Valley Arts to expand the emerging Valley Arts District at the west end of the Corridor.

About La Casa de Don Pedro & LISC Transforming Lower Broadway: Our Quality of Life Roadmap



La Casa de Don Pedro is a community-based development corporation and provider of comprehensive services that has been working with and serving residents of greater Newark, New Jersey since 1972. La Casa's community organizing and child advocacy work serves as a powerful foundation for its comprehensive social service delivery system. Programs promote family

Greater Newark & Jersey City LISC has, since 1986, worked side by side with private and nonprofit groups and public agencies, helping to transform distressed neighborhoods into healthy, sustainable communities that are good places to work, do business and raise children.



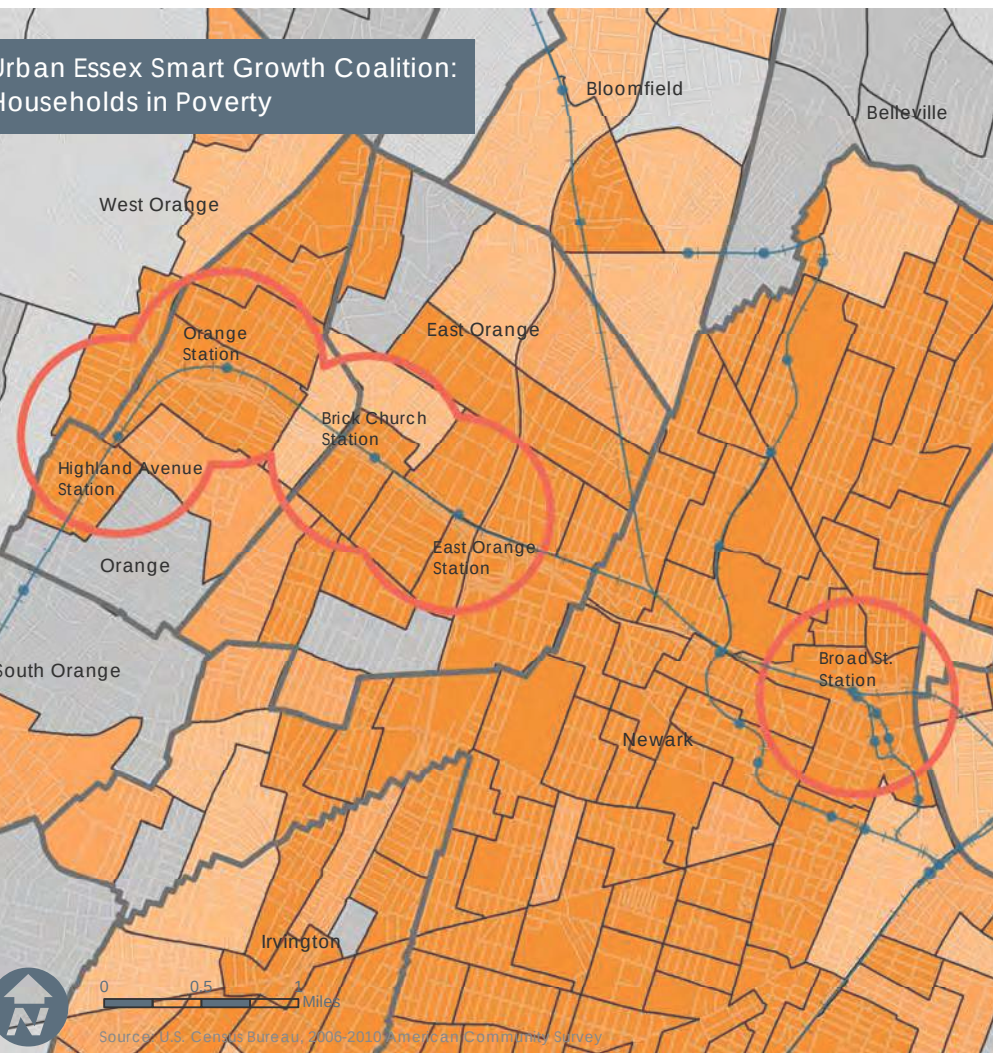
STRONG AND HEALTHY NEIGHBORHOODS

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Go

Welcome to HANDS, Inc.
Invest in the Future! Donate Today!



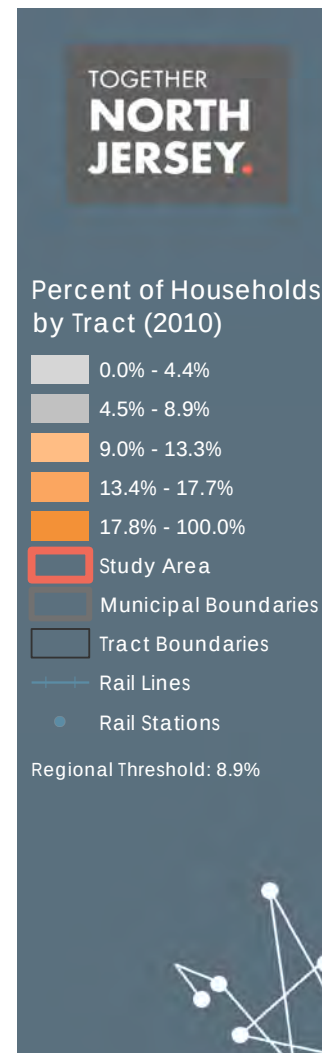
STUDY AREA CHARACTERIZATION

Demographics

The communities along the Corridor are predominantly composed of minority populations. Compared with the NJTPA region (43%), Essex County (67%) and the Corridor specifically (91%) are composed largely of minority populations, with the Corridor composed mostly of African American (65%) and Hispanic (23%) minorities. Residents at Newark Broad Street Station are the most diverse, identifying themselves as 41% African American, 43% Hispanic, and 37% White (note that the percentages add to over 100% because some residents identify with more than one ethnicity). The residents of the corridor also seem to be “aging in place,” and the percentage of residents over 55 years of age is expected to top 25% by the year 2015, up from 19% in 2000.

Income and Poverty

The Corridor has depressed incomes compared to the region, and this trend correlates with the levels of poverty and single-mother households. Median household income (per 2010 census) within one-half mile of each of the station areas ranged from \$27,658 at the East Orange Station to \$47,245 at Highland Avenue



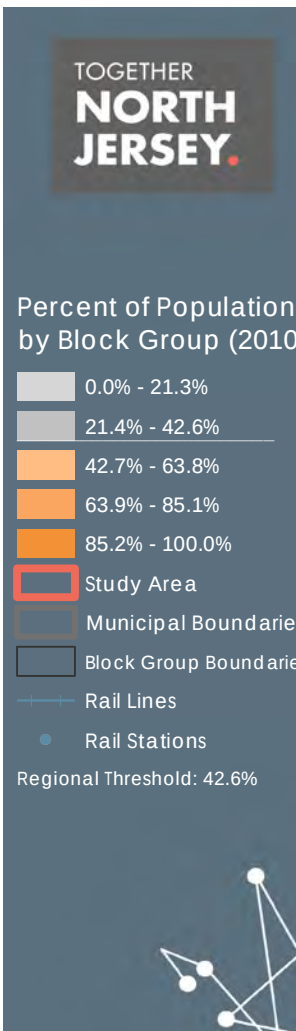
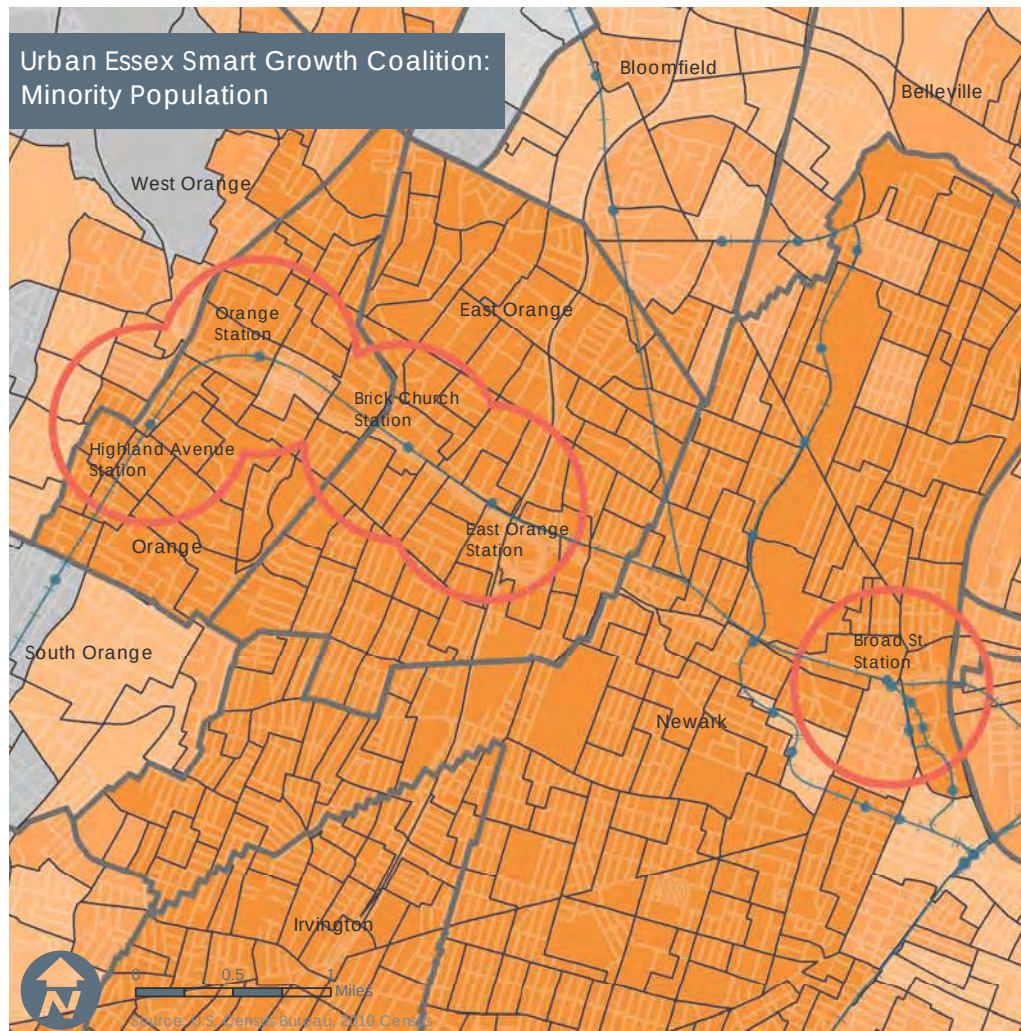
Station, compared to \$55,876 for Essex County as a whole and \$71,180 in New Jersey. The Corridor has more than three times the number of Families in Poverty with Children (15.9%) compared to the NJTPA region (5%). In addition, the corridor has more than twice the number of Households in Poverty (21.4% compared with 8.9% in the region) and Female Heads of Households with Children (14.5% compared with 6.4%).

Low-income and Multifamily Housing

The Urban Essex Corridor (and Essex County in general) is home to a disproportionate quantity of subsidized and low-income housing. The Corridor has more than twice the number of HUD-subsidized Housing Units (32 per 1,000 population compared with 13 in the NJTPA region), Public Housing Units (12 to 5), and Multi-Family Housing Units (15 to 6).

Access to Transportation

Transit is central to the mobility needs of residents in the corridor. The Corridor has almost three times the level of Carless Households compared with the NJTPA region. (35.3% versus 12.5%) The lowest rate of automobile ownership is near Newark Broad Street Station, where 48% of households do not own an automobile.



