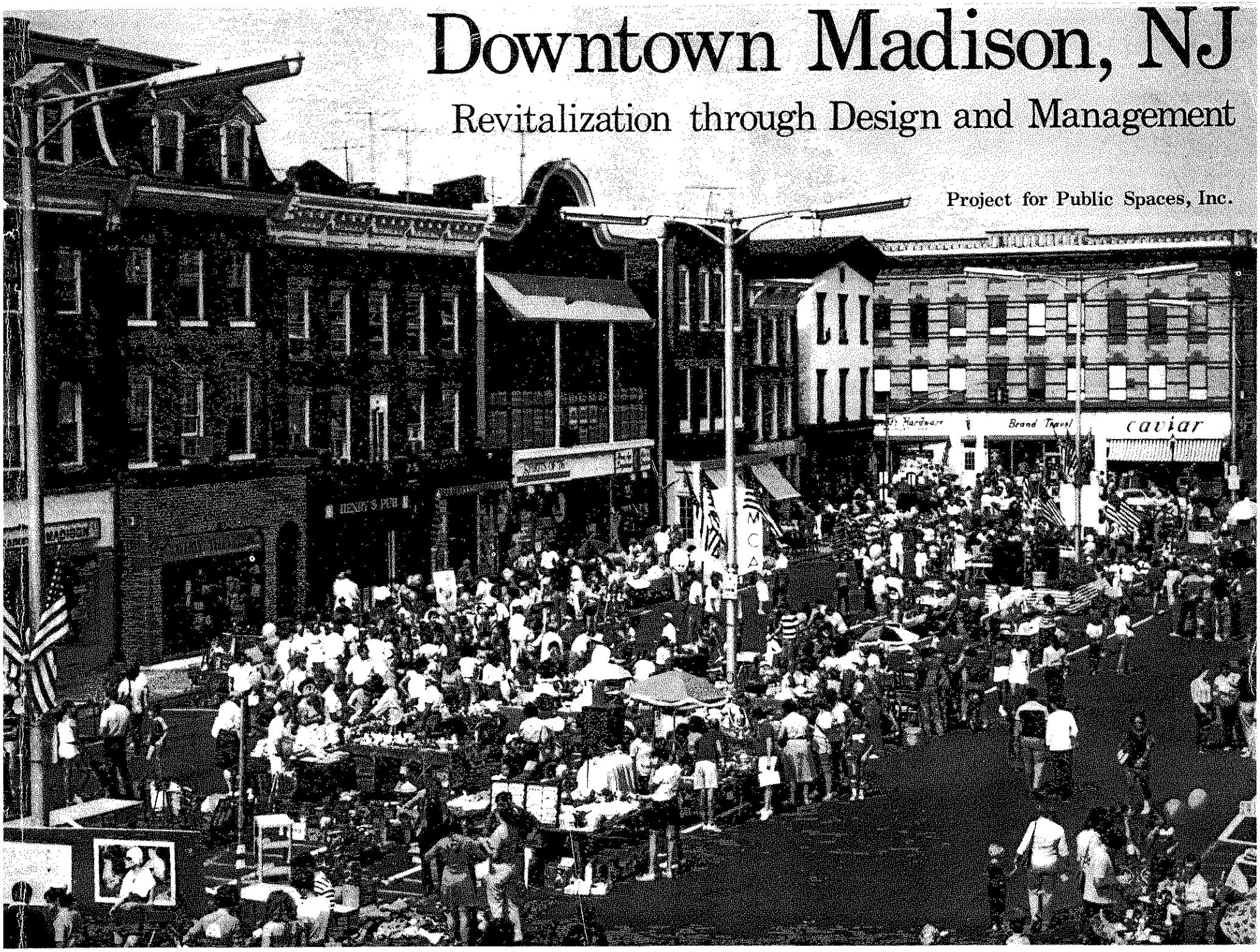
Downtown Madison, NJ

Revitalization through Design and Management

Project for Public Spaces, Inc.



DOWNTOWN MADISON, NEW JERSEY:
Revitalization through Design and Management

by

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December, 1980

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This study was funded by a grant from the Geraldine R. Dodge Foundation.

Historic photos of downtown Madison courtesy of the Madison Public Library and Mr. Tony Denato.

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Introduction

Madison, New Jersey is a small, prosperous town of approximately 16,000 people located an hour west of New York City. As in many small towns, the revitalization of downtown has become a special concern in recent years, especially as regional shopping centers continue to expand near the town.

Fortunately, downtown Madison is in a better position to take action than many other small towns. Downtown, as this report describes, still attracts a varied clientele for many different reasons. And generally, most people surveyed in downtown and in the town as a whole compared downtown favorably to malls. From an architectural viewpoint, the many fine buildings in downtown offer an ideal setting to utilize the concept of revitalization through historic preservation of building facades.

Still, downtown has many problems, which, if not dealt with now, will make the future of downtown less secure. The variety of goods sold, for example, is insufficient, particularly for young people and students. Merchants do not cooperate as effectively as they could, nor do they coordinate their needs with the many other groups who use downtown. Parking is not managed in such a way as to make maximum use of existing spaces. Promotions and events do occur, but not as regularly nor with as much impact on sales as they could have. There are few amenities such as seating, trees and information for shoppers, and Waverly Place is not being used to its full potential as a central gathering space for downtown. Finally, many store facades hide the architectural character of the building in which they are located,

preventing downtown as a whole from establishing a strong identity as the historic center of the community.

Clearly, there is much that must be done to deal with downtown's many shortcomings and preserve its strengths. The sidewalk improvement effort on Main Street is an excellent first step, and recommendations are made here to make it even more effective and extend it to Waverly Place and other parts of downtown. The implementation of these improvements has been a divisive one politically, and although improvements will soon be under construction, it is clear that these in themselves will not be enough to revitalize the downtown and insure cooperation between merchants.

What is essential to downtown is a total management approach to attracting people to downtown. A downtown manager working under the proposed downtown commission will be able to deal in a coordinated and directed way with downtown's problems, and will be able to work on the many needs of downtown: develop programs and promotions, raise funds, work towards increasing the variety of stores in downtown and encourage the rehabilitation of facades. Although a manager will by no means be able to cure all of downtown's ills, a manager will be able to respond to problems in a way that no one individual or group can now. An effective manager will, in short, strengthen the impact of improvements to the design of downtown's streets, sidewalks and buildings by making downtown a vital as well as an attractive place to work, shop, live and be entertained.

Methodology

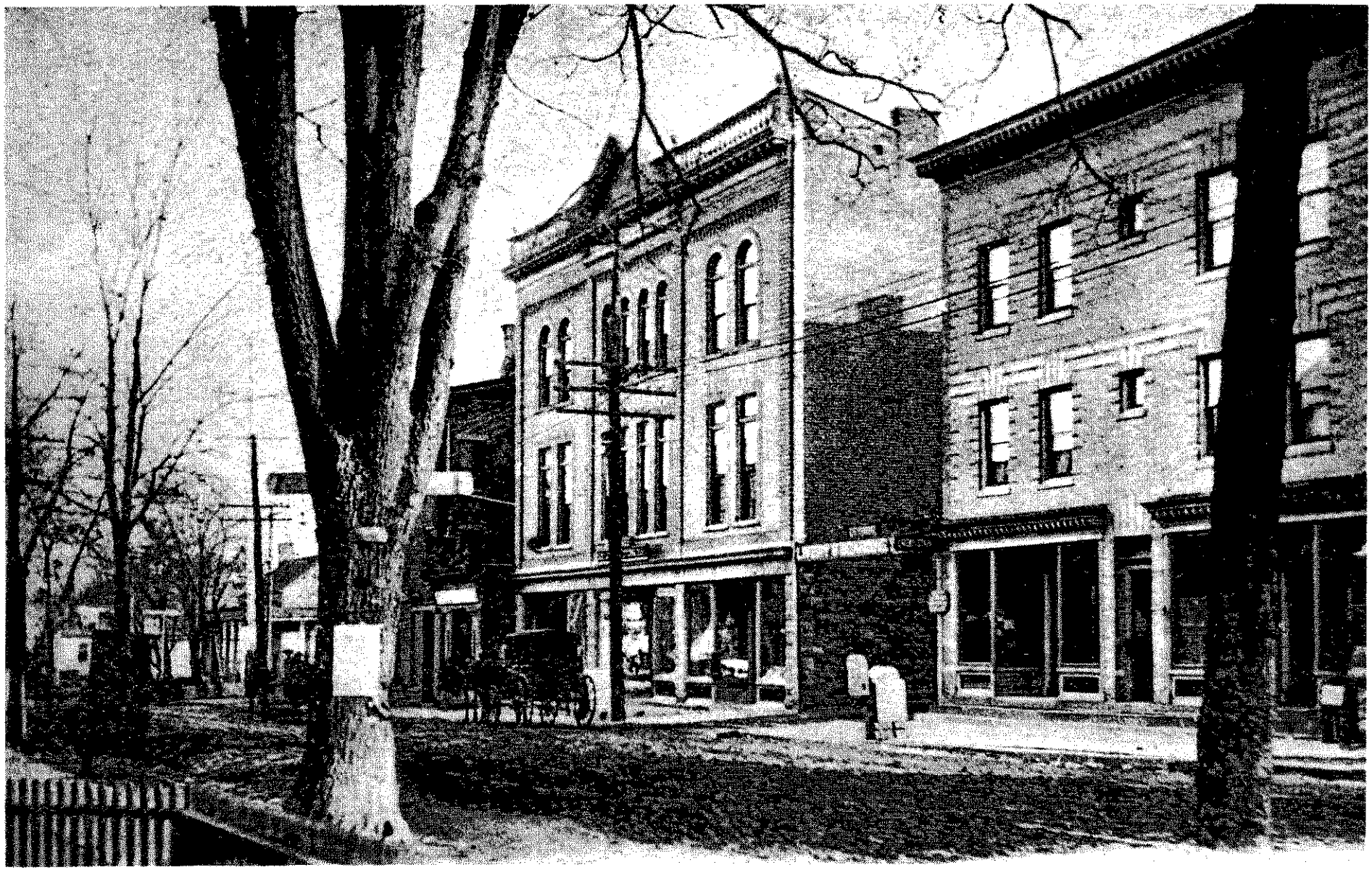
The methodology used by PPS in this study is based on the premise that the best way to find out how a downtown serves the public is to look at its use in a systematic way. Surveys of a variety of user groups, time-lapse filming, and observations are an integral part of this process. In Madison, data collected included the following:

Surveys

- 500 pedestrians surveyed on Main Street on a Thursday and Saturday in July
- 100 Downtown merchants, supplemented by a 1978 merchant survey by the Small Business Institute at Fairleigh Dickinson
- 370 townspeople, from a random sample of 2,000 households (an 18.5% return), mailed and returned with electric bills
- 179 commuters, interviewed while waiting for the train during August
- 233 students at Drew University and St. Elizabeth's College (Drew students were selected randomly: 800 forms were distributed through student mail and 64 or 12.5% were returned. St. Elizabeth's surveys were conducted by handing out forms at the college cafeteria, with about 163 forms completed or 31% of the student body responding. A survey of a random sample of 351 students at Fairleigh Dickinson resulted in an insufficient return for analysis)
- a survey of 700 Madison residents completed in 1978 was also retabulated and reviewed

Time-Lapse and Parking Analysis

- analysis of Waverly Place and Main Street parking turnover rates on a weekday and a Saturday in July
- analysis of turnover rates of Cook Lot and Green Village Lot on a weekday in July
- analysis of vehicle and pedestrian flow on Main Street, Waverly Place and Lincoln Place



Use of Downtown Madison

WHO USES DOWNTOWN?

