

Strategic Action Plan

Draft

IMPLEMENTATION STRATEGIES

The Implementation Timetable establishes the implementation agent as well as the general timeline for action on the following action strategies. These strategies are taken from the objectives outlined in this Plan.

The implementation agent identifies the general level of responsibility for implementing the strategy. The timetable is broken down into three levels: Short-term (within 6 months); Mid-term (from 6 months to 18 months); Long-term (from 18 months to a strategy that should continue on an ongoing basis).

LAND USE – COMMUNITY CHARACTER

Goal: Historic Preservation

Action Strategy	Implementation Agent	Timeline
Create an Historic Preservation Plan Element of the Master Plan <ul style="list-style-type: none"> Indicate the location and significance of historic sites and districts Identify the standards used to assess the worthiness for historic site or districts identification Analyze the impact of the component and element of the Master Plan on preservation in the Village 	Planning Board, Historic Preservation Commission	Short Term
Create an Historic Preservation Commission	Village Trustees	Short Term
Create an Historic Preservation Ordinance with the power to actively regulate development in designated historic districts	Village Trustees	Short Term
Develop design standards for the Montrose Park Historic District and other districts and properties designated under a South Orange Historic Preservation Ordinance	Planning Board, Historic Preservation Commission (may be with a Planning Consultant)	Short Term
Commission a detailed study on all possible historic sites and features in South Orange and jointly update the Historic Preservation Element for the Master Plan reflecting the findings of this study	Historic Preservation Commission (may be with a Planning Consultant)	Medium Term
Consider application to the Certified Local Governments Program to increase local funding for historic preservation	Village Trustees	Medium Term
Use the creation of local historic districts and linkages to arts and education to fuel greater tourism in South Orange	Village Trustees, Historic Preservation Commission, Main Street South Orange, SOPAC, Chamber of Commerce	Medium Term
Continue to develop and refine design standards as the Village desires for all designated historic sites and districts	Planning Board, Historic Preservation Commission	Medium Term
Produce updated surveys of historic sites in South Orange as necessary and update the Historic Preservation Element for the Master Plan as necessary	Historic Preservation Commission (may be with a Planning Consultant)	Long Term

Goal: Urban Design

Action Strategy	Implementation Agent	Timeline
Review Design Standards from Redevelopment Plans for application	Planning Board	Short Term

as General Site Design Standards that should apply throughout the Township		
Change Bulk Standards for Residential and Commercial zone areas to support General Site Design Standards	Village Trustees, Planning Board	Short Term
Change Municipal Site Design standards for Residential and Commercial development to support General Site Design Standards	Village Trustees, Planning Board	Short Term
Include Street, Sidewalk and Crosswalk standards in revised Circulation Element of Master Plan as well as in revised engineering and construction standards	Planning Board (may be with a Planning /Design Consultant)	Medium Term
Review and revise Design Standards for Central Business District in light of continuing redevelopment activity and Historic Preservation Commission findings	Village Trustees, Planning Board	Medium Term
Create Design Standards for Valley Street Business District based on findings of Smart Growth Plan and Historic Preservation Commission findings	Village Trustees, Planning Board	Medium Term
Create Design Standards for Irvington Avenue Business District based on findings of Smart Growth Plan and Historic Preservation Commission findings	Village Trustees, Planning Board	Medium Term
Create Design Standards for Residential Districts based on findings of Smart Growth Plan and Historic Preservation Commission findings for Historic Preservation Areas	Village Trustees, Planning Board	Medium Term
Revise Design Standards for all Districts based on continuing Redevelopment, infill development and findings of Zoning Board of Adjustment reports.	Village Trustees, Planning Board	Long Term

Goal: Zoning and Planning

Action Strategy	Implementation Agent	Timeline
Create and adopt new Use and Bulk Standards for PRCA District <ul style="list-style-type: none"> • Lot Area • Setbacks • Accessory Structures 	Village Trustees, Planning Board	Short Term
Enact Prior Zoning Change Recommendations from 2000 Master Plan Reexamination Report <ul style="list-style-type: none"> • Zone Change in RC-1 (South Orange Avenue) to Residence A • Zone Change in B-2 (Second, Third and Milligan) to Residence B • Amend RC-1 zone re: permitted uses and FAR • Conditional Use Standards for Carriage Houses as Accessory Apartments in Residence Zones 	Village Trustees, Planning Board	Short Term
Change Bulk Standards for Residential areas to limit future Subdivision and out of scale infill development <ul style="list-style-type: none"> • Corner Lot Bulk Standards • Lot Area • Lot Width and Lot Depth • Building Envelope Standards • Address volume through story and height controls 	Village Trustees, Planning Board	Short Term
Create and adopt Critical Areas Ordinance to protect Environmentally Constrained Lands	Village Trustees, Environmental Commission,	Medium Term