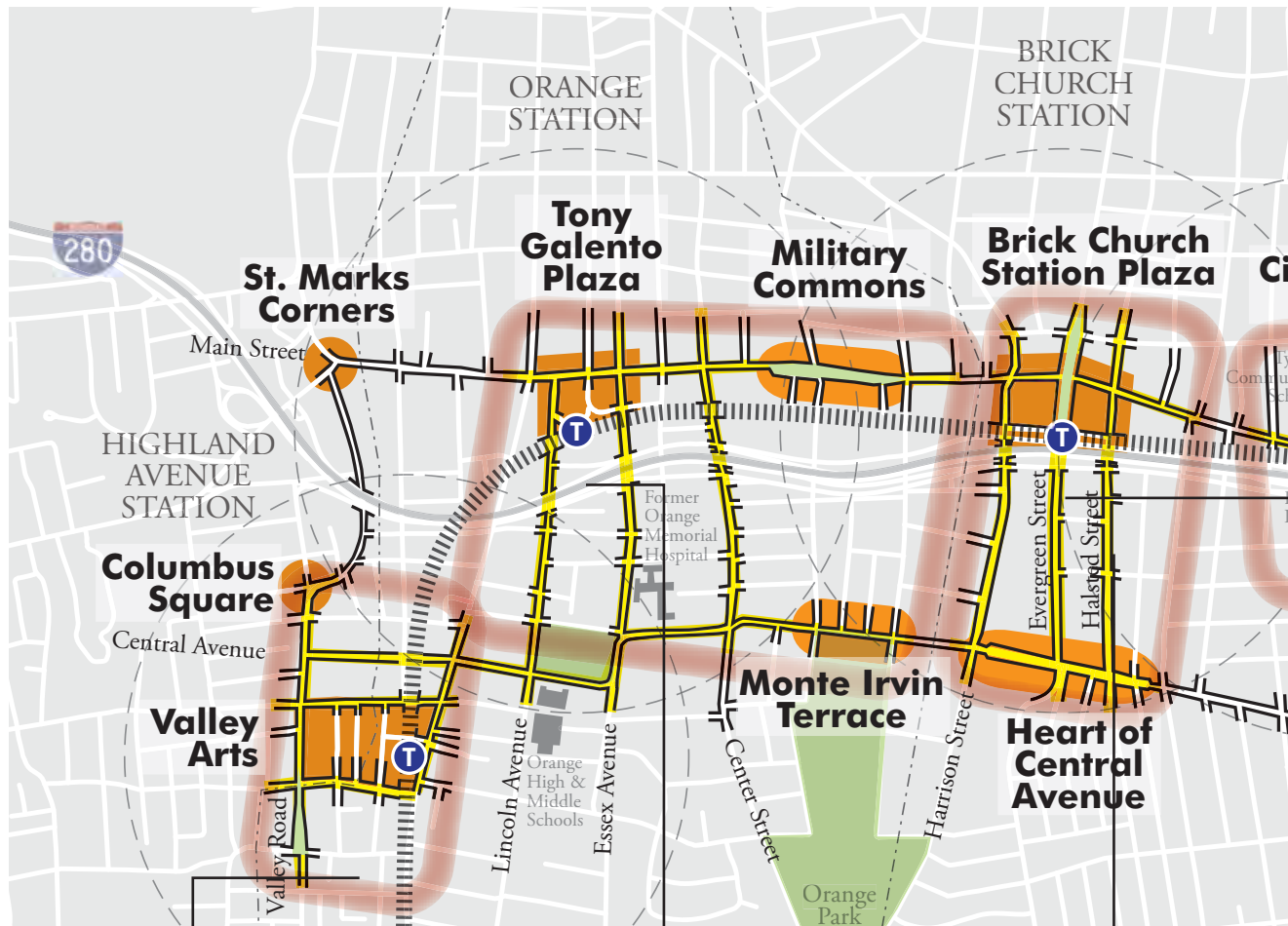
PHASE 2: WHERE DO WE WANT TO GO?



KEY PLACES

The Plan recommends a strategy focusing on select “places” within the region as the focal points for public and private economic development efforts. Focusing on places, or buildings and the public realm together (whether it be parks, plazas, or streets), instead of individual buildings, has proven to be an effective strategy in creating a sense of safe, attractive and “managed environments” that attract more people, investment and development, and establish a “brand” not only for the individual districts but for the larger communities. This is seen in examples ranging from Bryant Park in Midtown Manhattan to more neighborhood-oriented examples like Davis Square in Somerville, Massachusetts and, closer to home, the South Orange Station area. This stress on key places concentrates limited public resources on strategically important areas, and provides a focus for each community’s efforts to attract private investment.

“Focusing on places instead of individual buildings has proven to be an effective strategy in attracting more people, investment and development”



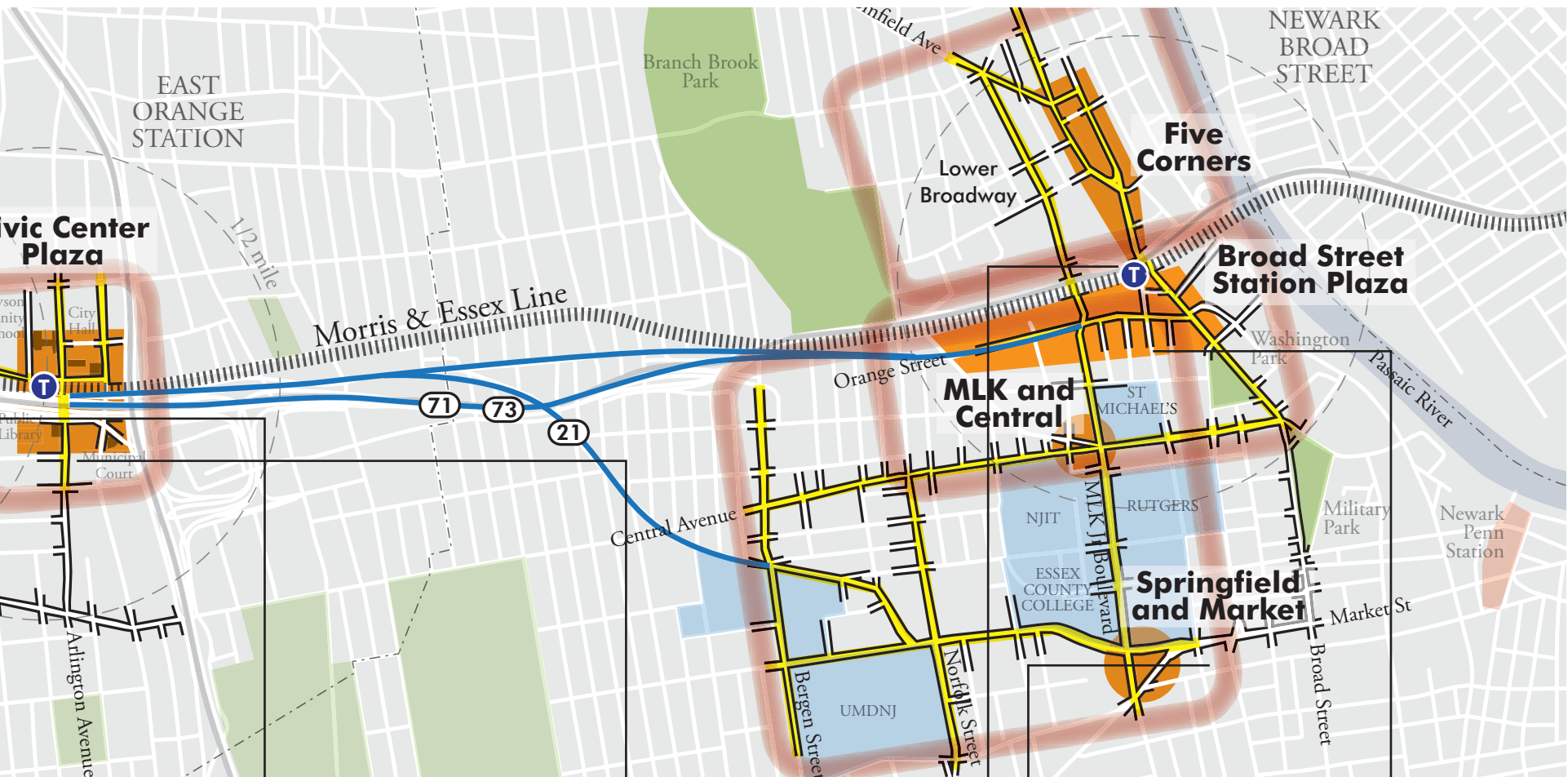
Valley Arts District



Tony Galento Plaza
and West end of Main Street



Freeway Drive



Brick Church Plaza



East Orange Civic Center



Lower Broadway Neighborhood
and Newark Broad Street Station Area



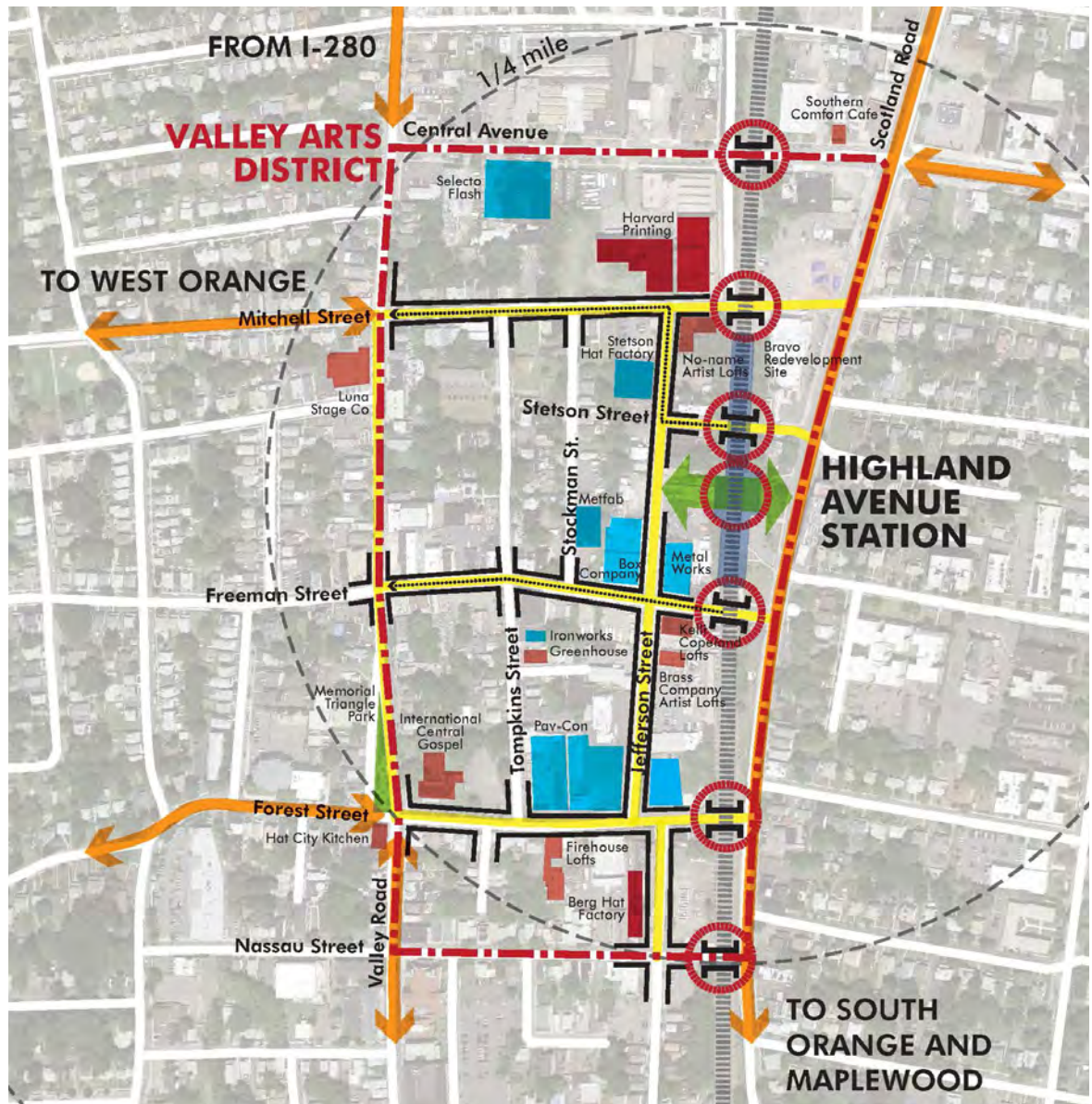
Route I-280 Underpass

VALLEY ARTS DISTRICT

The Valley Arts District contains the largest inventory of vacant buildings within the Corridor. Under the leadership of HANDS, the area has begun to tap the potential of the area's vacant industrial buildings for artist's studios and galleries. However, they have yet to have a decisive overall impact on the redevelopment of the area.