Downtown attracts people who live in Madison and people who live outside Madison in about equal numbers. These downtown users represent a broad range of types of people--men and women, young and old (See Figure 1). In addition, Madison residents who use downtown seem to represent a balance of Madison neighborhoods, reflecting different income levels: 34% of town residents surveyed downtown come from "The Orchard," North Street/South Street area, or Central Avenue/Dodge Field area; 24% from Dellwood; 17% from Oak Knoll or Knollwood; 7% from colleges (surprisingly high since survey was taken in July); and 18% from "other" (see Figure 2).

Figure 1. PEDESTRIAN SURVEY RESPONDENTS

Age	
Under 18	17%
19-35	42%
36-50	24%
51-65	14%
Over 65	3%
Sex	
Male	46%
Female	54%

Figure 2. WHERE DOWNTOWN USERS LIVE

In Madison	55%	Outside Madison	45%
Dellwood	13%	Chatham Borough	5%
"The Orchard"	3%	Florham	9%
Lucy D. North St/South St	5%	Chatham Township	6%
Central Av/Dodge Fld Area	11%	Morris Township	3%
Knollwood/Oak Knoll	9%	Harding Township	1%
Colleges	4%	Morristown	2%
Other	10%	Other	19%

HOW PEOPLE USE DOWNTOWN MADISON

Downtown Madison serves many functions, all of which must be considered in undertaking a revitalization effort. It is a place to work, to shop, to catch a bus or train, to go to a dentist or other professional, to eat in a restaurant or just a place to stroll and window shop. Of course, shopping is the main activity for people (76% said they were shopping) but there are many other varied activities people are engaged in as well, including:

Percentage of people engaged in activity	
34%	Strolling and window shopping
17%	Eating in a restaurant
14%	Working
13%	On lunch break
6%	Just passing through
3%	Visiting a professional office
4%	Catching bus or train
12%	Other

Not even all shoppers use downtown the same way, however. Although nearly all (82%) pedestrians surveyed said that they would spend less than one hour in downtown, a large percentage of these (33%) said they would

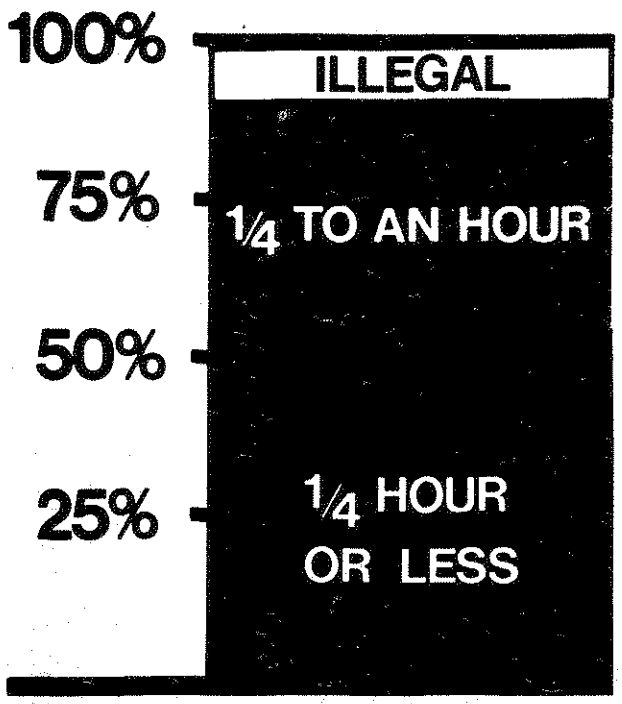


Figure 2a. PARKING TURNOVER, WAVERLY PLACE

spend less than half an hour. Analysis of parking on Main Street and Waverly Place further revealed that 60% of the cars parked there stayed less than 15 minutes. It is clear then that downtown serves an important function for people doing errands, as well as for people who are spending a longer time to shop for major purchases. The results of the town survey also confirm this conclusion: 80% of the people surveyed said that they do errands downtown at least three or more times a month, compared with 29% who said they shopped for major purchases (including clothing) with the same frequency. In planning improvements for downtown, the needs of both the "errand runners" and "shoppers" must be taken into consideration.

Finally, use of downtown changes between weekdays and Saturday. There are more men and more working people on Saturday (which is more merchants' busiest day), while weekdays attract more homemakers and women.

FREQUENCY OF USE OF DOWNTOWN MADISON

One of the main objectives of PPS's surveys was also to discover whether different groups of people use downtown more frequently than others. The following groups emerged as those who should be using downtown more frequently than they presently do.

Younger People (ages 19-35)

Downtown Madison is relatively successful in attracting people over age 35, but is weak in attracting those under 35. This lack of attraction of young people could present significant problems in the future. Both the town and pedestrian surveys revealed that younger people (ages 19 to 35) simply do

not shop as frequently as older people. In the town survey, for example, 62% of those between ages 36 and 65 shop for major purchases at least once or twice a week--whereas only 39% of those between 19 and 35 shop with similar frequency. Younger people, however, do eat in restaurants or take-out food places more frequently than older people. This indicates an interest of younger people in aspects of downtown, but a lack of a more complete range of goods and services to meet their needs.

Men

Women both shop and do errands more frequently downtown than men: 57% of women shop at least once a month, for example, compared with 44% of men This kind of result is not surprising for a community such as Madison, where many women do not work. What is interesting is that women are much less likely to be eating in a restaurant than men: 52% of men said they regularly patronize restaurants, compared with 31% of women.

Students

Although there are nearly 7,000 students and three colleges--Drew University, St. Elizabeth's College, and Fairleigh Dickinson University--located in or just outside Madison, they generally do not use downtown as frequently as town residents. How frequently students use downtown and why some students use downtown and others do not is described in the next section.

Findings and Recommendations

People have widely varying perceptions about any downtown. What one person may see as a major problem, another may see as totally insignificant. Understanding the varying views of both people who use and do not use a downtown is therefore critical in order to make improvements which reinforce positive perceptions and change negative ones.

In Madison, PPS surveyed people on Main Street, townspeople through the mail, commuters at the train station, students at Drew University and St. Elizabeth's College, and downtown merchants. It was fully expected that these groups would have widely varying views on such downtown issues as convenience of parking, variety and quality of goods sold, and downtown attractiveness. What has turned out to be significant, however, is how similar these groups' views about downtown really are. The main differences in attitude appear to be between different age groups, between men and women, between students at different colleges, and between merchants and all other groups.

Another key finding, which cannot be overstated, is that downtown Madison is in a sounder state than many people may realize. Generally, for example, downtown compares favorably to outlying shopping malls and centers as rated by the people who were surveyed downtown, by townspeople and by students. Nearly all feel that the quality of goods, the convenience to home (or campus) and the personal service provided in stores is the same as malls or better. Two-thirds to three-quarters feel that the cost of goods, the convenience of parking and overall attractiveness is the same or better in downtown than in

in the malls. These are very positive findings and the following list of problems and recommendations should be considered in the light of these many strengths.

1. The variety of goods sold and the convenience of shopping hours are downtown's greatest weaknesses in comparison to nearby shopping centers and malls.

In PPS's surveys, people downtown and townspeople compared many aspects of downtown and malls and, as noted above, downtown generally compares favorably with malls--with two exceptions. About half of the people surveyed rate downtown's variety of goods sold and the convenience of shopping hours as worse than at a nearby shopping center or mall and those who think variety is worse shop less frequently than those who feel it is the same or better than malls.

This perception that downtown lacks variety is, therefore, a significant problem. Because of the variety of reasons that people use downtown, it is important to have a variety of goods and services to encourage that use. Every item sold and service provided contributes to the downtown economy. The survey of pedestrians downtown shows, for example, that a person may come downtown particularly to go to the bank, post-office or to see a dentist, but may end up shopping for clothes or "strolling and window shopping." Or a person may come to do a quick errand, and end up staying to shop for more major purchases. When one item or service that people need is no longer provided downtown, therefore, it has a significant impact on all businesses.

In order to improve the variety of goods sold in downtown, it is necessary to encourage new businesses to locate downtown and existing businesses to make appropriate changes in their merchandise. Pedestrians surveyed by PPS suggested the following new businesses (in order of preference):

1. Women's clothing
2. General clothing
3. Restaurants
4. Children's clothing
5. Bookstores
6. Supermarket
7. Department stores
8. Teen clothing
9. Boutique/gift shop
10. Sports store

This list of businesses reflects, in particular, the interests of young people, students and women. It is important to note, however, that these preferences will change as businesses and peoples' interests change, and indeed this list differs somewhat from one developed from a survey of the town completed in 1978. It is important, therefore, to continually monitor these changes, rather than leaving what happens with businesses more or less up to chance as currently occurs.

The problem with store hours downtown is that they lack the consistency of shopping malls and also provide little opportunity for evening shopping. Even during this year's "July Sales Days" only about half the stores were open Thursday evening. Of the pedestrians surveyed, 45% said that they would shop more in the evening if stores were open on an evening other than Thursday, with about half prefering Friday evening. Extending or changing hours would have a postive impact on sales, therefore, but only if evening hours are well advertised and have the cooperation of all the merchants.

RECOMMENDED TASKS FOR A DOWNTOWN MANAGER

Work with realtors and merchants to fill vacant stores with desired kinds of businesses.

Work with merchants to experiment on staying open one other evening a week (probably Friday) or opening later in the morning in order to have a later closing time.

Work with merchants to unify opening and closing time of stores Downtown, as much as possible.