<ul style="list-style-type: none"> • Minimum contiguous building envelope requirements outside of critical areas • Prohibit Lot Disturbance in critical areas 	Planning Board	
Comprehensive review and revision of Land Development Ordinance per new Master Plan	Village Trustees, Planning Board	Long Term

Goal: Business Districts

Action Strategy	Implementation Agent	Timeline
Create and Promote Specific and Unique Identity for each Village Business District <ul style="list-style-type: none"> • Identify Strengths and weaknesses • Existing and future retail and mixed use development possibility • Relationship to Seton Hall University • Relationship to Rahway River Corridor and Bike Circulation Plan 	Village Trustees, Planning Board (may be with a Planning /Design Consultant)	Short Term
Review and Revise Design Standards for Central Business District in light of continuing redevelopment activity and Historic Preservation Commission findings	Village Trustees, Planning Board, Historic Preservation Commission (may be with a Planning /Design Consultant)	Short Term
Create Design Standards for Valley Street Business District based on findings of Smart Growth Plan and Historic Preservation Commission findings	Village Trustees, Planning Board (may be with a Planning /Design Consultant)	Short Term
Create Design Standards for Irvington Avenue Business District based on findings of Smart Growth Plan and Historic Preservation Commission findings	Village Trustees, Planning Board (may be with a Planning /Design Consultant)	Short Term
Promote discussion and evaluation of Business/Special Improvement District for entire Village or for each individual Business District	Village Trustees, Planning Board, Stakeholders, Public input, Main Street South Orange, Chamber of Commerce, SOPAC	Short Term
Create and Implement Marketing Studies for each Business District to identify potential for expanded retail and service businesses	Village Trustees, Planning Board, Main Street South Orange, Chamber of Commerce, SOPAC (may be with Consultant)	Medium Term
Promote continuing cooperation between Village Government, Planning and Zoning Boards and Chamber of Commerce, and Main Street South Orange	Municipal agencies - Village Trustees, Planning Board, Zoning Board, Main Street South Orange, Chamber of Commerce, SOPAC	Medium Term
Identify opportunity to link Business District improvements with promotion of Historic Preservation and Arts tourism.	Historic Preservation Commission, Stakeholders, Main Street South Orange, Chamber of Commerce	Long Term
Continue to evaluate use of Redevelopment and Rehabilitation for	Village Trustees, Planning	Long Term

Business District Improvement	Board (may be with a Planning /Design Consultant)	
-------------------------------	---------------------------------------------------	--

CIRCULATION**Goal:** Bicycle/Pedestrian

Action Strategy	Implementation Agent	Timeline
Create Green Infrastructure Map - composite view/map of overall Recreation, Open Space, Bike, Pedestrian and Rahway River Corridor plan for Village, identify areas of potential improvement, including recommendations for strategic links throughout the remainder of the community.	Smart Growth Plan Committee	Short Term
Implement provisions of existing Bike and Pedestrian Plan	Village Trustees, Planning Board, Engineer	Short Term
Integrate Bike and Pedestrian Plan with Rahway River Plan including potential connections to trails planned along River, extension into neighborhoods, any missing links (e.g., missing sidewalks, etc.) in order to link educational, economic and commercial destinations public facilities and downtown amenities	Village Trustees, Environmental Commission, Planning Board, Engineer, Main Street South Orange, Chamber of Commerce (may be with a Planning /Design Consultant)	Short Term
Establishment of pedestrian connections between schools and business zones via greenways	Public input, school board, businesses, Environmental Commission, Planning Board, Main Street South Orange, Chamber of Commerce	Medium Term
Construction of new pedestrian paths to increase SHU students' access to the business district and to the train station	Planning Board, Seton Hall University (may be with a Consultant), Engineer	Medium Term
Continue to review and revise Bike and Pedestrian Plan as additional elements are constructed and as Business Districts continue to develop/redevelop	Planning Board, Engineer	Long Term