The Team identified several key challenges: The district, bounded by Scotland Road to the east and Valley Road to the west, has a very tenuous connection to the Highland Avenue Train Station. Despite the fact that service by NJT is among the lowest of any station on this segment of the line, without a plan to address this issue, the Valley Arts District will have limited ability to take advantage of any potential increases in service.

The Valley Arts District also lacks a clear sense of arrival from surrounding communities and I-280, a clear impediment in positioning the district as a major regional destination. While the district has a defined street grid, arts destinations such as Luna Stage Theater Company and the Firehouse Artist Lofts, restaurants like Hat City Kitchen and Libretti's, and industrial buildings with physical presence and character, it lacks the kinds of



The Valley Arts District extends from Central Avenue south to Nassau Street, and from Scotland Road west to Valley Road. A cohesive plan and better access to the Highland Avenue Station would unlock many opportunities that lie within its bounds

WHAT IT COULD BE

public environments needed to get visitors to stay, and a sense of focus.

The Valley Arts District's collection of industrial buildings represents a tremendous resource that can be leveraged to create places with a unique sense of character. The potential of this strategy is seen in districts like San Francisco's Showplace Square and Greenpoint in Brooklyn. The presence of active manufacturing businesses in the Valley Arts District offer potential synergies with artists and emerging tech businesses and other creative industries. Areas such as the Brooklyn Navy Yard may offer examples for how the manufacturer-artist relationship can be leveraged. One concept could be for HANDS to partner with one or more of the area's manufacturing companies to establish an "Artist in Residence" program. Another resource is the railway viaduct that at present creates a barrier on the district's east side, which could alternatively serve as the armature for unique and memorable gateways into the district.

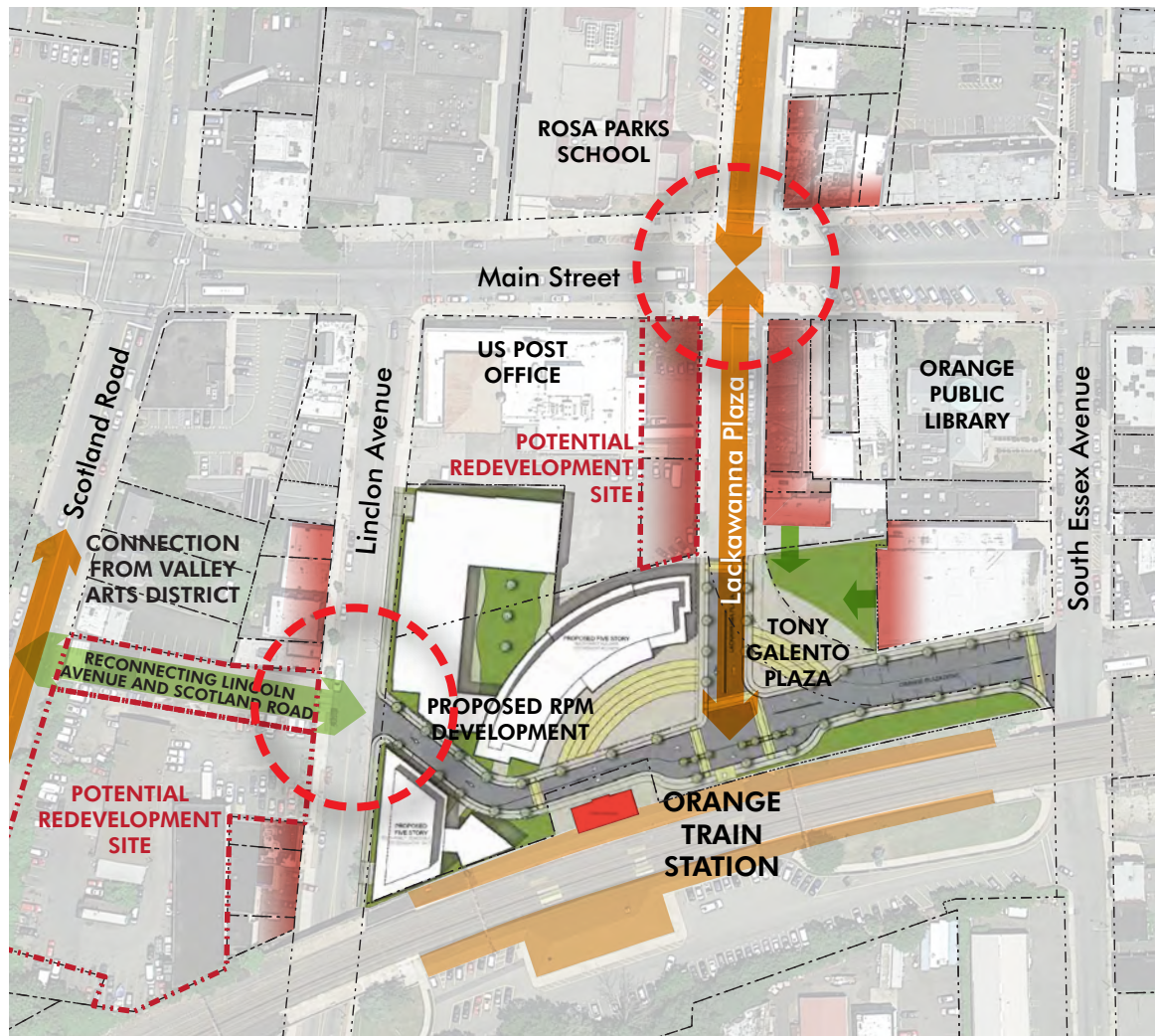
The Valley Arts District contains many abandoned factory buildings (top right), which can be adapted into galleries or other uses (mid right). Currently, underlit and dangerous underpasses from Scotland Road into the district (bottom right) pose a threat to pedestrians



Places like DUMBO in Brooklyn demonstrate how the physical character of former industrial areas can be leveraged to create unique and vibrant urban districts.



The diverse mix of active manufacturing facilities, flexible industrial space with plentiful light, high ceilings and high live-load capacity, and the presence of artists has proven to be attractive to the newer generations of tech workers and start-up companies alike. Above: Flavor Paper in Boerum Hill, Brooklyn



The RPM Plan provides an opportunity to connect the Train Station with Main Street and Scotland Street

TONY GALENTO PLAZA AND WEST END OF MAIN STREET

Tony Galento Plaza remains the key anchor for the western end of the Main Street corridor. Since the completion of Phase I of the Inner M&E Strategic Plan, the City of Orange Planning Board granted preliminary site plan approval for the RPM-led redevelopment of Tony Galento Plaza which includes 239 parking spaces, 113 rental units, 6,000 SF of retail and 30 residential condominiums in a separate building.



View of the Orange Train Station from Tony Galento Plaza

While RPM's redevelopment process sites the buildings, the public space at Tony Galento Plaza warrants further study. Three other elements should be advanced concurrently to maximize the project's potential to be a "game changer" and spur increased investment in the surrounding area:

- **improving the connection between the Orange Station and Main Street along Cleveland Street** will be critical in leveraging this development as a catalyst for Main Street and extending the value of this major transit facility to the Main Street Corridor.
- **adaptive reuse of the Orange Station building** to a more friendly commercial use can help make Tony

Galento Plaza a more successful and active public space; this, in turn, will increase the value of all of the surrounding properties.

- **Creating a more direct connection between the Station and Scotland Road.** Access to Orange Station from the Valley Arts District by connecting Lincoln Avenue and Scotland Road.



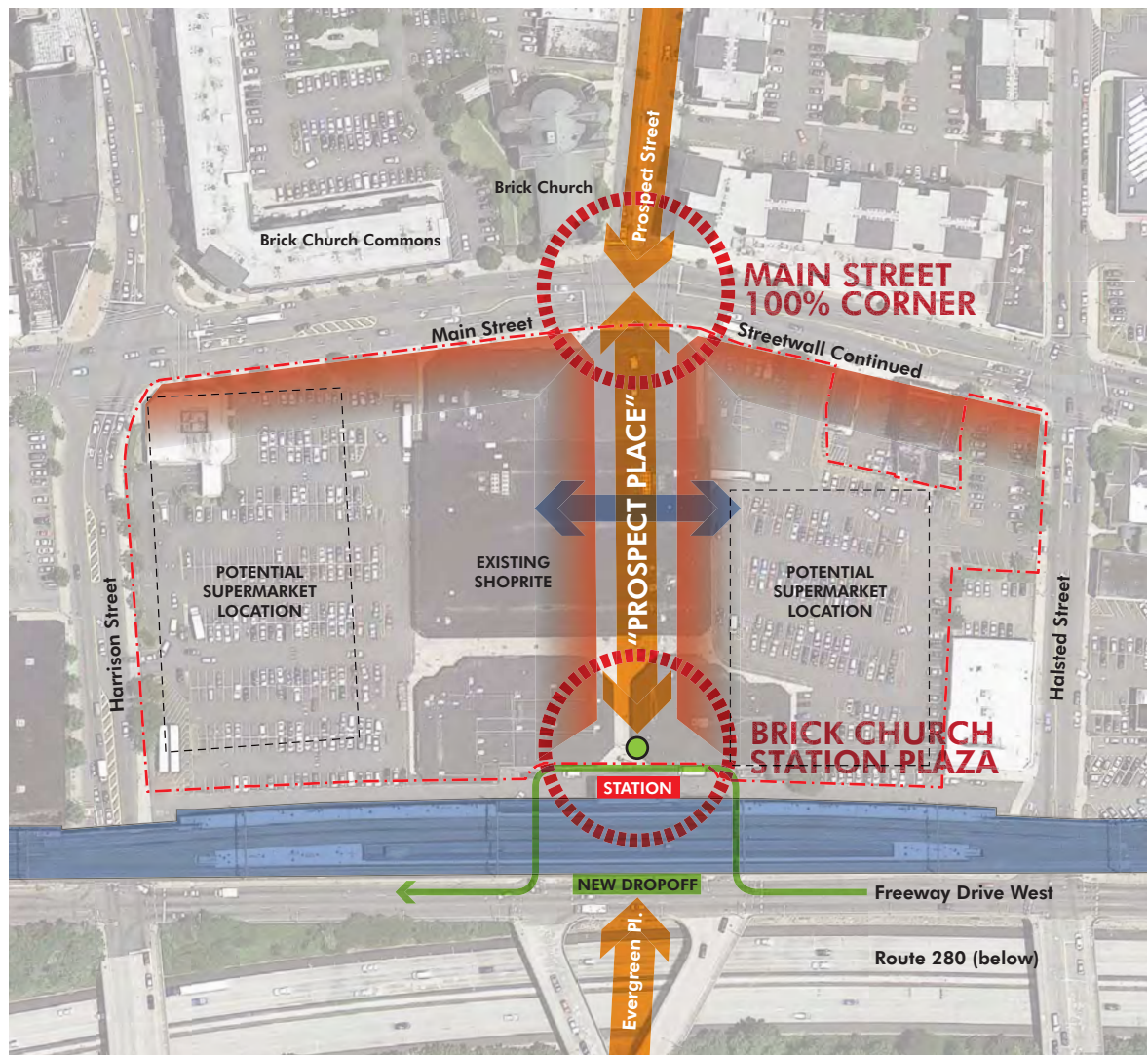
RPM rendering showing proposed view of Tony Galento Plaza

BRICK CHURCH PLAZA

Brick Church Plaza was identified in Phase I as one of the most important redevelopment opportunities within the corridor for its potential as to serve as a catalyst for redevelopment in downtown East Orange.