2. Downtown merchants are less positive than others surveyed about both the present state of downtown and its future. Merchants also do not cooperate among themselves as effectively as they could, nor coordinate their needs with other groups who use downtown.

Most merchants feel that their business has improved over the past five years, and 88% feel that their business has only been slightly (43%) or totally unaffected (45%) by nearby malls and shopping centers. Despite this, merchants have a rather negative attitude towards the economic viability of downtown and their ability to attract customers. In a 1978 survey by the Small Business Institute of Fairleigh Dickinson, for example, most felt that downtown was either "maintaining itself" or "decreasing mildly."

Merchants also have a more negative image of downtown's attractiveness, cleanliness, and convenience of parking than people interviewed on the streets. For example, 18% pedestrians surveyed feel downtown's attractiveness is "poor" while 39% of merchants feel it is "poor." Similarly, 21% of pedestrians rate convenience of parking as "poor," while 42% of merchants--twice the percentage of pedestrians--rate parking convenience as "poor."

An important reason why merchants have more negative attitudes than others is because they have a financial stake in downtown and may therefore be more sensitive to various problems. It may also be a sign of frustration in the lack of action and cooperation in improving downtown in recent years. This lack of action and cooperation is due to, in part, a lack of a person to work on downtown projects on a day-to-day basis.

RECOMMENDED TASKS FOR A DOWNTOWN MANAGER

Act as a day-to-day liaison between merchants and all the diverse groups and organizations who are downtown or who could become involved in downtown projects.

3. The convenience of parking downtown generally compares favorably to shopping malls. The problem with downtown parking is not lack of spaces, but effective utilization of spaces that already exist.

In general, people surveyed downtown and townspeople are positive about the convenience of downtown parking. Seventy-five percent of pedestrians rated parking convenience as "good" or "fair" (21% thought it was "poor"). In addition, two-thirds (65% of pedestrians, 70% of the town respondents) feel that parking convenience is the same or better than nearby malls. As noted, this contrasts with the views of many merchants, 42% of whom thought parking convenience was "poor."

This is not to say, however, that convenience of parking does not affect how frequently people shop downtown. For example, townspeople surveyed who said convenience of parking was "better" downtown than at malls shopped more frequently than those who said parking convenience was "about the same" or "worse." Of the people who shop downtown at least three times a month, 40% said parking convenience was "better," compared with 28% who said parking convenience was "the same" and 24% who said parking convenience was "worse."

What is important to remember, however, it that the majority (70%) of the town feel that parking convenience downtown is the same or better than at shopping centers. A detailed analysis of parking turnover on Waverly Place, Main Street, and the Cook and Green Village lots, further revealed findings which affect parking opportunities downtown:

- Parking turnover is significantly higher on the streets than it is in the lots. Whereas the average length of time spent on the streets was about 27 minutes (with about 60% of the cars parking for 15 minutes or less), the average time spent in the Cook lot was 58 minutes, and 68 minutes in

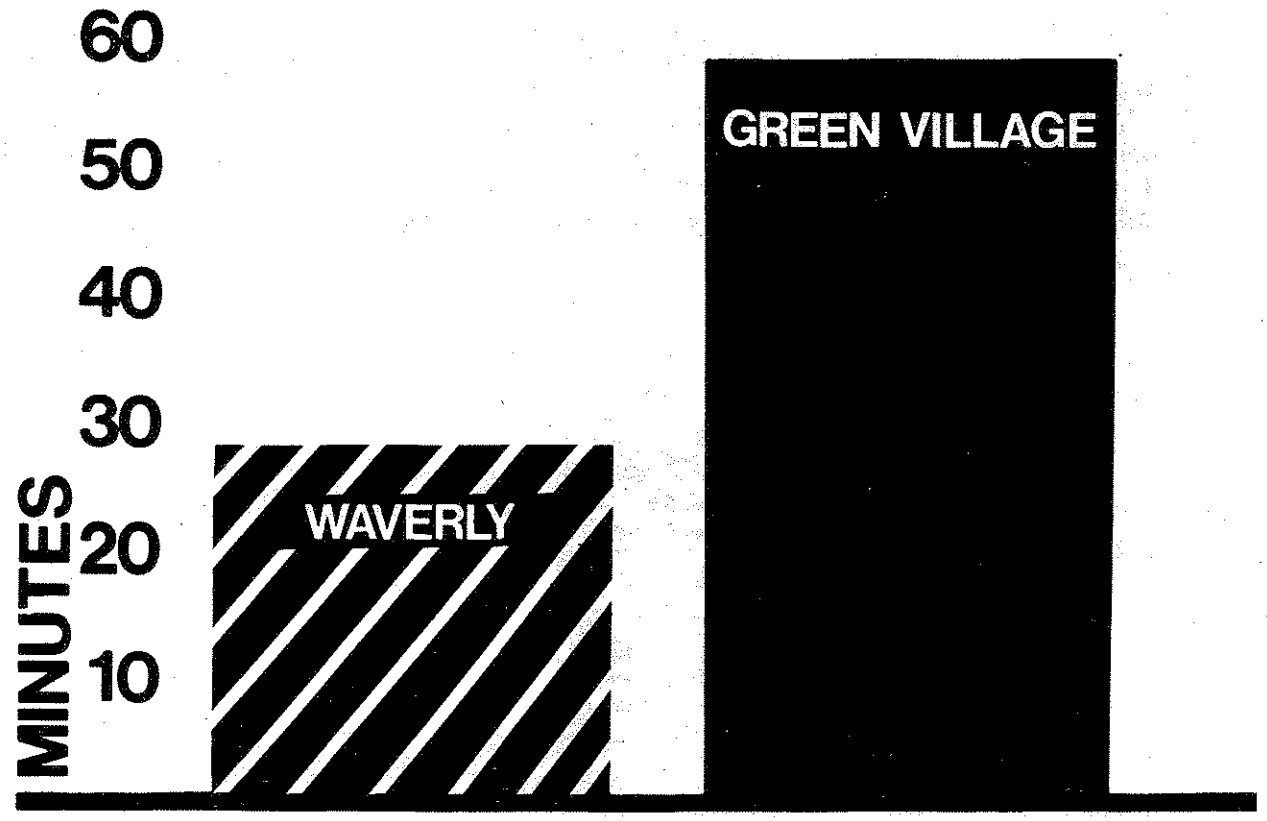


Figure 3. AVERAGE LENGTH OF STAY: WAVERLY PLACE PARKING AND GREEN VILLAGE ROAD LOT COMPARED.

the Green Village Road lot. In both lots, only about 25% of the cars parked there for 15 minutes or less. (See Figure 3) This means that the street is viewed as being more "convenient" and that the hour limit should be reduced somewhat to encourage even greater turnover for people doing quick errands. Likewise, people should be encouraged to use parking lots when they will be spending more time downtown.

- Abuse and lack of enforcement of parking regulations reduces the turnover and utilization of parking in all locations. For example, on Waverly Place, an average of 20 cars used each space over the course of a day (9 AM to 5 PM) and five cars used each space in the Green Village lot. (See Figure 4). An illegally parked car (about 4% of the total cars on Waverly and 18% of the cars in Green Village) reduces this total number drastically. (See Figure 5). Merchants and others who work downtown are among the worst offenders of parking regulations.