Goal: Parking

Action Strategy	Implementation Agent	Timeline
Summarize and distribute findings of Parking Studies to Public	Village Trustees, Planning Board	Short Term
Promote alternatives (bike and pedestrian) for local access to merchants	Planning Board (may be with a Planning /Design Consultant)	Short Term
Encourage delivery services by local merchants to allow for pedestrian and bike access	Planning Board, Main Street South Orange, Chamber of Commerce	Short Term
Establish better drop off and pickup locations at Train Station (kiss	Planning Board, Engineer,	Medium Term

and ride)	State DOT	
Study Third Street Rescue Squad lot for parking to serve Central Business District and Valley Street	Planning Board, Engineer, Main Street South Orange, Chamber of Commerce (may be with a Planning Consultant)	Medium Term
Continue to study options for structured parking in Central Business District for shared use by commuters and Central Business District merchants and residents	Planning Board, Main Street South Orange, Chamber of Commerce, Stakeholders, State DOT	Long Term

Goal: Traffic / Vehicular Circulation

Action Strategy	Implementation Agent	Timeline
Incorporate traffic calming measures into Site Planning process for new applications before Planning Board in areas of concern	Village Trustees, Planning Board, Engineer	Short Term
Analyze and determine solutions for traffic circulation issues throughout Village in Circulation Element of Master Plan, focusing on: <ul style="list-style-type: none"> • Cut through traffic on residential Streets • Montrose District (Grover, Montrose, West Montrose) • County transportation Corridors (South Orange Avenue, Scotland Road, Ridgewood Road, Wyoming Avenue, Irvington Avenue and Valley Street) 	Planning Board, Engineer, (may be with a Consultant)	Medium Term
Continue to study circulation issues throughout Village	Planning Board, Engineer, public input sessions	Long Term

Goal: Parks And Open Space

Action Strategy	Implementation Agent	Timeline
Create Green Infrastructure Map - composite view/map of overall Recreation, Open Space, Bike, Pedestrian and Rahway River Corridor plan for Village, identify areas of potential improvement, including recommendations for strategic links throughout the remainder of the community.	Village Trustees, Environmental Commission, Planning Board (may be with a Planning /Design Consultant)	Short Term
Implement Phase 1 of the East Branch of the Rahway River Corridor – Master Plan Report (2005)	Village Trustees, Planning Board, Environmental Commission	Short Term
Implement recommendations of Recreation & Open Space Plan and Recreation Element of the Land Use Master Plan (2004)	Village Trustees, Planning Board, Environmental Commission	Medium Term
Implement recommendations of Bicycle and Pedestrian Circulation Plan (2005)	Village Trustees, Planning Board	Medium Term
Continue to study overall Recreation, Open Space, Bike, Pedestrian and Rahway River Corridor development and implementation throughout Village	Village Trustees, Environmental Commission, Planning Board (may be with a Planning /Design Consultant)	Long Term

FUNDING PLAN

Program Name	Description	Relationship to Implementation Strategies
Casino Reinvestment Development Loans	To reinvest a portion of Casino Industry's gross revenues in housing and economic development projects statewide. Loans obtained from the CRDA must be secured; projects must be financially feasible; and projects must receive a bond rating of "B" or better. Funds can be used for construction, rehabilitation, acquisition, professional fees, etc. CRDA can provide construction and permanent financing. Project fees can be capitalized in the loan.	Business Districts, Parking
Entrepreneurial Training Institute	An eight-week program to help new and aspiring entrepreneurs learn the basics of operating a business. Business plans critiqued by professionals in the field. Graduates may apply for financing through the Small, Minority-owned, Women owned business fund and other funding sources.	Business Districts
Environmental Opportunity Zones	Created through a municipal ordinance, EOZ's enable the ability to offer tax abatements for up to 15 years. In exchange, the owner/developer must remediate the property. The municipality receives incremental payments in lieu of taxes based on a prerediation assessment.	Business Districts
Federal Land and Water Conservation Fund	Provides monies to federal, state and local governments to acquire land, water and conservation easements on land and water	Park and Open Space

Program Name	Description	Relationship to Implementation Strategies
Fund For Community Economic Development	Loans and loan guarantees are made to urban-based community organizations that in turn make loans to micro-enterprises and small businesses who may not qualify for traditional bank financing. Affordable capital is provided to fill financing gaps in the development of community facilities and other real-estate based economic development projects. Funds are available to local groups to finance feasibility studies and other predevelopment costs to determine if a real estate project is viable. Technical support is also available to support the long-term growth of the organization.	Business Districts
Main Street New Jersey	Technical assistance provided by nationally recognized professional downtown revitalization program providing business communities with the skills and knowledge to manage their own business districts. Improves the local economy, as well as the appearance and image of traditional downtown, through the organization of business people, local citizens and resources.	Business Districts, Urban Design, Historic Preservation
New Jersey Environmental Infrastructure Trust	Provides low-cost financing for the construction of projects that enhance and protect water resources. Also available for land acquisition projects that help protect water resources.	Park and Open Space
New Jersey Historic Trust Historic Preservation Revolving Loan Fund	For preservation, improvement, restoration, rehabilitation and acquisition of historic properties. Currently, the maximum available loan is \$370,000. The interest rate on these loans is no more than 4%.	Historic Preservation, Park and Open Space