At 8.5 acres, the Brick Church Plaza site is large enough to incorporate an expanded and modernized Shoprite, ground level retail, multi-family residential development as well as significantly expanded parking to support new development as well as commuters. The site can also accommodate an extension of Prospect Street, to establish a meaningful pedestrian and visual connection between the Brick Church Station and Main Street.

A mixed-use transit oriented development on this site would have the benefits of increasing access to the station and allowing the Shoprite to benefit from the pedestrian traffic on Main Street. It would also bring two new anchors to Main Street: the supermarket and the train station. The City of East Orange has taken steps to continue to explore the feasibility of redevelopment at this site. This initiative is one that Together North Jersey and the State should support as the process advances.



A vision of Brick Church Station Plaza showing the restored historical connection between Evergreen Place and Prospect Street

WHAT IT COULD BE



Examples like Draegers in San Mateo, California (above) and the recently opened Shoprite in Bayonne (below) have shown that grocery stores can be built in a way that complements sidewalk foot traffic. These stores also show how grocery stores can anchor walkable downtown shopping districts. The recent opening of the supermarket in the Health and Wellness Plaza in New Brunswick also shows how grocery stores can be successfully incorporated into mixed use projects.



Brick Church Station is currently hidden from Main Street behind the Shoprite and a sea of parking



Before the construction of I-280, all roads led to Brick Church Station, as shown in this historic map from 1889

EAST ORANGE CIVIC CENTER

The East Orange Station Area contains many of the Corridor's most attractive and potentially important assets, including:

- A concentration of quality pre-war multifamily apartment buildings both north of I-280 along Arlington Avenue and south of I-280 along Munn Avenue, one of the great streets in the Urban Essex Corridor
- A collection of civic and institutional buildings, including the Municipal Building, the Municipal Court Building, the Public Library and Grace Church, which together represent one of the Corridor's top employment destinations as well as one of the highest quality collections of buildings in the corridor.
- The East Orange Train Station
- The Cicely Tyson School, one of the public major investments made in this part of the Corridor and which features a state of the art auditorium.

Each of these assets stand apart from one another and discontinuities abound: between the Civic Center Plaza and the Main Street Corridor; between the different buildings comprising the Civic Center; and between the great multifamily streets.

Despite key vacant lots along Main Street, the East Orange Station Area is not the area with the highest future development potential in the Corridor. Similarly, due to the low level of service relative to the other stations in the Corridor, the Train Station may be of more value for its landmark presence on Main Street.



East Orange Civic Center

Because of the pivotal location the area occupies at the terminus of the Main Street Corridor, and between the two the multifamily neighborhoods, the big challenge for the East Orange Station Area is related to how key gaps in the fabric can be repaired.

Key strategies to be considered include allowing the Civic Center Plaza to function as an anchor for Main Street by:

- Redeveloping two blocks on the north side of Main Street between Walnut Street and Arlington Street
- Demapping Main Street between Winans Street and Arlington Avenue to close up the gap on the south side of Main



Auditorium of Cicely Tyson Community School

Street west of the Station and eliminate a dangerous intersection on Freeway Drive.

- Transferring control of the East Orange Train station to facilitate adaptive reuse of the station building.
- Utilizing the Cicely Tyson School auditorium for other entertainment events in a way that projects the school out to Main Street.
- Transforming Freeway Drive into a slower-moving street balancing pedestrians and vehicles so that it becomes less of a barrier between north and south.



View looking south along Munn Avenue

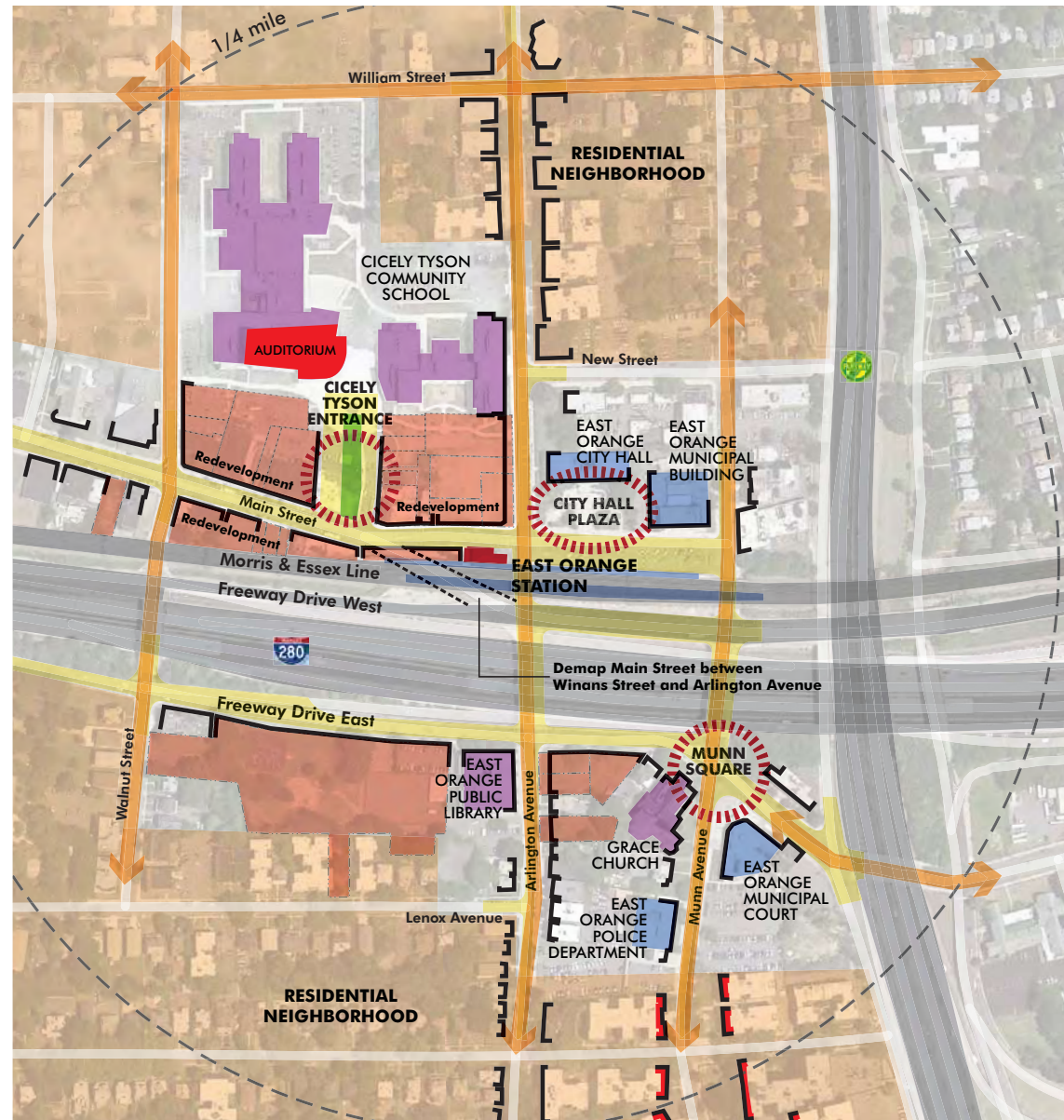


Diagram showing improved connections and potential opportunities for redevelopment

LOWER BROADWAY/ NEWARK BROAD STREET STATION AREA

In the last ten years, the area immediately south of Broad Street Station has been the recipient of significant planning work and public investment by the City of Newark. Lower Broadway has received less municipal-level attention, but was the subject of a major proactive planning process led by La Casa de Don Pedro, the “Transforming Lower Broadway” Plan. As such, the Inner M&E Strategic Plan focused on access to work patterns for the residents of the Broad Street Station Area. The Plan’s analysis revealed that *all of the top five employment destinations for those living within a half mile of the station are located south of I-280, within a mile of the station.* This indicates that those living within the station area are not utilizing Broad Street Station, but rather, are walking or taking the bus or light rail. This pattern also points



UMDNJ

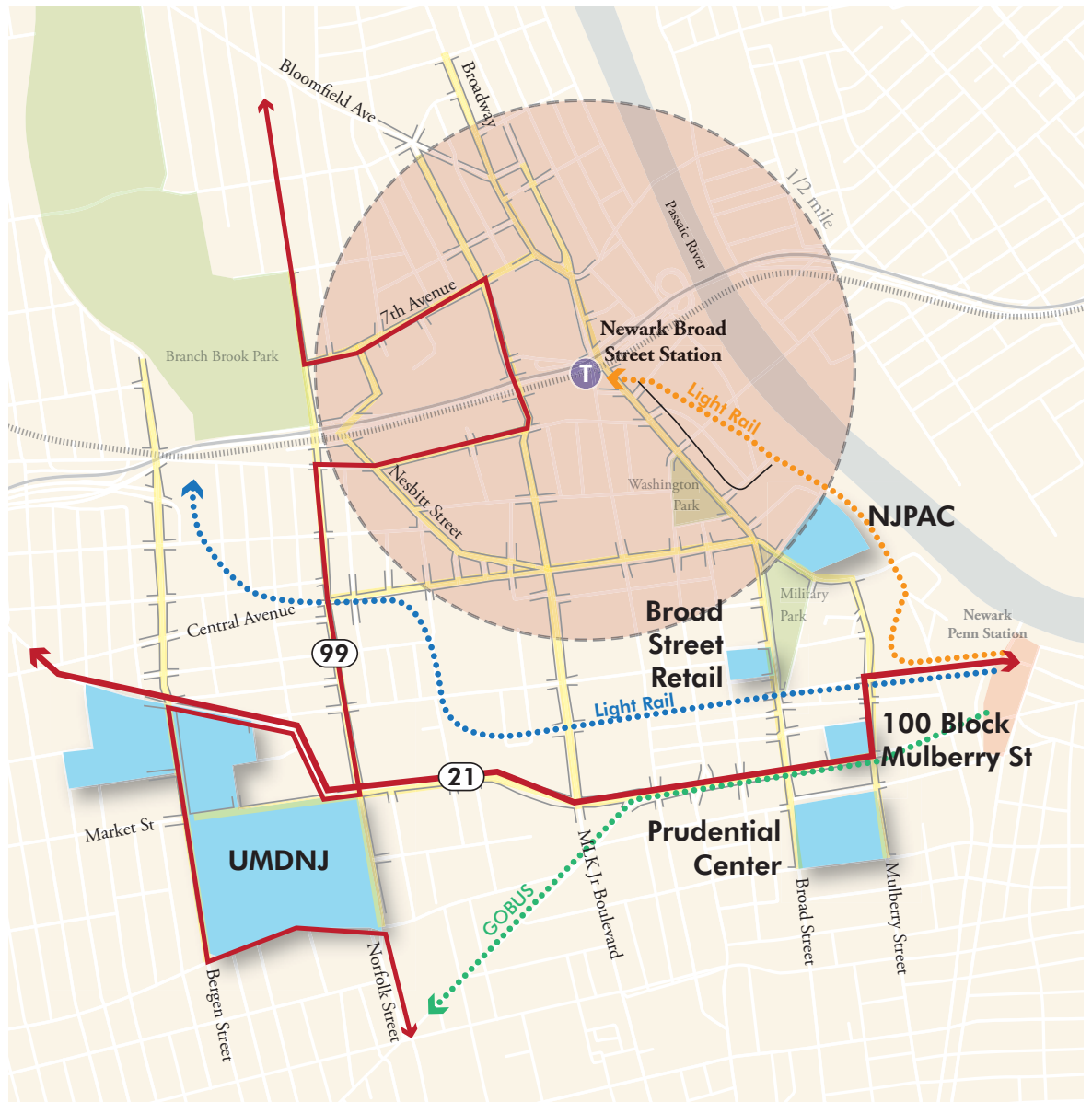


Diagram showing the top five employment destinations for those living within a half mile of the Broad Street Station, and key bus and pedestrian connections to those destinations

out that accessibility across I-280 is just as important on the east end of the corridor as the western segment in Orange and East Orange.