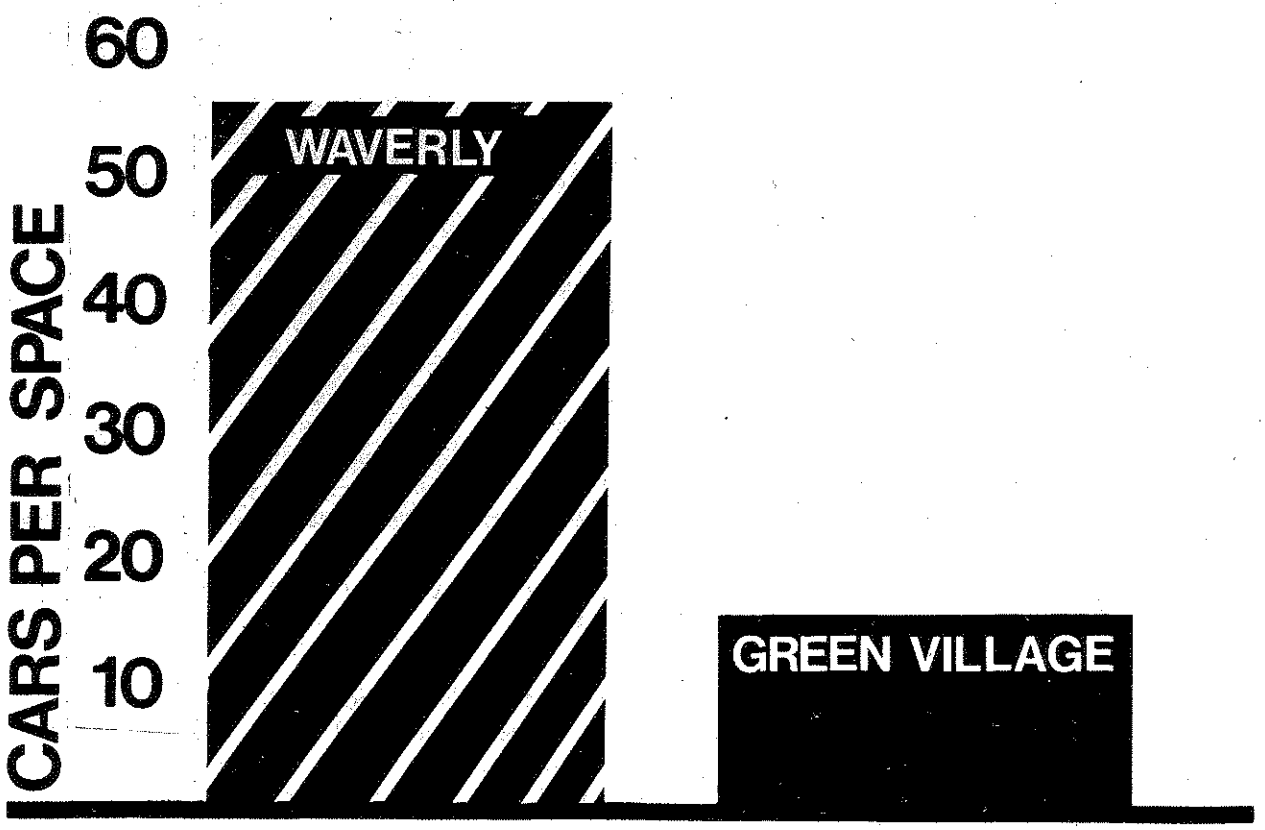


Figure 4. AVERAGE NUMBER OF CARS PER SPACE: WAVERLY PLACE PARKING AND GREEN VILLAGE ROAD LOT COMPARED

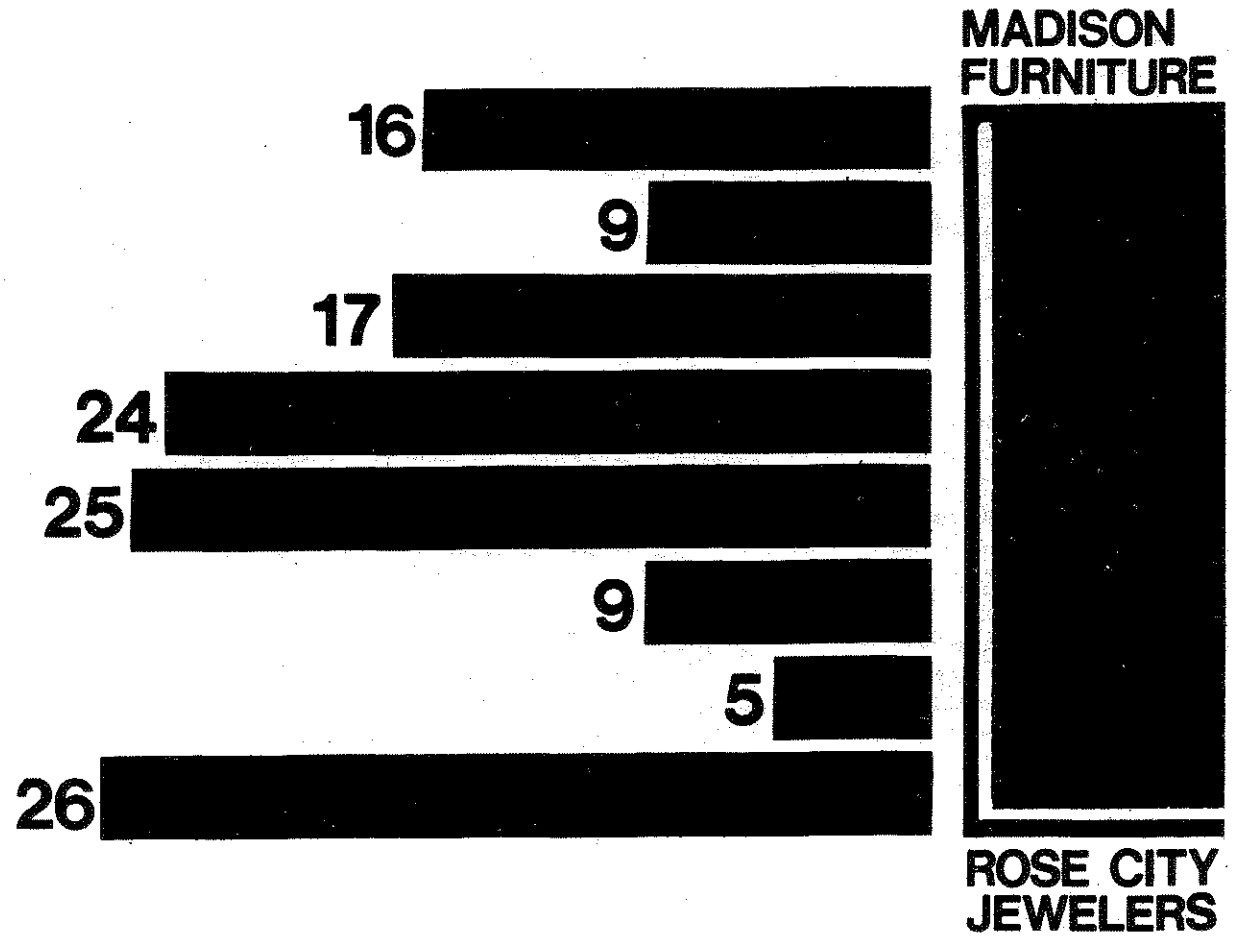


Figure 5. PARKING TURNOVER, WAVERLY PLACE. *Each number indicates the exact number of cars parked in each space on one side of Waverly Place from 9AM to 5PM. Spaces which have significantly fewer cars are ones in which there was illegal parking.*

- Existing lots are not well utilized. During the Friday the Cook lot was observed, sizeable numbers of spaces had only one or no cars using them over the course of a day although the spaces closest to the shops were used more frequently. (See Figure 6). Also, parking lots seem isolated from Main Street because they lack attractive connections (most of the alleys are poorly lit, require painting and have severe safety hazards for pedestrians), effective signs, and continuity of design between the front and back of the buildings. This separation from Main Street and Waverly Place encourages people to look for parking on the street and ignore the lots.

- The Cook lot is adjacent to, but not connected to, two other lots: a private lot used by Midlantic Bank and the former Wawa Supermarket lot. If these lots could be combined with another private parcel, a much larger and more conveniently arranged lot could be developed. This would increase the number of parking spaces by as much as 75 and increase the market potential of the former Wawa Supermarket building by connecting it more effectively to the rest of downtown.

- The Green Village lot is not as well utilized as it could be in part because of its hidden, somewhat out of the way entrance off of Green Village Road. If the entrance were changed to Waverly Place (its current exit), the lot would be more accessible to people unable to find on-street parking on Waverly.

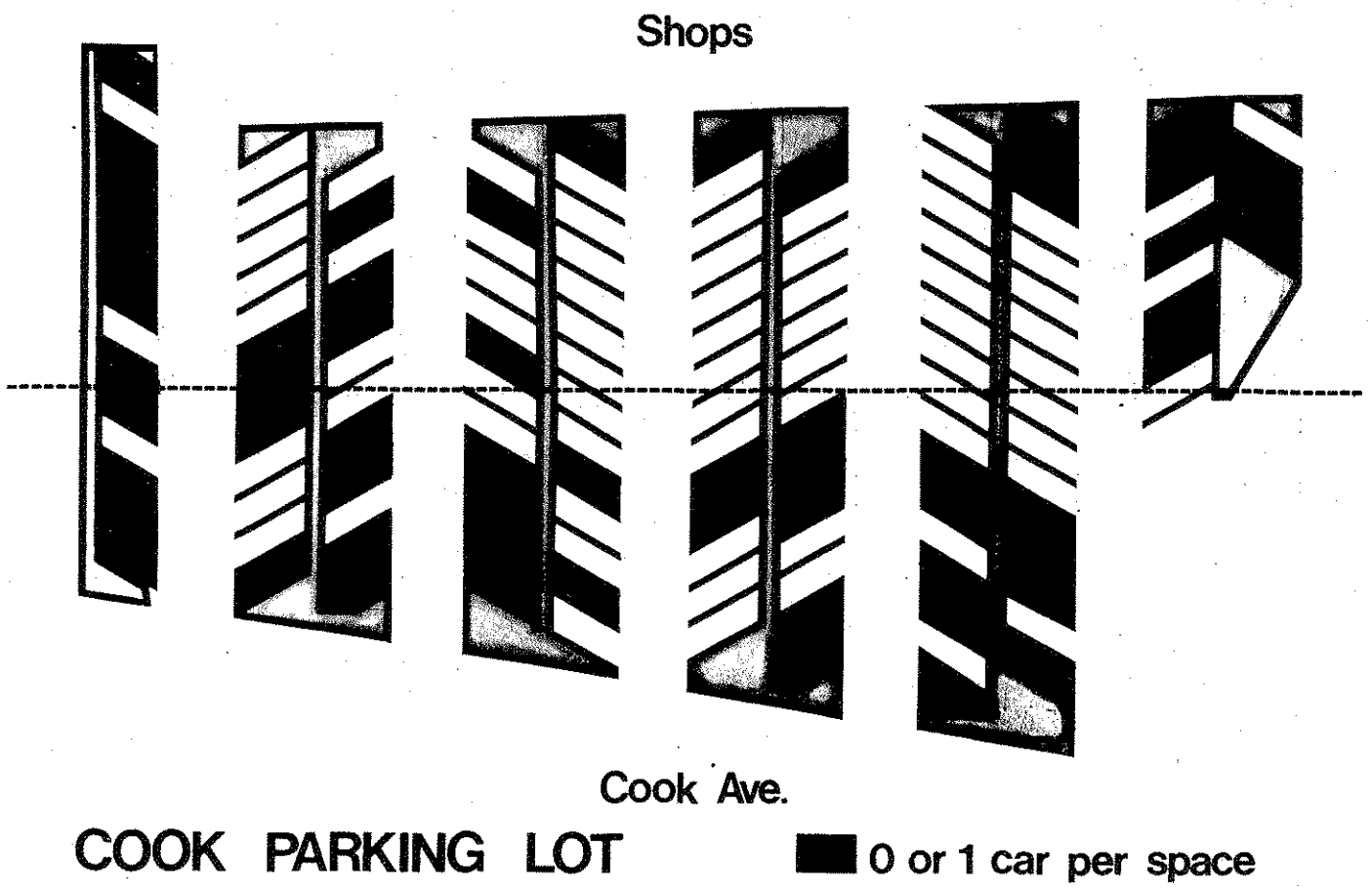


Figure 6. COOK PARKING LOT TURNOVER. *There are a large number of spaces which have one or no cars using them over the course of a day. The most heavily utilized spaces are those which are the closest to the shops.*

DESIGN RECOMMENDATIONS

Cook Lot

Investigate the feasibility of creating a continuous lot, with continuous eight foot sidewalk, from the former Wawa lot through the Cook lot.

Improve alley to Main Street with new paving and lighting, and paint walls.

Encourage merchants to erect signs which welcome walk-throughs through stores to Main Street.

Plant three to six trees on each median strip and maintain existing plantings.

Encourage merchants to upgrade facades and entrances facing Cook lot.

Green Village Lot

Improve all alley entrances from Waverly and Main with lighting, paving, painting of walls, and new steps.

Relocate the entrance of the lot from Green Village Road to Waverly Place. Reangle spaces as necessary.

Plant trees in median strip and extend plantings and brick around new transformer.

Encourage merchants to upgrade the facades and entrances facing the lot, replace deteriorating dumpsters, and add plantings (such as trees and ivy).

RECOMMENDED TASKS OF A DOWNTOWN MANAGER

Monitor parking turnover and experiment with different parking limits on both the street and in the lots. Recommended initial changes (with approval of Borough Council):

- *Reduce parking limit on Main Street and Waverly Place to 45 minutes.*
- *Reduce the limit of the five spaces closest to the backs of the stores in the Cook lot to 45 minutes.*
- *Reduce parking limit to 15 minutes across Lincoln Place at the Post Office.*

Monitor parking enforcement to insure that regulations are not abused.