Program Name	Description	Relationship to Implementation Strategies
Revenue Allocation Districts	For municipalities seeking to encourage revenue generating development projects in a Revenue Allocation District as part of a redevelopment plan approved by the local governing body. A municipality may designate a Revenue Allocation District of up to 15% of the total taxable property assessed in the community within an established Redevelopment Area. It may designate the EDA to act on its behalf as a redeveloper and district agent for redevelopment projects with responsibilities for, among other things, land and property acquisition, demolition, renovations or improvements.	Business Districts
Special (Business) Improvement District Challenge Grants	Dollar for dollar matching grants up to \$10,000 from DCA to support the technical and professional services needed to establish a Special Improvement District or SID.	Business Districts, Urban Design, Historic Preservation, Parks and Recreation
Special (Business) Improvement District Loans	To provide loans up to \$500,000 to make capital improvements within designated downtown business improvement zones.	Business Districts, Urban Design, Historic Preservation, Parks and Recreation
Special Improvement Districts (SIDs)	Provides assistance to New Jersey's downtown and business centers.	Business Districts, Urban Design, Historic Preservation, Parks and Recreation
Sustainable Development Loan Fund	Loans with flexible terms and interest rates to support the expansion of environmental business in New Jersey. Key words include pollution prevention; resource conservation and sustainable production. Loans may be used for sales expansion, development of new products or services, purchase of new equipment or facilities and improvement of environmental performance.	Park and Open Space

Appendix A

Draft

Analysis for Potential Subdivisions and Non-Conforming Lots

The two most important factors in suitability of a lot for potential subdivision are: Lot area and Lot width. Thus, subdivisions, as of right, can potentially occur on lots that have at least twice the minimum required lot area and twice the minimum required lot width.

The analysis of the four residential zones A-50, A-60, A-75 and A-100 below illustrates the oversized lots in each zone, comparing the number of potentially subdividable lots under the previous minimum lot width requirement and the number of potentially subdividable lots under the new lot width requirement.

For the purpose of this analysis, the following definitions have been used:

- Oversized lots – are those lots with at least twice the minimum required area in any give zone.
- Potential subdivisions – are parcels/lots where subdivisions that can occur by right, parcels with twice the minimum required lot area and twice the minimum required lot width.
- Non-subdividable lots – are parcels/lots that cannot be subdivided by right, due to not having either twice the minimum area or twice the minimum lot width or both.
- Non-conforming lots – are parcels/lots that do not meet the minimum requirements of the zone in terms of either area or lot width or both.

To quantify the change in the potential subdivisions and the number of non-conforming lots since adoption of new minimum requirement ordinances in June 2003, each of the four residential zones were analyzed by the following method:

- Lots with areas equal to or greater than twice the minimum required area in the zone were selected as oversized lots. These lots have adequate area to be potential subdivisions, thus satisfying the first factor of potential subdivision.
- Oversized lots with at least twice the lot width were selected as potential subdivisions. In case of corner lots, the wider side was used for the lot width.

This process was repeated for the prior and current lot widths. Two alternate values between the prior and current widths were also selected and analyzed.

The following tables and maps describe the analysis and findings for each of the residential zones.

Residential A-50 Zone

The minimum required lot width in this zone increased from 50 feet to 90 feet, reducing the number of potential subdivisions from 3% to 0.5% while also creating 71% additional non-conforming lots.

The major increase in the number of non-conforming lots when the lot width is increased from 50' to 60' is due to the fact that of the total 834 lots in the zone, 331 lots are 50' wide. Therefore, any increase in the minimum lot width would make these 331 lots non-conforming.

With the current minimum lot width of 90', only about 40-45 lots seem to have adequate lot area and lot width to remain conforming.