Unlike the condition further west where access over I-280 is the issue, the challenge in the Lower Broadway area is improving conditions for pedestrians *under* the I-280 Viaduct. While no service roads like Freeway Drive exist to further impede access across the divide, long gaps in the street frontage between I-280 and the heart of the Lower Broadway neighborhood to the north make the crossing seem much longer.



Under the existing overpass of I-280



Creative lighting could improve pedestrian links to the Broad Street Station from the Lower Broadway Neighborhood at Route 21, Broad Street, MLK Jr Boulevard, and Norfolk Street/Clinton Avenue

WHAT IT COULD BE



In the 1990s, the combination of a transit station, an irregular crossroads, and good pedestrian connections to adjacent residential neighborhoods made Davis Square in Somerville a vibrant center for the surrounding area and helped rebrand it as one of the region's most walkable, transit-oriented communities.



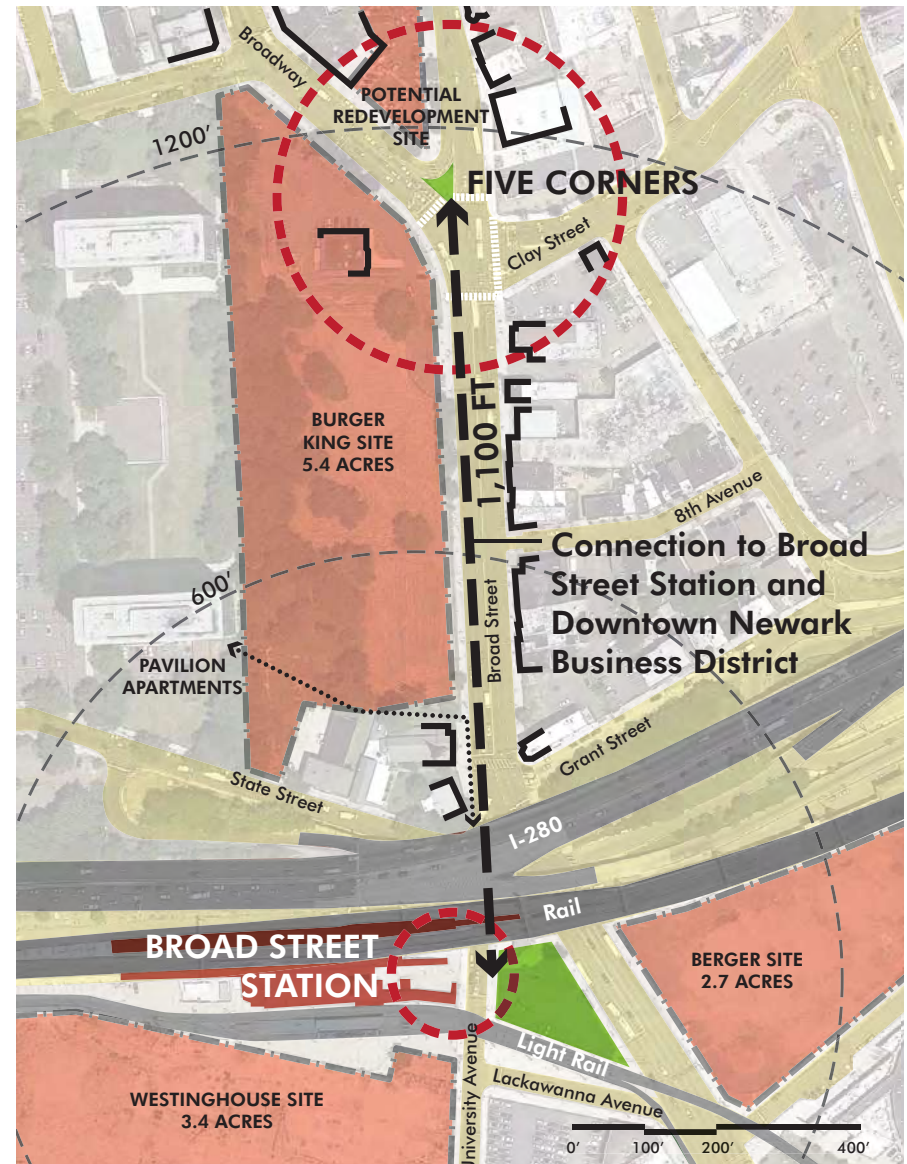
While the “Transforming Lower Broadway” Plan has focused on the intersection of Bloomfield Avenue and Broadway, ongoing efforts focusing on the potential redevelopment of the “Burger King site” to serve local residents, anchor future commercial activity to the south, and build the area’s residential base should be advanced.

New development and an improved streetscape between the intersection of the Broadway, Clay Street and Broad Street will also help improve pedestrian connections from the Lower Broadway neighborhood to both Broad Street Station and to the area’s most important employment destinations.

Future proposals to upgrade the transportation infrastructure in this area should be undertaken within the larger objectives of improving this key north-south corridor as a pedestrian link to the area’s major employment destinations.



Current view of the Five Corners intersection



Although much of Lower Broadway is within easy walking distance of Broad Street Station, obstacles such as the train/I-280 overpass and the broken street wall along Broad Street make the trek seem almost insurmountable

South of I-280, positive new developments such as the redevelopment of Baxter Terrace have started to transform the area. However, challenges in advancing key sites within the Newark Broad Street Redevelopment Area, such as the Westinghouse and Borden Sites, remain. One of the most significant resources Together North Jersey provides is the potential to connect local partners with State of New Jersey agencies.

One of the key sites in the Broad Street Station District Redevelopment Plan is the Borden Site, which is partially owned by NJ TRANSIT and the City of Newark. An important follow-up action is for BCDC to work with NJT TRANSIT to resolve property ownership associated with the right of way adjacent to the Borden Site to allow redevelopment. This will advance the City's economic development agenda in a way that is compatible with community concerns.



View of Borden site looking east along the train tracks at the area owned by NJTRANSIT

Ownership Map



The Borden site is located between Orange Street and the Morris & Essex line, and between Nesbitt Street to the west and Martin Luther King Jr Boulevard to the east



The Borden Site is labeled "City Parcel A1" in the "Development Sites" on page 58 of the Broad Street Station District Redevelopment Plan

KEY PLACES AND QUALITY OF LIFE: PUBLIC SAFETY

Public safety is a key factor in quality of life in the Corridor. The prospect of crime, whether perceived or real, was identified as a barrier to development both at public meetings in each municipality within the Corridor and in interviews with developers. However, crime levels have fallen significantly throughout corridor in recent years.

In East Orange, violent crime decreased 65% in the 25 years between 1985 and 2010, and the rate has been cut in half over the last eight years. Over the last ten years, robbery rates have dropped by two-thirds, and are down 85% from a peak 20 years ago.

In the City of Orange, violent crime has decreased by 38% in the last 25 years, and property crime is down 63% during the same period. Moreover, these rates have dropped most steeply in the last ten years, indicating that momentum for creating a safer public realm is growing.

Publicizing statistics that document these successes in decreasing crime is critical to getting credit for improvements to the quality of life. An increased sense of public safety and increased public awareness of falling crime rates has been an important factor in

the resurgence of American cities throughout the last decade. Unless these figures are brought to the public's attention, though, the individual cities within the Corridor will not get credit for their success.

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Results from local-level reported crime database

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Definitions. Also see notes at the end of this page.

For caution, see Caution against ranking

Crime reported by East Orange Police Dept, New Jersey

Number of offenses reported

Year reporting	Months	Population coverage	Violent crime					Property crime				Violent crime rate
			Violent crime total	Murder and nonnegligent manslaughter	Forcible rape	Robbery	Aggravated assault	Property crime total	Burglary	Larceny-theft	Motor vehicle theft	
1985	12	77,033	1,607	15	133	904	565	6,310	2,072	2,403	1,835	2,085.1
1986	12	77,369	1,714	18	95	1,004	597	6,010	2,003	2,198	1,819	2,214.5
1987	11	77,949	1,222	10	91	608	513	4,605	1,478	1,848	1,479	
1988	12	78,142	1,386	15	100	752	519	6,061	1,681	2,026	2,351	1,773.7
1989	12	77,389	2,078	7	117	1,355	599	5,832	1,669	1,916	2,047	2,685.1
1990	12	73,552	1,995	30	82	1,208	687	6,491	2,053	2,040	2,396	2,712.4
1991	12	73,835	1,972	9	107	1,100	756	5,703	1,537	1,873	2,293	2,670.8
1992	12	74,111	1,932	14	84	1,077	757	5,012	1,369	1,987	1,626	2,605.9
1993	12	72,794	2,154	15	88	1,129	922	5,151	1,732	1,944	1,475	2,959.0
1994	12	73,024	2,089	8	59	1,258	764	5,280	1,688	2,159	1,424	2,800.7
1995	12	73,225	1,973	12	65	1,222	674	5,423	1,563	2,539	1,221	2,694.4
1996	12	73,621	1,424	16	58	763	588	4,247	1,075	2,035	1,137	1,934.2
1997	12	74,220	1,138	16	41	570	511	4,598	825	2,240	1,533	1,533.3
1998	12	70,882	1,200	12	46	605	537	4,183	1,057	2,003	1,123	1,697.7
1999	12	69,842	1,188	12	52	608	518	3,864	770	1,947	1,147	1,701.0
2000	12	69,824	1,225	12	50	608	565	3,825	768	2,024	1,033	1,754.4
2001	12	70,409	1,412	13	32	684	683	3,912	936	1,803	1,173	2,005.0
2002	12	71,264	1,832	18	54	699	752	4,434	912	1,999	1,523	2,135.1
2003	12	70,141	1,394	22	30	647	669	4,757	1,059	1,830	1,789	1,987.4
2004	12	69,687	1,114	17	32	562	503	4,222	1,114	1,852	1,259	1,596.3
2005	12	68,081	1,061	14	31	551	465	3,503	876	1,637	990	1,535.9
2006	12	68,242	718	9	25	371	313	2,451	593	1,222	636	1,052.1
2007	12	66,949	525	8	32	238	246	1,813	446	890	477	784.2
2008	12	65,218	470	6	21	177	266	1,641	508	767	366	720.7
2009	12	64,924	504	11	22	224	247	1,247	388	632	227	776.3
2010	12	64,270	487	6	31	178	272	1,307	351	656	300	757.7

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UNIFORM CRIME REPORTING STATISTICS

U.S. Department of Justice
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Definitions. Also see notes at the end of this page.