4. Downtown promotions, special events and festivals do occur but are not part of a coordinated and regular revitalization effort and spirit. They are therefore not as effective as they could be in attracting people to actually shop downtown. Some activities (such as a farmers' market) which could be effective have never been tried.

The Bottle Hill and De Rosa Festivals are both positive examples of downtown activities. Unfortunately, there are few other examples. Merchants promotions generally lack broad cooperation and innovative merchandising themes.

A farmers' market in Waverly Place is an example of an idea with great potential for generating downtown activity if it is properly advertised and managed. Nearly 59% of the townspeople surveyed said that they would regularly patronize a farmers' market, and the percentage was even higher for younger people and women--both groups which need to be attracted to downtown in larger numbers (70% of the people aged 19 to 35 said they would regularly patronize a market, as did 69% of the women surveyed).

Other activities could also attract people: 42% of the town residents surveyed said they would regularly patronize arts and crafts shows, 27% would patronize a Sunday Flea Market, and 23% would patronize music concerts in James Park which has a totally unused band shelter. These activities and others like them, require someone to coordinate and manage them, however, if they are to be successful ventures. At present, such a person exists only on a volunteer basis if at all.

RECOMMENDED TASKS OF A DOWNTOWN MANAGER

Coordinate promotions and fund-raising events for Downtown Madison management program:

- *Experiment with novel promotion ideas (give away rose bushes, two day sidewalk sale days) and fund raisers ("Dance in the Streets", ice cream socials, book on town history).*

Initiate and coordinate an experimental farmers' market and other activities for Waverly Place.

- *Work with Council on Environment in New York City to identify interested farmers and publicity needs.*
- *Monitor and manage market on a day-to-day basis.*

Coordinate downtown festivals, events, and parades.

- *Develop a full calendar of events for Downtown and James Park and serve as chief coordinator for those events.*
- *Work with the De Rosa and Bottle Hill Festival Committees in planning and implementing events.*
- *Coordinate Christmas decorations and events.*

5. Despite the wide variety of people and activities downtown, there are few amenities in the way of seating, trees, information, bus shelters, and bike racks to create an effective shopping environment. Downtown in general also lacks a consistent design treatment to streets and sidewalks.

Most people who use downtown feel it is at least fairly attractive: 35% rate it as "good" and 45% as "fair." In addition, 76% feel that downtown is as attractive or more attractive than malls. Despite these relatively favorable views about downtown attractiveness, several findings demonstrate the need to make improvements to the appearance of downtown. Madison residents, first of all, are more critical of its attractiveness than people who live outside Madison (44% of non-residents said that downtown's attractiveness was "good" compared with 29% of residents). Also older people are more critical of downtown than younger people. Both of these findings indicate that the more one becomes familiar with downtown, the more flaws one begins to notice, and that people are conscious of the appearance of downtown. Certainly the potential impact of improving the facades of downtown is demonstrated in these figures.

But "attractiveness" is more than just looking "pretty." Creating an attractive shopping environment on sidewalks involves giving a street a sense of life and vitality, providing places for people to sit and meet friends, storefronts with interesting displays, and even sidewalk cafes or outdoor flower vendors. In this regard, downtown Madison has little to offer. There are only a few, poorly located benches (55% of the people surveyed downtown felt that the number of places to sit down outdoors was poor). Sidewalks, awaiting implementation of an improvement program, are barren of trees which could provide shelter in summer and winter as well as provide a sense of enclosure. There are no bus shelters, and a bench only at the eastbound stop. There is no information

which would point out pedestrian access to parking lots and Cook lot retail, or a kiosk with a schedule of town events or bus or train timetables. There are no bike racks, despite the large number of bikes, particularly at Baskin-Robbins and Henry's Deli.

And, finally, there is no continuity to the treatment of downtown sidewalks, no physical identification which would give people a "sense of arrival" to tell them that "this is downtown." The railroad tressels, which could further emphasize ones' entrance to downtown, are in need of painting and lighting, and adjacent traffic islands require relandscaping.

DESIGN RECOMMENDATIONS

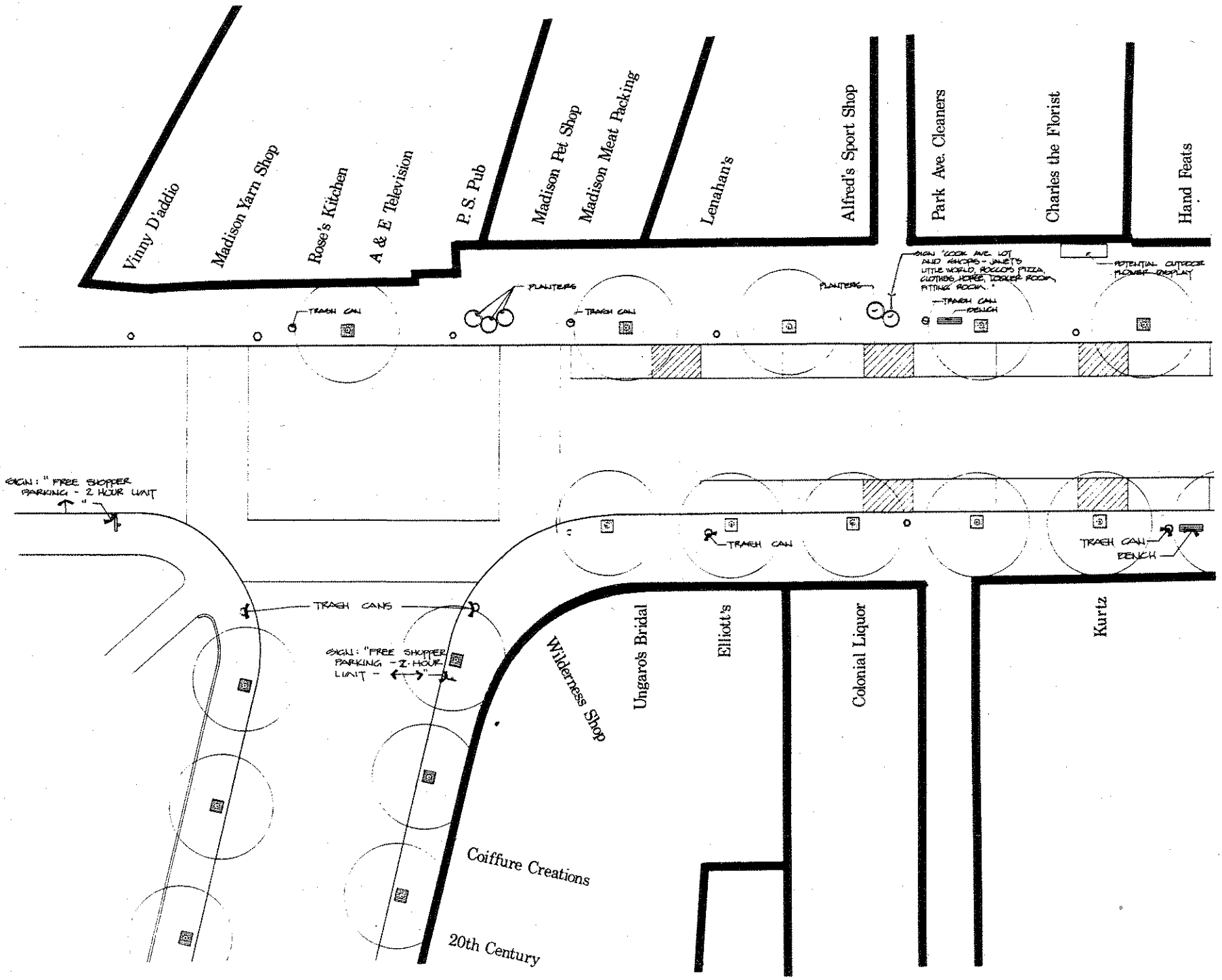
Uniformly treat (with paving and lighting) Main Street from Greenwood Avenue to Community Place, Green Village Road from Main to the train tressel, Lincoln Place, Central Avenue from Main to Cook, and Waverly Place.

Preserve existing trees wherever possible, and plant treas where necessary. Provide electrical outlets for each tree.

Main Street (See Figures 7 and 8)

Provide pedestrian amenities on both sides of the street. Amenities should include:

- *benches appropriate to a Victorian character located near eating establishments.*
- *bike racks in front of Schnipper's, Woolworth's, and the alley to Cook lot.*
- *two shade trees placed between each light fixture.*
- *additional waste receptacles near Henry's Deli and Baskin-Robbins.*
- *planters with flowers.*



Vinny D'addio
Madison Yarn Shop
Rose's Kitchen
A & E Television
P. S. Pub
Madison Pet Shop
Madison Meat Packing
Lenahan's
Alfred's Sport Shop
Park Ave. Cleaners
Charles the Florist
Hand Feats
TRASH CAN
PLANTERS
TRASH CAN
PLANTERS
SIGN "COOK AVE. LOT AND SHOPS - JANET'S LITTLE WORLD, ROCCO'S PIZZA, CLOTHES HORSE, LOCKER ROOM, FITTING ROOM."
TRASH CAN
BENCH
POTENTIAL OUTDOOR FLOWER DISPLAY
SIGN: "FREE SHOPPER PARKING - 2 HOUR LIMIT"
TRASH CAN
TRASH CAN
BENCH
TRASH CANS
SIGN: "FREE SHOPPER PARKING - 2 HOUR LIMIT -"
Wilderness Shop
Ungaro's Bridal
Elliott's
Colonial Liquor
Kurtz
Coiffure Creations
20th Century