Total number of lots in the zone ————— 834
 Total number of oversized lots in the zone – 114

	Minimum Lot Width Requirement			
	Prior	Alternative 1	Alternative 2	Current
	50'	60'	75'	90'
Potential Subdivisions	25	8	5	4
Potential subdivisions as a percentage of total lots in the zone	3.0%	1.0%	0.6%	0.5%
lots remaining as non-subdividable conforming	-	78	67	40
New non-conforming lots created only due to lot width	-	22	37	77
New oversized non-conforming lots created only due to lot width as a percentage of total lots in the zone	-	3%	4%	9%
Total Non-conforming Lots in the zone	193	609	716	786
Non-conforming lots as a percentage of total lots in the zone	23%	73%	86%	94%

Residential A-60 Zone

The minimum required lot width in this zone increased from 60 feet to 110 feet, reducing the number of potential subdivisions from 2.3% to 0.4%, while also creating 55% additional non-conforming lots.

The major increase in the number of non-conforming lots when the lot width is increased from 60' to 75' is due to the fact that of the total 950 lots in the zone, 218 lots are 60' wide. Therefore, any increase in the minimum lot width would make these 218 lots non-conforming.

With the current minimum lot width of 110', only about 35-40 lots seem to have adequate lot area and lot width to remain conforming.

Total number of lots in the zone ————— 950
 Total number of oversized lots in the zone - 166

	Minimum Lot Width Requirement			
	Prior	Alternative 1	Alternative 2	Current
	60'	75'	90'	110'
Potential Subdivisions	22	8	5	4
Potential subdivisions as a percentage of total lots in the zone	2.3%	0.8%	0.5%	0.4%
Lots remaining as non-subdividable conforming	-	100	59	36
New non-conforming lots created only due to lot width	-	38	86	144
New oversized non-conforming lots created only due to lot width as a percentage of total lots in the zone	-	4%	9%	15%
Total Non-conforming Lots in the zone	319	714	841	867
Non-conforming lots as a percentage of total lots in the zone	32%	72%	85%	87%

Residential A-75 Zone

The minimum required lot width in this zone increased from 75 feet to 140 feet, reducing the number of potential subdivisions from 3.3% to none, while also doubling the number of non-conforming lots.

The major increase in the number of non-conforming lots when the lot width is increased from 75' to 100' is due to the fact that of the total 394 lots in the zone, 52 lots are 75' wide. Therefore, any increase in the minimum lot width would make these 52 lots non-conforming. The 15% increase in the number of non-conforming lots when the minimum width is increased from 100' to 120' is due to about 60 lots being between 100' and 119' wide.

With the current minimum lot width of 140', only about 20 lots seem to have adequate lot area and lot width to remain conforming.

Total number of lots in the zone ————— 394
 Total number of oversized lots in the zone - 83

	Minimum Lot Width Requirement			
	Prior	Alternative 1	Alternative 2	Current
	75'	100'	120'	140'
Potential Subdivisions	13	2	1	0
Potential subdivisions as a percentage of total lots in the zone	3.3%	0.5%	0.3%	0.0%
Lots remaining as non-subdividable conforming lots	-	64	26	20
New non-conforming lots created only due to lot width	-	14	45	65
New oversized non-conforming lots created only due to lot width as a percentage of total lots in the zone	-	4%	11%	16%
Total Non-conforming Lots in the zone	179	280	339	352
Non-conforming lots as a percentage of total lots in the zone	45%	71%	86%	89%

Residential A-100 Zone

The minimum required lot width in this zone increased from 100 feet to 175 feet, reducing the number of potential subdivisions from 3.4% to 0.3%, while also increasing the number of non-conforming lots from 28% to 91%.

The major increase in the number of non-conforming lots when the lot width is increased from 100' to 125' is due to the fact that of the total 1520 lots in the zone, 525 lots are 100' wide. Therefore, any increase in the minimum lot width would make these 525 lots non-conforming.

With the current minimum lot width of 175', only about 80-85 lots seem to have adequate lot area and lot width to remain conforming.

Total number of lots in the zone ————— 1520
 Total number of oversized lots in the zone – 473

	Minimum Lot Width Requirement			
	Prior	Alternative 1	Alternative 2	Current
	100'	125'	150'	175'
Potential Subdivisions	51	14	6	4
Potential subdivisions as a percentage of total lots in the zone	3.4%	0.9%	0.4%	0.3%
Lots remaining as non-subdividable conforming lots	-	182	136	83
New non-conforming lots created only due to lot width	-	207	261	388
New oversized non-conforming lots created only due to lot width as a percentage of total lots in the zone	-	14%	17%	26%
Total Non-conforming Lots in the zone	431	1195	1298	1385
Non-conforming lots as a percentage of total lots in the zone	28%	79%	85%	91%