For caution, see Caution against ranking

Crime reported by Orange City Police Dept, New Jersey

Number of offenses reported

Year reporting	Months	Population coverage	Violent crime					Property crime					Violent crime rate
			Violent crime total	Murder and nonnegligent manslaughter	Forcible rape	Robbery	Aggravated assault	Property crime total	Burglary	Larceny-theft	Motor vehicle theft		
1985	12	30,363	789	1	37	414	318	2,851	843	1,358	650	2,610.0	
1986	12	31,243	946	3	28	335	280	2,834	850	1,195	841	2,218.8	
1987	12	31,506	831	2	26	312	289	3,176	653	1,295	1,068	1,815.0	
1988	12	31,885	800	5	26	292	265	2,836	672	1,263	1,016	1,810.0	
1989	12	31,947	751	1	37	445	268	3,201	742	1,197	1,202	2,310.0	
1990	12	29,925	851	5	31	373	239	2,771	814	920	1,029	2,113.0	
1991	12	30,040	890	9	13	327	241	2,670	607	841	1,025	1,914.0	
1992	12	30,152	566	5	15	376	220	2,883	737	904	1,012	1,817.0	
1993	12	30,416	749	3	28	388	359	2,520	690	1,037	896	2,291.4	
1994	12	30,512	632	2	18	385	226	2,530	674	1,048	786	2,011.0	
1995	12	30,378	659	6	22	434	203	2,625	663	1,294	692	2,222.0	
1996	12	30,540	541	7	19	325	190	2,716	604	1,283	737	1,771.0	
1997	12	30,788	433	5	19	289	148	2,687	691	986	563	1,418.0	
1998	12	29,933	494	6	17	305	168	2,305	715	1,036	537	1,707.0	
1999	12	28,501	488	7	10	309	172	2,308	666	1,056	583	1,719.0	
2000	12	29,666	550	3	14	320	206	2,199	544	1,044	511	1,673.0	
2001	12	33,142	893	4	10	327	162	2,197	549	978	772	1,511.0	
2002	12	33,558	487	4	8	215	170	1,867	437	795	645	1,361.0	
2003	12	33,028	456	2	8	234	152	2,130	426	543	765	1,259.0	
2004	12	32,764	382	2	10	206	135	1,588	384	679	638	1,161.0	
2005	12	32,486	354	4	8	214	128	1,578	383	630	686	1,061.0	
2006	12	32,142	413	5	10	287	141	1,415	358	626	432	1,261.0	
2007	12	31,717	381	5	9	220	107	1,468	447	620	401	1,223.0	
2008	12	30,979	328	4	11	175	136	1,415	488	567	370	1,081.0	
2009	12	30,873	358	4	10	193	151	862	248	447	197	1,151.0	
2010	12	30,154	342	7	6	251	121	1,095	433	422	240	1,111.0	

Crime statistics from the City of East Orange (left) and Orange (right) from 1985-2010

CRITICAL CONNECTIONS

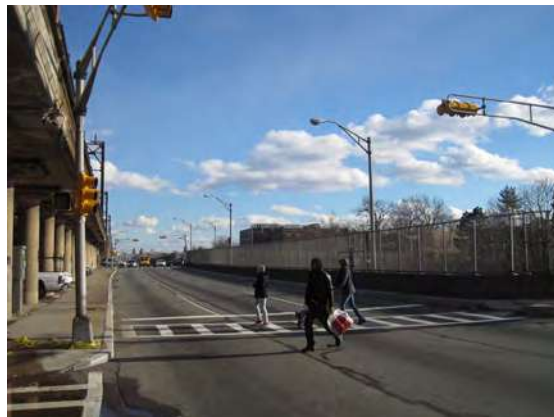
How people arrive to the neighborhoods and districts within the Corridor is almost as important of the quality of the places within the districts. Given the relatively low rate of automobile ownership within the Corridor, solutions for improving these key links needs to go beyond cars, and should address pedestrian, bicycle and bus as well. Connections between the Corridor's key places are important in providing a means by which people can access transit facilities and transit service; goods and services only available along the area's key commercial corridors; and employment destinations within the region. These links are key to the marketability of the districts and the overall health of the Corridor.

The Corridor's well-developed street grid provides many redundancies in local access patterns. However, certain critical barriers prevent these key links from connecting:

Crossing Freeway Drive and Route I-280 in the Oranges is often dangerous for pedestrians, but many residents must do so to access important services and amenities

NORTH-SOUTH ACCESS ACROSS FREEWAY DRIVE

Freeway Drive, which buttresses Route I-280 on the north and south, acts to further divide the neighborhoods in Orange and East Orange. Because there are critical facilities and services for the communities found on both sides of the divide, as well as a high density of population on both sides, pedestrians frequently cross Freeway Drive. The issues surrounding this barrier include the high speed of automobile traffic along Freeway Drive, the enormous perceived and physical length, and the inadequacy of signage to warn automobiles of pedestrians. North-south bus routes are also important across Freeway Drive to increase the intra-connectivity within the region; further,



currently multiple connections are required to travel from Main Street in the Oranges to nearby Montclair or Irvington.

ROSEVILLE AMPERE GAP IN TRANSIT SERVICE

The neighborhoods of Roseville and Ampere, located at the border between Newark and East Orange, have not had direct access to rail since two stations along the Montclair-Boonton line were closed in 1984. These communities would benefit from a more robust bus network that connected them more efficiently with the other communities along the corridor.



LOWER BROADWAY TO BROAD STREET STATION

The Lower Broadway neighborhood, though located within easy walking distance of Broad Street Station and Downtown Newark, is essentially cut off to the south by the elevated train tracks and Route 280. The underpass that connects the two areas appears foreboding and dangerous to pedestrians, with high speed automobile traffic and lacking sufficient sidewalk widths and lighting at night.

BETTER CONNECTING VALLEY ARTS DISTRICT TO TRANSIT AND THE REGION

The Valley Arts District is similarly isolated from the surrounding communities it seeks to draw from. Scotland Road serves as a major north-south connector in the area, but is separated from the Valley Arts District by the Inner M&E rail viaduct. Focusing on the underpasses located at Central Avenue and Mitchell, Forest, and Nassau Streets as potential “gateways” into the Valley Arts District could be one way to improve connections to the neighborhoods east of the

tracks. The Highland Avenue Station could potentially be another way to increase access to the Valley Arts District. Presently, though, links between the Arts District to the west and the station are very limited. Efforts are being made to increase service to the Highland Avenue Station, but plans for improved station access are essential to make this case.

ROSEVILLE-AMPERE

Though the neighborhoods of Roseville in Newark and Ampere in East Orange are not currently connected to the rest of the Study Area by commuter rail, they are served by NJ TRANSIT bus lines and the Newark Light Rail. Simultaneous with this LDP is a pedestrian and transit access analysis performed by RBA and NJ TRANSIT to improve connectivity to the area’s existing transit services.

CONNECTION TO UNIVERSITY HEIGHTS

Two of the strongest sectors for employment in the Corridor are education and health care, which are largely concentrated in the

University Heights district of Newark. Though University Heights is located within walking distance of Newark Broad Street station, buses are the most appropriate and effective mode of transportation to link the area to the rest of the Corridor.

COMPLETE STREETS

Improving underlying connections within the Corridor goes beyond pedestrian and bus links. Input gathered through the Team’s public engagement process revealed an interest in increasing bicycle access throughout the region. Work done by interested stakeholders has shown that there are many streets within the Corridor with excess capacity that could be considered for bike lanes, most notably Main Street, Central Avenue and Valley Road in Orange and East Orange, and Broadway, Broad Street and Mount Prospect Avenue in the Lower Broadway area. In New York City, bike-friendly streets have actually been proven to make streets safer. Bike friendly districts also have demonstrated a strong appeal for the younger demographic which many cities are avidly seeking to attract.



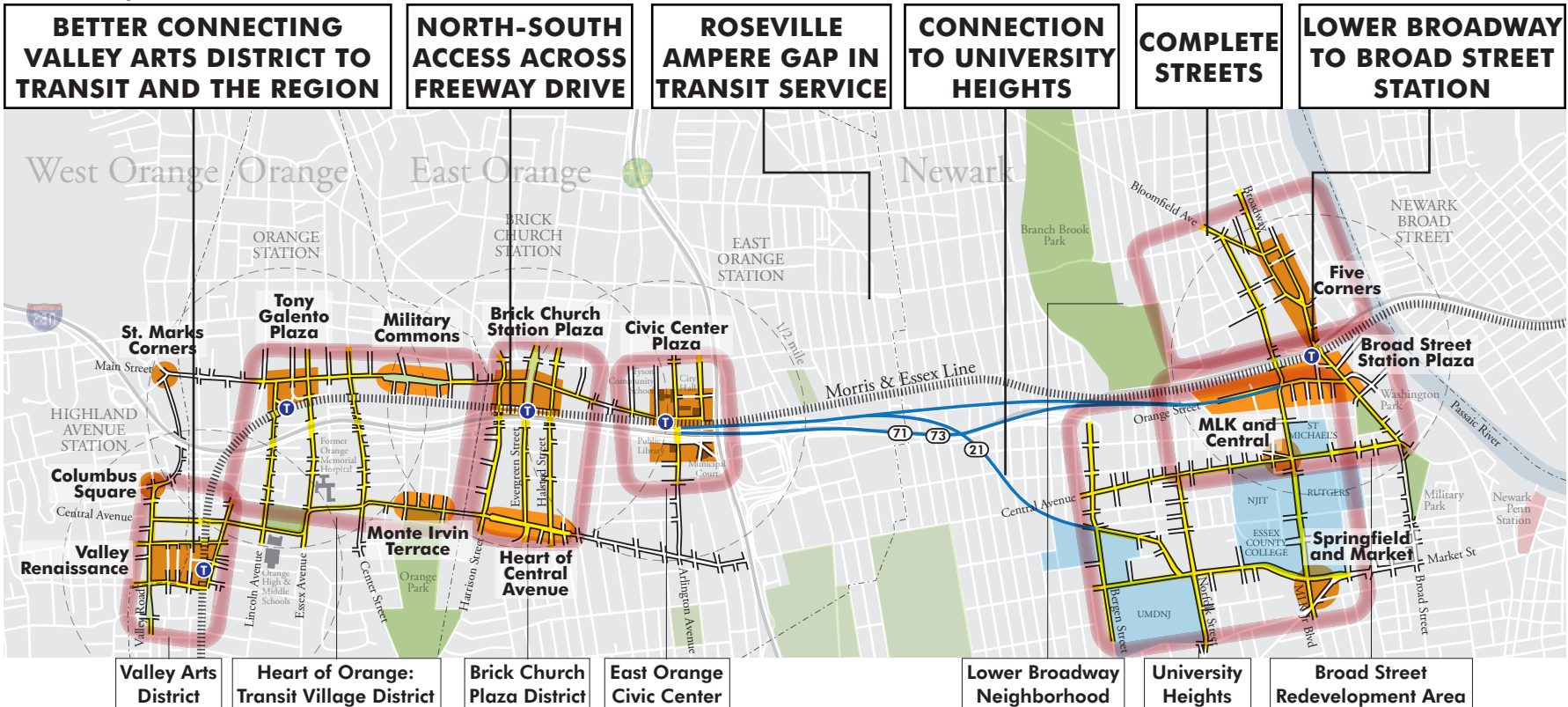
The train viaduct divides Scotland Road and the Valley Arts District near Highland Avenue Station



The overpass above I-280 in East Orange



Beneath the I-280 overpass in Newark



SERVICE TO NEW YORK: LOWER MANHATTAN

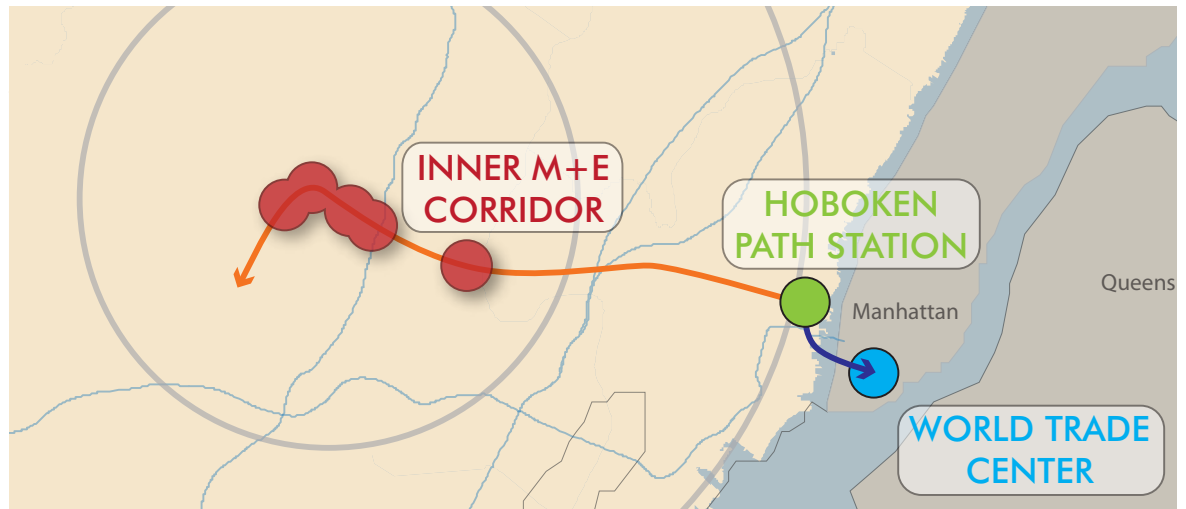
The Port Authority of New York and New Jersey (PANYNJ) estimates that approximately 60,000 jobs will be redirected to Lower



World Trade Center in Lower Manhattan

Manhattan as the World Trade Center comes online. NJ TRANSIT anticipates having to rebalance service patterns along the Morris & Essex line to meet the expected surge in demand for enhanced rail service to the Hoboken PATH Station. These anticipated

changes, coupled with a multi-billion dollar program to modernize the PATH system by the PANYNJ, will result in a dramatically improved competitive position.