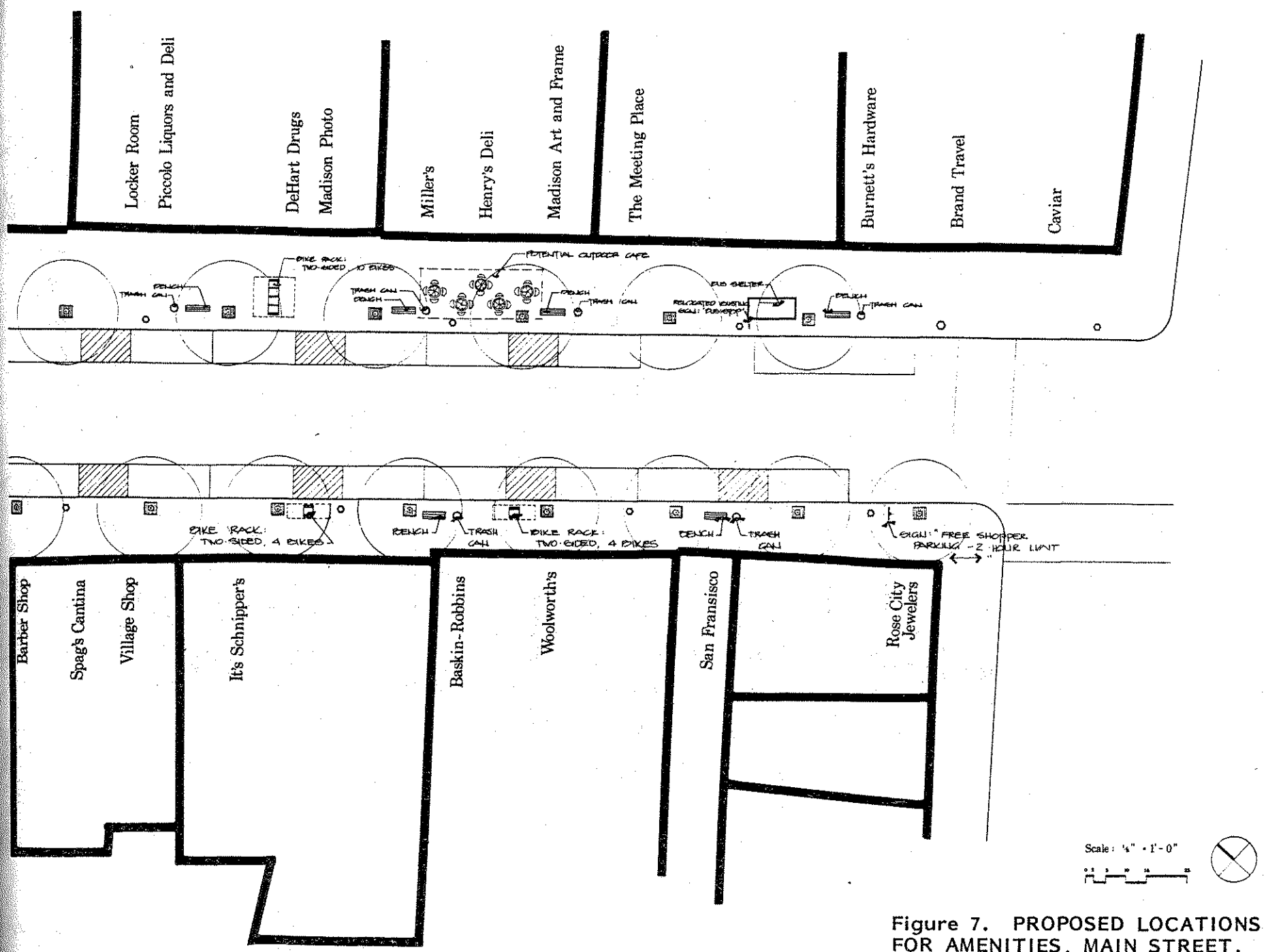


Figure 7. PROPOSED LOCATIONS FOR AMENITIES, MAIN STREET.

Figure 8. CONCEPT RENDERING, MAIN STREET.

Relocate the westbound bus stop from the east corner of Central Avenue to the west corner. Provide bus shelters and news boxes at both bus stops.

Recess all amenities four feet from the curb on the north side of the street to allow car doors to open.

Rearrange parking so existing "hatched" no-parking areas on both sides of the street are aligned in order to make jaywalking more controlled.

Allow space for a sidewalk cafe at Henry's Deli and flower vending at Charles the Florist.

Erect larger signs noting entrances to "Free Shopper Parking" at all parking lot entrances (including Wawa lot) and on all intersections downtown facing all directions of traffic. Signs should indicate maximum length of the parking allowed in each lot.

Entrances to Downtown

Install signs at intersection of Kings Road and Madison Avenue and Main Street and Greenwood Avenue indicating Madison Business District.

Plant flowers at triangle island at Kings Road and Green Village Road.

Repaint train tressels, light them at night and plant ivy.

6. Stores do not market to people on the sidewalks as effectively as they could: window displays are often uninteresting, signs are not readily visible from the sidewalks, and there are rarely outdoor displays of goods. Storefront design also hides or interferes with the historic character of many downtown buildings.

A very large percentage of people surveyed downtown (34%) said that they were strolling and window shopping. It is important for store owners to reach out to these people, to catch their eye as they walk down the sidewalk. Unfortunately, zoning ordinances prohibit signs perpendicular to the storefront --where they are most visible--because of the very real danger of causing too much clutter. Sidewalk cafes and exterior displays of goods are similarly prohibited. With proper design review, however, these kinds of improvements should be both permitted and encouraged, with, of course, limitations set on the size and character of signs and displays. Canvas awnings should also be encouraged for all storefronts, not only to provide shelter to entranceways but also to provide opportunities for signage.

Developing storefronts which respond to the historic character of downtown buildings has been much discussed (and is a priority of people surveyed) but little has been accomplished. Many of the buildings would require only repainting or other minor modifications to enhance their historic qualities. Others would require more major changes. The major stumbling block seems to be getting sufficient interest generated among property owners to make these improvements. Although 12 merchants are planning either to repaint their buildings or redo their facade, most merchants are not planning any improvements. These twelve merchants could generate additional interest, however, depending upon the effectiveness of the improvements they make.

RECOMMENDED TASKS OF A DOWNTOWN MANAGER

A storefront renovation program should be initiated beginning with pilot demonstration projects with several interested building owners. The pilot projects should seek to demonstrate the range of renovation possibilities--from mere painting to major reconstruction.

Seek funding for subsidizing historic preservation.

Seek historic district status with tax incentives for facade improvements.

Encourage all merchants to upgrade existing awnings or install new awnings along the full length of Main and Waverly.

Seek funding to install plaques with old photographs on historic downtown buildings.

Encourage local restaurant owners to operate cafes, etc., on Waverly Place or on the wide Main Street sidewalk.

Develop a public awareness program (walking tours, historic signs, articles in the newspaper, town history book) to make people more sensitive to downtown and town history.

Develop a work-study program betweeen merchants and universities that gives opportunities to students to be involved with businesses downtown. These could include designing window displays and newspaper advertisements, writing articles, etc.

RECOMMENDED ACTIONS BY BOROUGH COUNCIL

Revise zoning ordinance to permit outdoor cafes, outdoor store displays, signage perpendicular to storefronts (with design review), and basement commercial areas.

Establish a formal process to review and approve such improvements.

7. Waverly Place is underutilized considering its keystone location in the heart of downtown Madison.

Waverly Place is unusual because of its width (84 feet from curb to curb) as well as its location in the middle of downtown. This space is currently used for through traffic, parking for 33 cars, and an occasional festival when the street is closed to traffic.

PPS analyzed the use of this space in consideration of its potential as a central "market" space which could attract people downtown. Because of the effective use of parking on this street (an average of 20 cars per space between 9 AM and 5 PM), it was determined that there should be no substantial reduction in the amount of parking. Time-lapse film analysis of vehicle flow, however, showed that while two lanes are needed for traffic moving towards Main Street (because of cars stopping for the light at the intersection), only one lane, instead of two, is needed for vehicles moving away from Main Street.

By rearranging parking and traffic lanes, space for a central "market" space can be developed with or without substantial public improvements. If improvements are made, and they are recommended, this space should be designed in such a way that it emphasizes active uses such as markets and other special programmed events. When not in use, the space should have trees and a few benches so that it can be used as a small park.

The space should be designed so that it can be flexible in its use. The concept plan (Figures 9 and 10), illustrates several recommendations for how this flexibility can be achieved. The parking adjacent to the space can be used by farmers on market day, who would then display their goods adjacent

to their trucks. (Trees are placed so that they would not interfere with farmers' displays.) A central structure (as illustrated in Figure 11) should be able to serve many functions as well. The illustrated concept shows four flagpoles with seating ledges at their bases. These ledges serve as the foundation for a temporary stage, while the flagpoles provide a structure for a canvas canopy. The great benefit of such a structure is that it does not appear empty when not in use.

DESIGN RECOMMENDATIONS

Create a multi-use public gathering place for a farmers' market, concerts, cafe and other special events. Amenities should include waste receptacles, a central structure, information kiosk (with map of downtown and a place for posters and bus train information), and planters with flowers.

Pave Waverly Place from curb to curb with continuous paver material. Determine whether the original brick or cobblestone paving still exists under the present asphalt surface. If so, use as much as possible to pave new public space and street.

Separate street and gathering space with curb.

Provide as much on-street parking as possible, including curb parking and diagonal parking in the center of the street.

Provide two lanes for northbound vehicles and one lane for southbound vehicles.

Maintain existing sidewalk widths, but resurface to match the rest of downtown.

Plant flowering trees in the gathering space, with shade trees on the sidewalks.

Remove benches under the tressel.

Remove existing street lights and waste receptacles and replace with lamps and receptacles on sidewalks to continue Main Street treatment.

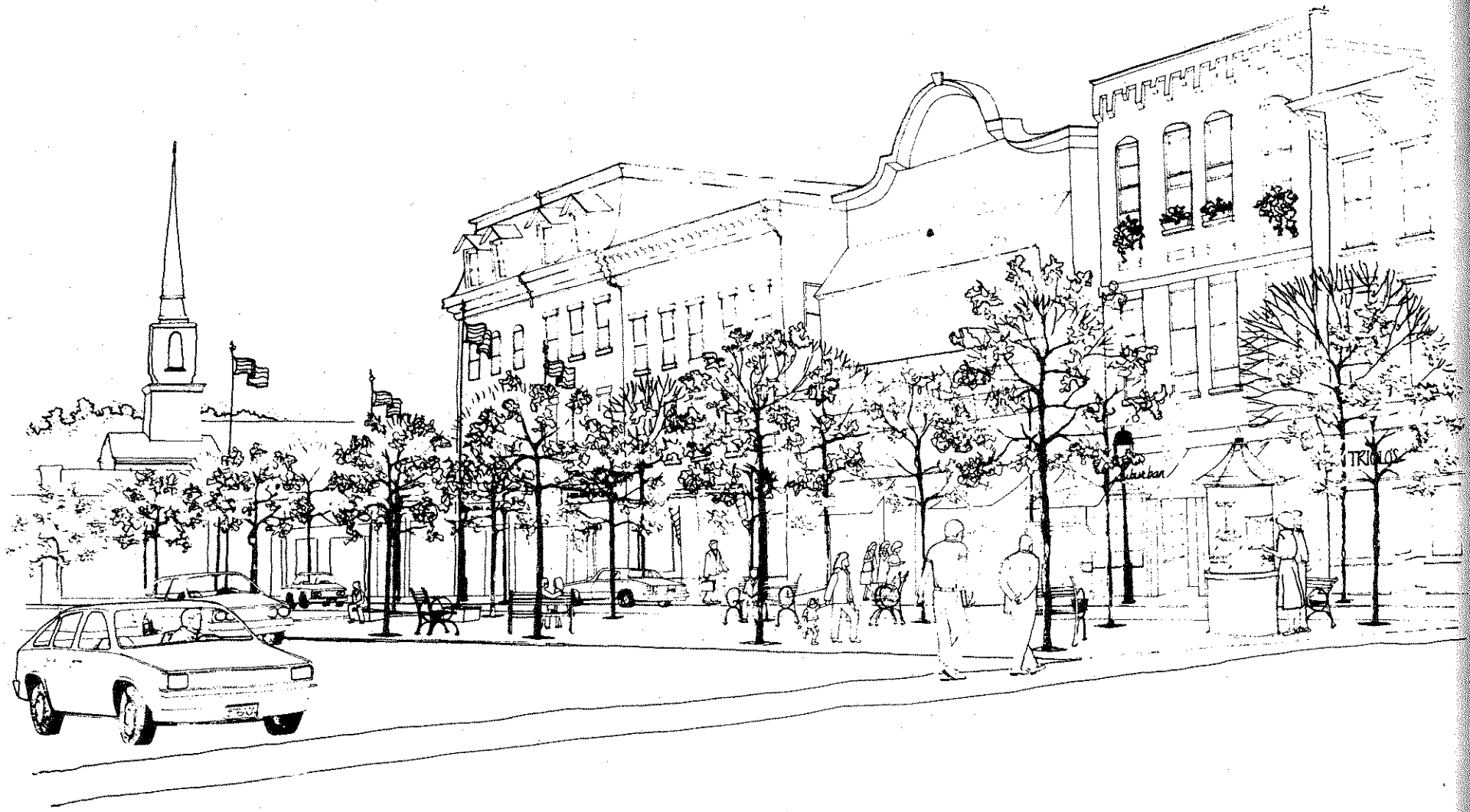


Figure 9. CONCEPT RENDERING,
WAVERLY PLACE.

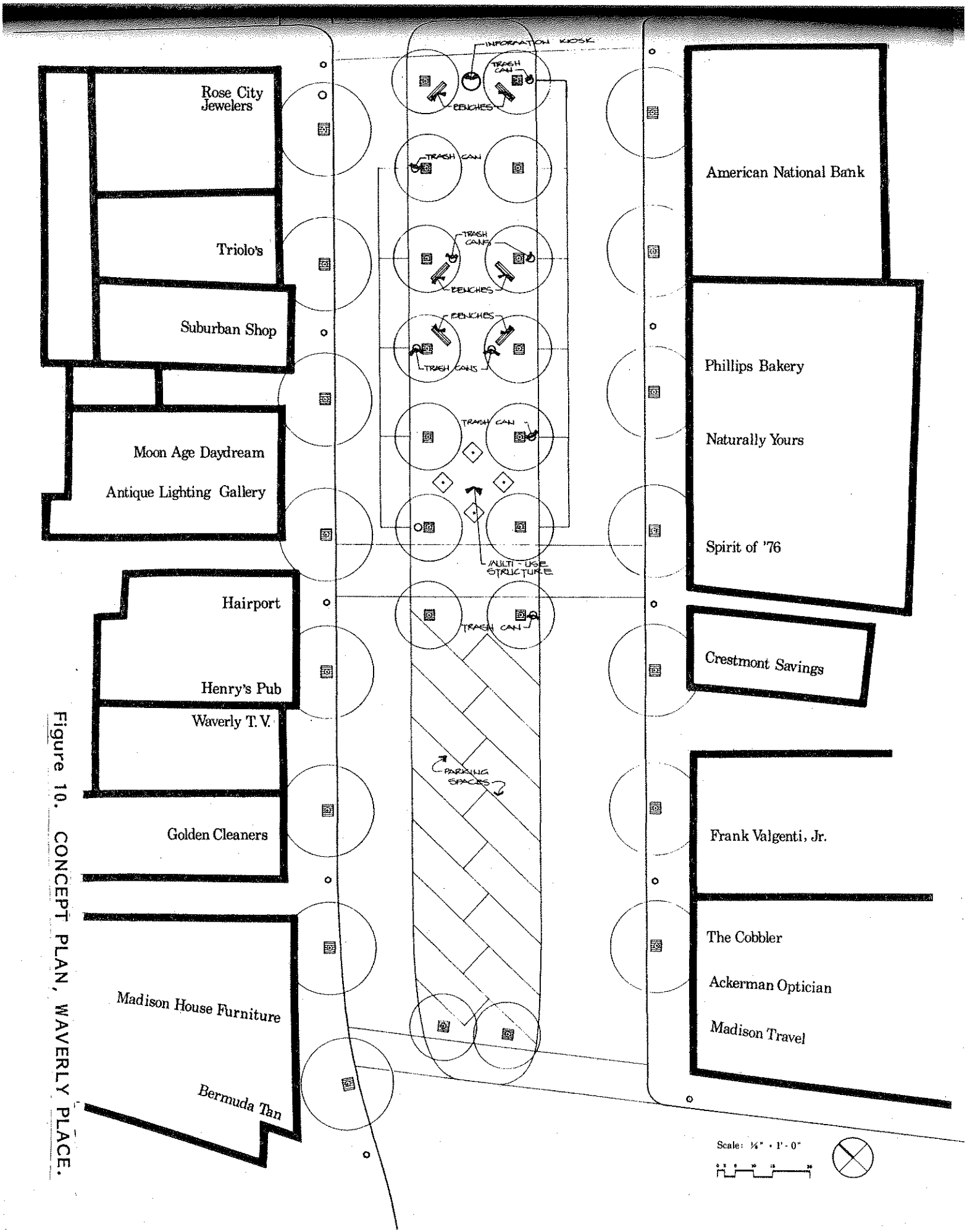


Figure 10. CONCEPT PLAN, WAVERLY PLACE.

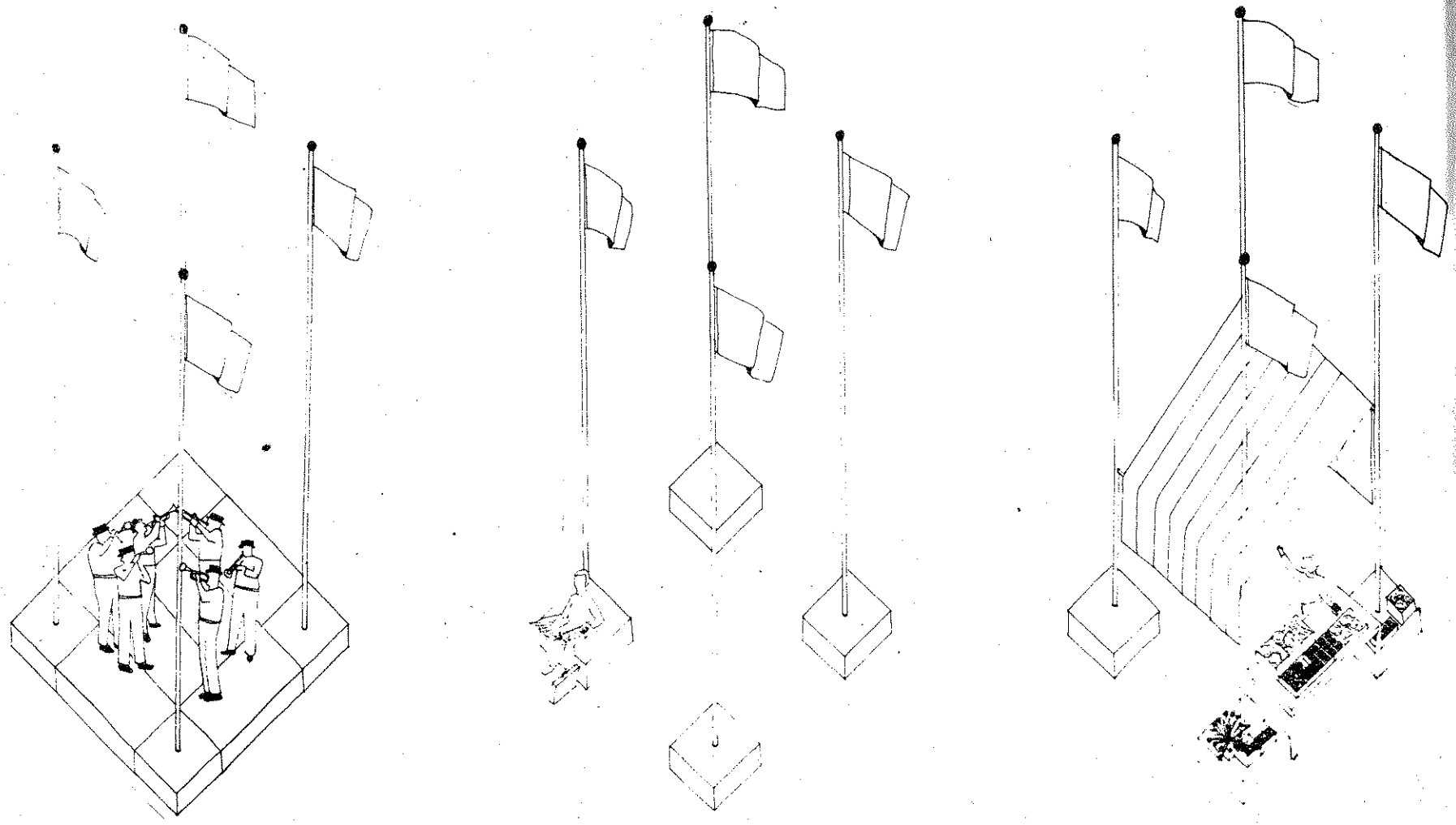


Figure 11. CONCEPT FOR A MULTIPLE-USE STRUCTURE FOR WAVERLY PLACE

8. The reason why students from nearby colleges do not use downtown more frequently is more related to the goods and services available than to the difficulty in actually getting downtown.

First of all, it is important to emphasize that students do use downtown Madison. About half of those surveyed shop or do errands downtown at least once a month. In fact, Drew students shop downtown more frequently than the town residents surveyed. And students in general eat in restaurants or take-out food places more frequently than townspeople: about half of the students surveyed eat in downtown at least three or more times a month, compared to 30% of townspeople who eat in downtown with the same frequency.