Rendering of the Trans-Hudson Terminal

Map showing the route from Morris & Essex Line to the World Trade Center via Hoboken, which is projected to redirect 60,000 jobs to Lower Manhattan

CONNECTING TO OPPORTUNITIES

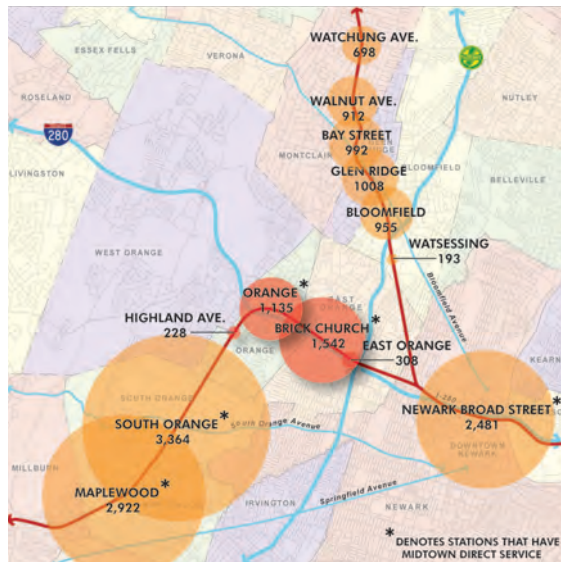
SERVICE TO NEW YORK: CAPACITY LIMITATIONS AND EQUITABLE TRANSPORTATION

Phase I of the Inner M&E Strategic Corridor Plan indicated that the number of Midtown Direct trains stopping at the stations along the Inner M&E in Orange and East Orange was fewer than for other stations along the line. The market analysis revealed that Midtown Direct rail service is widely considered to be

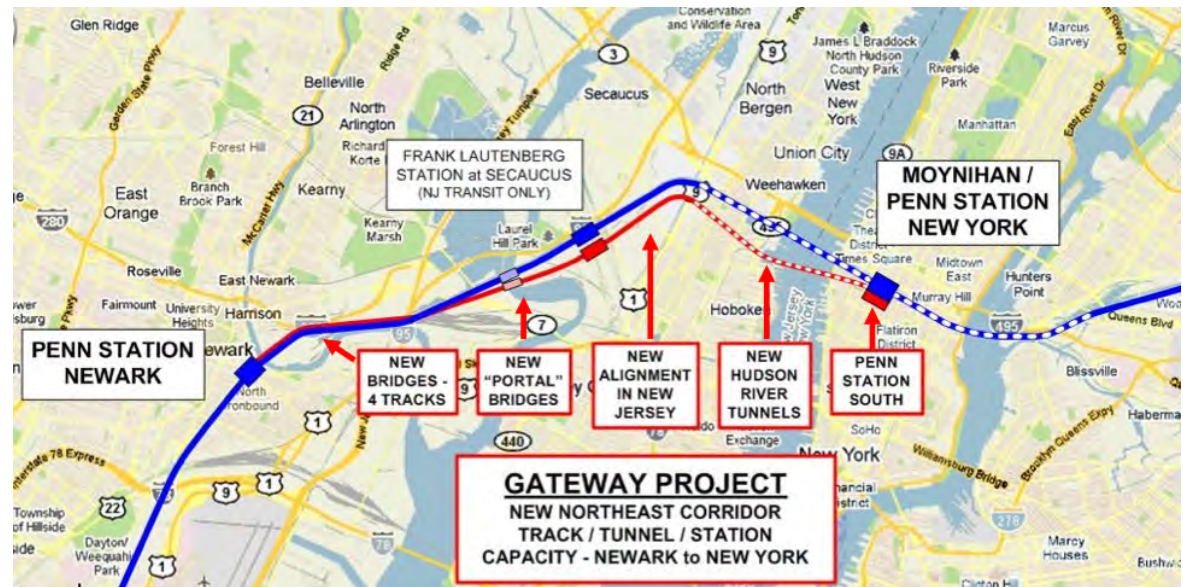
a significant potential driver for real estate demand and adding or shifting such service among and between the four station areas may impact where the next development trends occur.

A morning and evening Midtown Direct train at Highland Station is viewed as essential. According to NJTRANSIT, however, increasing Midtown Direct service is limited by the existing capacity of the tunnels carrying

NJT trains under the Hudson River into New York, and as such, adding Midtown Direct service at any one station would require a corresponding decrease in another station. Midtown Direct service, then, has become a matter of equitable distribution of scarce resources. Adding Midtown Direct service will be tied to Amtrak's Gateway Project, which would add a new tunnel beneath the Hudson.



Average daily ridership on the Inner Morris and Essex line



The Gateway Project would increase capacity into New York City with a combination of bridges and tunnels into Penn Station South

BUS CONCEPTS

Phase I indicated that the buses occupy a critical place in the day-to-day lives of residents in the corridor in connecting residents to their places of employment and in getting them to other parts of the corridor. The importance of bus service in the Corridor is underscored by the fact that more than a third of residents do not have access to an automobile, and yet must travel to work at locations not currently served by rail. Phase I identified the following issues:

- feedback from public workshops held in Phase I indicated that the location of bus stops were a major concern of Main Street merchants;
- lack of intermodal connectivity between bus lines (including on Main Street) and NJ TRANSIT Rail service;
- limited bus coverage south of I-280/Freeway Drive; and
- limited north-south connectivity.

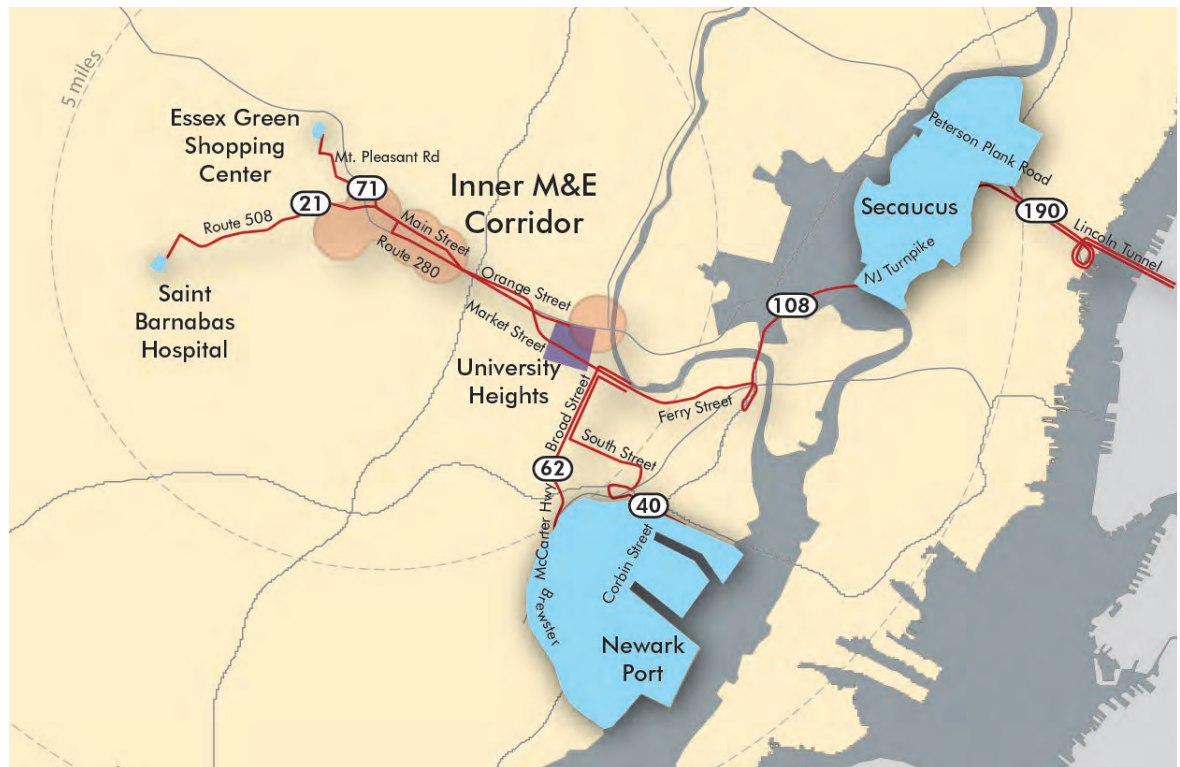
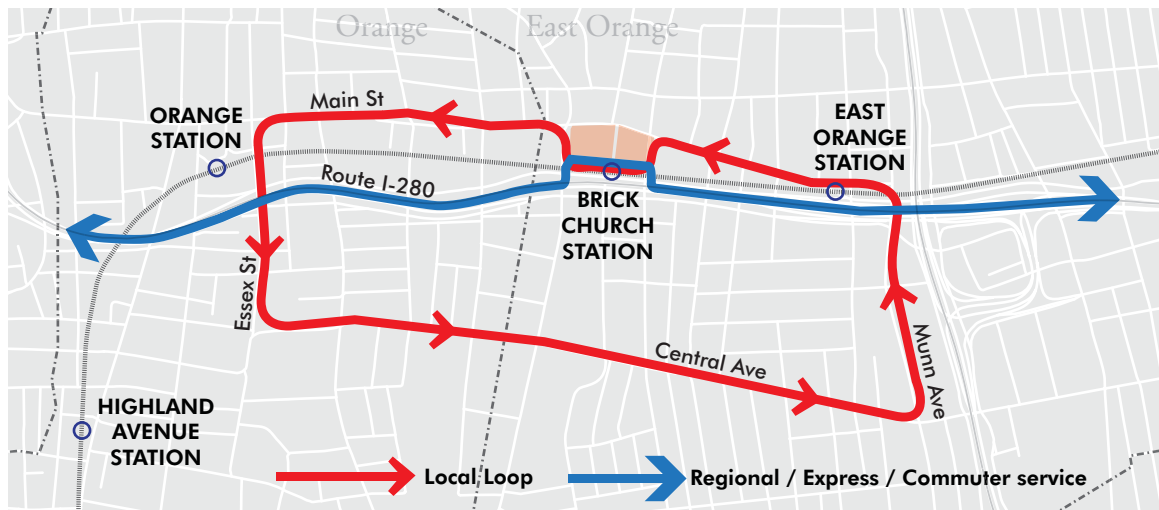


Diagram showing the top five employment destinations for residents of the Inner M&E Corridor



A bus loop in the Oranges could improve intra-city connectivity, connect to regional and intermodal opportunities at Brick Church Station, and improve the bus experience on Main Street (below)



The Plan proposes three strategies to address these issues and strengthen critical connections between the Corridor's key places:

- **Create a new circulator loop.** This would connect the areas south of I-280 along Central Avenue to destinations north of Freeway Drive and would improve overall connectivity within the Corridor. Options for this loop could extend to the Valley Arts District as well.
- **Create a Brick Church Intermodal facility.** This would include an Express Bus Stop running on I-280/Freeway Drive, and facilitate transfers from local buses to Express Bus routes, from Local Loop to Express Bus Routes, and from bus to rail. This will also create more redevelopment opportunities around the station
- **Reroute Bus routes away from Main Street.** Central Avenue between South Harrison Street and South Essex Avenue can serve to relieve Main Street and serve as the setting for potential future bus stops. This would make Main Street a more pleasant environment for pedestrians and retailers alike.



AFTER: This view at Center Street and Freeway Drive West shows how a few simple measures, such as converting one through-traffic lane to parallel parking, bulb-outs at the intersection, and street trees, could have a transformational effect in making Freeway Drive less of a pedestrian barrier, and, in improving the environment along Freeway Drive, can also help to attract development to the adjacent properties.



BEFORE: Current view at Center Street and Freeway Drive West

FREEWAY DRIVE

The division between the north and south sides of the corridor created by I-280 and Freeway Drive was identified in the Phase I report as one of the key barriers to the ability of the corridor to fully realize the benefit of the NJT stations and the greater revitalization of the corridor. The high priority placed on bridging this divide was reinforced in both Steering Committee meetings and public workshops.

The successful joint funding application by East Orange and Orange to the NJ DOT to study pedestrian safety improvements across Freeway Drive demonstrates the first concrete steps to address the north-south divide in the Oranges. The joint funding application is also an example of how inter-municipal cooperation can be effective in furthering the goals of individual communities. Improvement in operational measures such as signal timing and crosswalks will be important to making Freeway Drive safer for pedestrians. Specific recommendations on these areas are anticipated to be studied as part of the DOT Grant study.

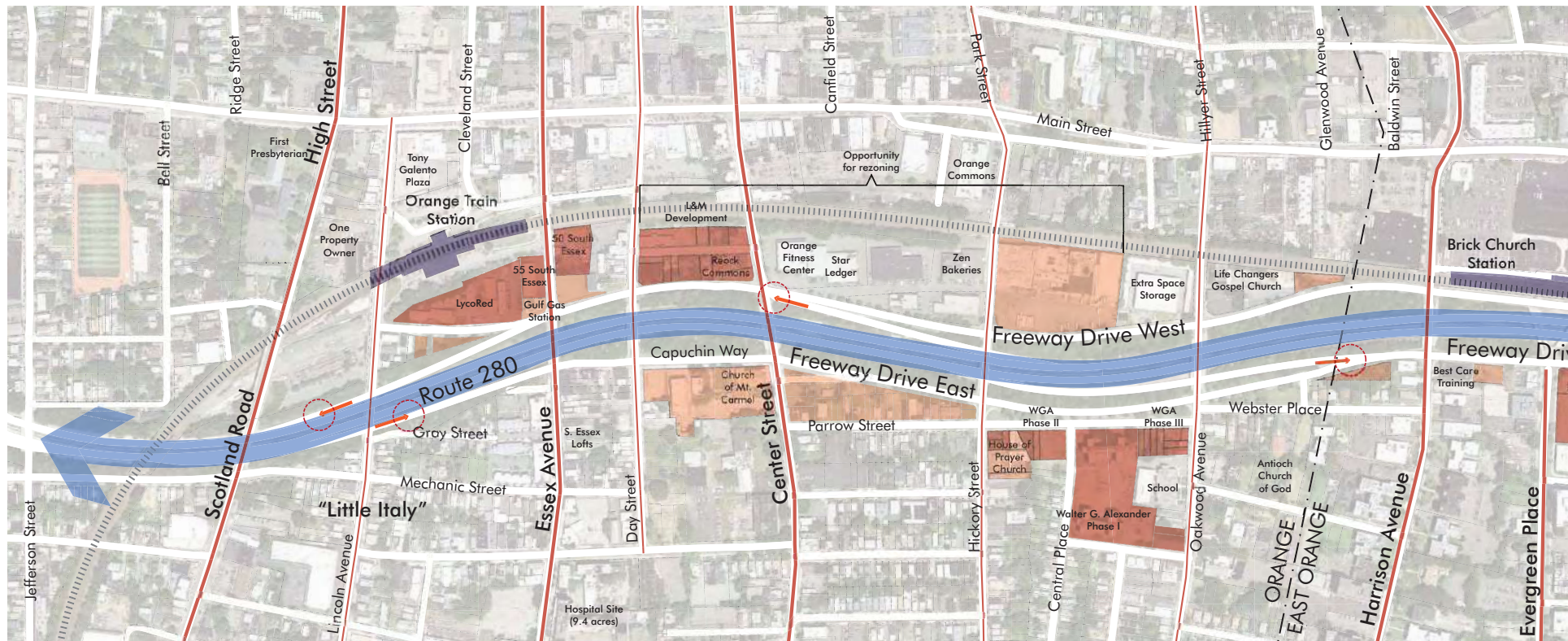
However, the Plan envisions a more comprehensive transformation of Freeway Drive as a strategy for making it into an

environment that feels safer for pedestrians and as such is less of a barrier for north-south crossings. This approach involves encouraging uses along both sides of Freeway Drive that will be friendlier to pedestrians, and introducing parallel parking, or even two-way traffic on Freeway Drive to balance the needs of cars and people and make development along Freeway Drive more viable.

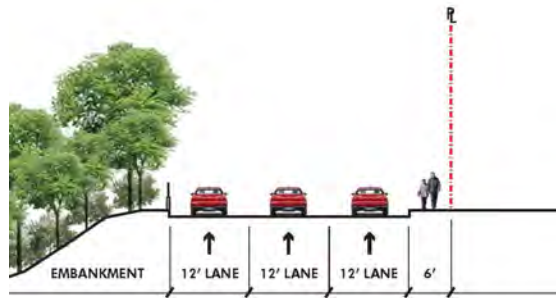
A follow up study commissioned by the City of East Orange after the completion of Phase I indicates that traffic volumes and levels of service on Freeway Drive can accommodate the loss of one through lane. This possibility was discussed in a meeting with DOT in April 2013, and consensus on this issue will need to be integral to the planning of Freeway Drive going forward.



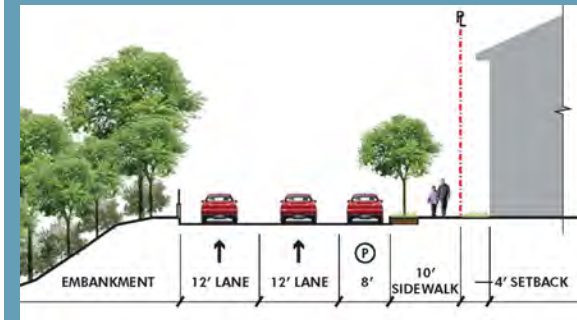
Evergreen Site between Evergreen and Halsted on Freeway Drive East



Freeway Drive East and West, which run along I-280 in Orange and East Orange, have already shown potential to be great frontage roads. The map below illustrates development that has already been planned (in red) and potential development sites in the future (in orange). Improving the street section, as shown in the rendering on the previous page and in the sections to the right, can accelerate this development potential.



WHAT IT COULD BE



Streets like Bronx River Road along the Bronx River Parkway in New York (below) show how highway frontage roads can create a higher quality environment for pedestrians as well as cars, and also serve as the address for development.



PHASE 3: HOW DO WE GET THERE?



Priority 1 Reinforce the Corridors key places to improve quality of life and increase economic development

Short Term 1-2 years	Medium Term 3-5 years	Long Term 6-10 years
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Programming and Amenities

- | | | | |
|--|---|---|--|
| • Undertake study to document the economic impact of the arts | ● | | |
| • Execute Strategic Plan to grow arts and culture-related businesses | ● | | |
| • Find or organize a group to sponsor public space programming with cultural events | ● | ● | |
| • Bring more amenities to stations to draw commuters to area | | ● | |
| • Establish working groups with key employers to understand their recruitment, retention needs | | ● | |
| • Identify more community centers for children and teens | | ● | |

Access and Parking

- | | | | |
|---|---|---|--|
| • Increase car-sharing opportunities | ● | | |
| • Improve parking availability around the stations | ● | | |
| • Revise zoning ordinances to decrease parking ratios | ● | | |
| • Create Gateways into Valley Arts District at Scotland Road | ● | | |
| • Create better connections to Main Street | | ● | |
| • Explore ways to minimize impact of bus traffic on Main Street | | ● | |
| • Environmental art at I-280 pedestrian bridges and underpass | | ● | |

Adaptive Reuse of Stations

- | | | | |
|--|---|---|--|
| • Work out adopt a station program with NJ Transit | ● | ● | |
| • Lease out the stations to commercial or non-profit organizations | | ● | |

Redevelopment of key sites

- | | | | |
|---|---|---|--|
| • BCDC & NJTRANSIT to resolve property ownership at Newark's Borden Site (City Parcel A1) | ● | | |
| • Conceptual design and planning studies | | ● | |

PRIORITIES

In order to organize future implementation efforts, the Project Team developed an Action Agenda from the Planning Concepts developed in the Phase II effort. These actions were organized into the three broad focus

areas and prioritized into short, medium and long term time frames. To better understand how to prioritize the actions, the Project Team held three public engagement events, one in each of the municipalities within the

Corridor. The priorities listed here are the shared responsibility of the Project Partners, NJ Transit, OPA, and the New Jersey State Agencies identified in the Planning and Implementation Agenda.

Priority 2 Use Connectivity between key places and within Corridor to drive inclusive economic development

Short Term 1-2 years	Medium Term 3-5 years	Long Term 6-10 years
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Improve North-South Access & Connections to Rail Stations

- Create Freeway Drive Comprehensive Masterplan
- Study Lower Broadway Pedestrian Connection Improvements
- Study the viability of a new Roseville-Ampere Station
- Conduct Study on how buses or shuttles can provide better access across I-280 and to the rail stations
- Complete Streets Study to make key streets more friendly to bikes and pedestrians (sidewalks, bike lanes, etc.)

Priority 3 Strengthen connection to opportunities

Study NJ TRANSIT's service to the corridor's stations & Improve transit links to key existing job centers

- Package and Share information on Bus connections with regional job centers
- Get the word out on PATH connection to Lower Manhattan to developers
- Improve intermodal connections between buses and trains
- Work with key employers to understand their recruitment, retention and workforce needs
- Lobby for a new trans-Hudson tunnel

FORMULATION AND ASSESSMENT OF RECOMMENDATIONS

The issues and challenges raised by the residents of the Corridor during the engagement process were developed into a set of priorities by the Project Team and the Steering Committee. They include:

- Reinforce the Corridors key places to improve quality of life and increase economic development. This will improve resident access to higher-quality amenities, increase pedestrian activity, and create a perception of safety.
- Use Connectivity between key places and within Corridor to drive inclusive economic development. By better connecting locations within and around the corridor, residents without access to automobiles will have fewer barriers to reaching their destinations.
- Strengthen connection to opportunities. Creating more direct access to job centers will allow the existing communities along the Corridor to succeed without having to move away, keeping the populations in place.



The most important priorities that came out of the engagement process focused on reinforcing key places, drive economic development, and create more direct access to job centers.

WALK, TALK, AND ACT TOUR

The Project concluded with a Walk, Talk and Act Tour, held on August 8, 2013. The tour presented an opportunity for project partners to share key challenges and recommendations with representatives from key state agencies, and to experience the sites of the Corridor together.

The tour involved all three communities (Newark, East Orange and Orange) and all five rail stations (Newark Broad Street, East Orange, Brick Church, Orange and Highland Avenue), as well as a number of recent and upcoming projects in the Corridor. These included the Firehouse Lofts in the Valley Arts District, The Walter G Alexander Housing Developments in Orange, the Civic Center in East Orange, and the Broad Street Station area in Newark.

Apart from the Project Team and Steering Committee participants, other notable attendees included Walter McNeil of the Orange Housing Authority and Stephen Kehayes of the Brick City Development Corporation.

Although the Walk Talk and Act Tour marked the conclusion of the Local Demonstration Project, it marks the beginning of the next stage of the project's evolution: the launching of the Urban Essex Coalition for Smart Growth.

The Urban Essex Coalition for Smart Growth has begun taking steps to move forward, by recruiting a full-time Project Coordinator; a position underwritten by Greater Newark LISC.



Brick Church Plaza in East Orange



Walking toward the Newark Broad Street Station



Walter McNeil, Executive Director of the City of Orange Housing Authority, discussing the Walter G Alexander Housing Development in Orange.



A representative from L&M Development discussing a project near the Orange Train Station



CONNECTING
PEOPLE, PLACES,
AND
POTENTIAL.