To be sure, access to downtown is a problem for some students. Only one-third of the students surveyed have cars. When asked to indicate how hard it is to get downtown, however, 82% of Drew students (most of whom walk downtown) and 61% of St. Elizabeth's students (half of whom drive downtown, and about a quarter of whom take the train) said they had little or no difficulty in getting downtown. In addition, only 6% of St. Elizabeth's students felt downtown's convenience to campus was worse than malls.

Students who have difficulty in getting downtown do tend to shop and do errands less frequently than people who have less difficulty. It is not surprising that Drew students (who are the closest of all the colleges to downtown) shop, do errands, eat out, and go to movies more frequently than St. Elizabeth's students, sometimes by significant factors. For example, 29% of St. Elizabeth's students never go downtown for shopping and 48% never go downtown for errands--compared with about 10 to 15% of Drew students who

never go downtown.

The variety of goods sold downtown, in terms of meeting student needs, is clearly inadequate and plays a larger role than accessibility in why students do not use downtown more than they do. Over half (56%) of Drew students--students who use downtown the most--and a quarter of St. Elizabeth's students rate the variety of goods sold downtown as worse than malls. Among the student suggestions for improvement are a small grocery store, book and record store, and more restaurant or pub-type places. As one student put it, "Get a solid campus-type 'hang-out' to draw the college crowd and the rest will take care of itself."

Two other important factors also affect student usage of downtown: convenience of hours and the friendliness of downtown merchants. Like townspeople, 38% of the students rate store hours downtown as worse than malls, and many students mentioned that they were too busy during the day to shop before five o'clock. Above and beyond this problem, however, seems to be a problem with the attitudes of many merchants and bank personnel. While two-thirds of townspeople feel personal service provided in stores is better downtown than in malls, only a quarter of students feel that it is better. Many complained that they felt like "second-class citizens" or "an intruder--as if the stores are doing me a big favor by being there." Obviously, this type of treatment does little to encourage students to use downtown more frequently.

RECOMMENDED TASKS FOR A DOWNTOWN MANAGER

Work with colleges, students and merchants to make downtown more attractive to student use, including:

- *Develop a student discount program*
- *Organize a "Welcome Week" promotion in September.*
- *Encourage art fairs and other cultural exchanges with colleges*
- *Encourage hiring and work-study programs for students to help merchants with store windows, merchandising, etc.*
- *Work with merchants to expand merchandise to include more items related to student needs.*
- *Work with movie theater to develop low-cost film revival festivals.*
- *Develop good neighbor programs (Invite a student to Thanksgiving, etc.)*
- *Maintain kiosk with college events.*

Role of a Downtown Manager

As the recommendations in this report indicate, a Downtown Manager working under a Downtown Commission are both essential ingredients to downtown revitalization. The Commission, compose of representatives from various interest groups, will help to focus the necessary attention on downtown and to act as an intermediary to resolve problems and propose solutions. The manager would have an important role as well, with the following being his or her major tasks:

1. Act as a day-to-day liaison with all the diverse groups and organizations who are downtown or who could become involved in downtown projects.

2. Coordinate promotions and fund-raising events for downtown.

3. Coordinate the historic preservation and facade improvement program.

4. Coordinate downtown festivals, events, and parades, including an experimental farmer's market for Waverly Place.

5. Work with realtors and merchants to fill vacant stores with desired new kinds of businesses, and encourage existing merchants to alter their merchandise as necessary.

6. Work with the colleges, students and merchants to make downtown more attractive to student use through the development of specific

programs.

7. Monitor parking enforcement to make sure that regulations are not abused.

8. Monitor Borough and merchant maintenance of sidewalks and parking lots to assure high standards of cleanliness and maintenance of plantings, flowers and trees.

TOWN SURVEY FORM

PPS PROJECT FOR PUBLIC SPACES, INC.
875 AVENUE OF THE AMERICAS, RM 201, NEW YORK, N.Y. 10001 (212) 564-2906

DOWNTOWN MADISON SURVEY

These questions seek to find out how Madison residents feel about their downtown, and how they feel it could be improved. The survey is a follow-up to two other surveys conducted by other groups about downtown, one in 1978 and the other just last month dealing with specific design ideas for Main Street. Project for Public Spaces, Inc. has been funded by the Dodge Foundation to complete an overall plan for downtown. We would greatly appreciate your help in this effort by taking a few minutes to fill out this form. THANK YOU!

Please return this survey with your utility payment or return to the Borough Clerk's Office at the Madison Borough Hall.

1. How often do you do the following in Downtown Madison?

	3 or more times a week	1 or 2 times a week	3 or more times a month	once a month	less than once a month	never
Shop (major purchases including clothing)	☐	☐	☐	☐	☐	☐
Do errands (banking, dry cleaners, etc.)	☐	☐	☐	☐	☐	☐
Eat in a restaurant or take-out food place	☐	☐	☐	☐	☐	☐
Visit a professional office (doctor, etc.)	☐	☐	☐	☐	☐	☐

2. How do you feel Downtown compares to nearby shopping malls and centers in terms of the following items:

	Downtown is:		
Variety of goods sold	☐ better	☐ about the same	☐ worse
Quality of goods sold	☐ better	☐ about the same	☐ worse
Cost of goods sold	☐ better	☐ about the same	☐ worse
Convenience of parking	☐ better	☐ about the same	☐ worse
Convenience to your home	☐ better	☐ about the same	☐ worse
Personal service in stores	☐ better	☐ about the same	☐ worse
Attractiveness	☐ better	☐ about the same	☐ worse
Convenience of store hours	☐ better	☐ about the same	☐ worse

3. There have been many suggestions for how downtown can be improved through special events and programs. Which of the following do you feel that you would regularly patronize?

☐ Farmers market
☐ Music concerts in James Park
☐ Sunday flea market
☐ Arts and crafts shows

4. Please tell us a little about yourself:

Your age: ☐ under 18 ☐ 19-35 ☐ 36-50 ☐ 51-65 ☐ Over 65
Your sex: ☐ Male ☐ Female
Your occupation: _____

5. How long have you lived in Madison?

☐ Less than one year
☐ 1-5 years
☐ 6-10 years
☐ 11-20 years
☐ 21-40 years
☐ More than 40 years

6. Where do you live?

☐ Oak Knoll
☐ Knollwood
☐ Dellwood
☐ "The Orchard"
☐ North Street-South Street ("Lucy D.") Area
☐ Central Avenue/Dodge Field Area
☐ Other (specify street address) _____

7. We would appreciate any comments or suggestions you might have on how to improve Downtown Madison.

_____
_____
_____
_____
_____
_____

Appendix

PEDESTRIAN SURVEY FORM

PPS PROJECT FOR PUBLIC SPACES, INC.
875 AVENUE OF THE AMERICAS, RM 201, NEW YORK, N.Y. 10001 (212) 594-2608

PEDESTRIAN SURVEY -- MADISON, NEW JERSEY

We are working with the Borough of Madison to make improvements to the Downtown area. Your answers will help us to make recommendations for these improvements.

1. Where do you live?

In Madison	Outside Madison	
☐Oak Knoll	☐Chatham Borough	☐Other (specify)
☐Knollwood	☐Florham	
☐Dellwood	☐Chatham Township	_____
☐"The Orchard"	☐Morris Township	_____
☐North St.-South St. Area (Lucy D.)	☐Harding Township	_____
☐Central Ave./Dodge Field	☐Morristown	_____

2. How did you get to Downtown Madison today?
☐foot ☐car ☐bus ☐train ☐other (specify) _____

3. Did you come directly from
☐home? ☐work? ☐other? (specify) _____

4. Check all the things you are doing in Downtown Madison today.

☐Working	☐Strolling, window shopping
☐Shopping	☐Eating in restaurant
☐Catching bus	☐Just passing through
☐Catching train	☐Professional office (doctor, lawyer, etc.)
☐On lunch break	☐Other (specify) _____

5. What is your main reason for being Downtown today? _____

_____

6. Work time aside, how much time do you expect to spend Downtown today?
☐1/2 hr. or less ☐1/2 to 1 hour ☐1 to 3 hours ☐3 or more hours

7. How often do you shop in Downtown Madison?

☐3 or more times a week	☐Once a month
☐1 or 2 times a week	☐Less than once a month
☐3 or more times a month	☐Never

8. What kinds of businesses do you regularly patronize in Downtown Madison?

☐Groceries & bakery	☐Bank
☐Clothing & accessories	☐Hardware
☐Home furnishings	☐Professional services
☐Drug store	☐Post Office
☐restaurants/deli	☐Other (specify) _____

9. What kinds of stores would you like to see more of? _____

10. In about how many stores do sales people recognize you when you enter?
☐More than 5 ☐3 to 5 ☐1 or 2 ☐none

11. When do you usually come Downtown?
☐Weekdays ☐Thursday evenings ☐Saturdays

12. If stores were open on evenings other than Thursday, would you shop more often in the evening? ☐Yes ☐No
If yes, which evening do you prefer? ☐Mon. ☐Tues. ☐Wed. ☐Fri.

13. How would you rate Downtown Madison for the following:

	Good	Fair	Poor	Don't Know
Attractiveness of Downtown	☐	☐	☐	☐
Quality of eating places	☐	☐	☐	☐
Cleanliness of streets & sidewalks	☐	☐	☐	☐
Comfortable places to sit down outside	☐	☐	☐	☐
Number of convenient parking spaces	☐	☐	☐	☐
Convenience of shopping hours	☐	☐	☐	☐
Friendliness of sales people	☐	☐	☐	☐
Information about bus & train schedules	☐	☐	☐	☐
Safety during the evening	☐	☐	☐	☐

14. When you think of Downtown Madison, what store, building, or other landmark first comes to mind? _____

15. List 2 or 3 adjectives that best describe Downtown Madison.

_____

16. How do you feel Downtown compares to nearby shopping malls in terms of the following items:

	Downtown is:		
Variety of goods sold	☐better	☐about the same	☐worse
Quality of goods sold	☐better	☐about the same	☐worse
Cost of goods sold	☐better	☐about the same	☐worse
Convenience of parking	☐better	☐about the same	☐worse
Convenience of Downtown to home	☐better	☐about the same	☐worse
Personal service provided in stores	☐better	☐about the same	☐worse
Attractiveness	☐better	☐about the same	☐worse
Convenience of shopping hours	☐better	☐about the same	☐worse

17. How long have you lived in Madison? _____

Age: ☐under 18 ☐19-35 ☐36-50 ☐51-65 ☐Over 65
Sex: ☐Male ☐Female
Occupation: _____

18. We would appreciate any comments or suggestions you might have on how to improve the Downtown. _____

_____
_____
_____
_____
_____
_____
_____
_____