



Sustainable Economic Development Plan

Township of Mahwah

Bergen County, New Jersey

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- Township Council
- Planning Board
- Environmental Commission
- Historic Preservation Commission
- Recreation Committee
- Sustainable Mahwah
- Mahwah Regional Chamber of Commerce

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EXECUTIVE SUMMARY

The Township of Mahwah is situated in the northwest section of Bergen County bordering New York State. Three major highways run through Mahwah, Interstate 287, Route 17, and Route 202. Mahwah encompasses 26.7 square miles about 8 square miles of which is State, County and Municipal public open space and parks. A large portion of Mahwah is inside the New Jersey Highlands Preservation Area which requires Mahwah to conform to the Highlands Regional Master Plan. In association with Highlands regional planning efforts, Mahwah was awarded a grant from the New Jersey Highlands Council to complete a Sustainable Economic Development Plan (SEDP). An SEDP is a plan that seeks to maintain and expand the existing job and economic base while promoting sustainable development ensuring that future generations will have the necessary resources in the Township. This plan identifies efforts and ideas that will increase the local tax base, provide new employment opportunities and improve the economic and social sustainability in the community.

The study initially evaluated the existing conditions of the Township in terms of demographics, economics, land use, zoning and market potential. Next, two outreach surveys, one for businesses and one for consumers, were posted on Mahwah's website. The surveys were available for fifty-seven days and a total 218 responses were received, 195 customer surveys and 23 business surveys.

In the business survey respondents were asked to name three advantages or strengths they associate with doing business in Mahwah. The top responses included:

- Convenience/location
- Concentration of businesses
- Concentration of people/customers
- Affluent area
- Low taxes
- Clean community

Business named challenges associated with doing business in Mahwah as follows:

- Taxes
- Sign ordinance
- Congestion
- Township not business-friendly
- Physically disconnected municipality
- Lack of parking

In the customer survey when asked the advantages of shopping in Mahwah, 27% of respondents stated it is the convenient location and 23% indicated the advantage is supporting local businesses. Only 5% of consumers indicated that the advantage was fair prices. When asked what the disadvantages are to shopping in Mahwah, 29% of respondents indicated that the poor selection of goods and/or services was a major disadvantage. Limited hours were the second ranked disadvantage with 17% of total responses, while high prices ranked third with 15% of consumers listing it as a disadvantage.

When consumers were asked what entertainment they would patronize if it existed in Mahwah, the top three answers were movies with 27%, music concerts with 17%, and better/more restaurants with 13%. A question about little known assets that Mahwah has to offer brought the following responses:

- Parks/open space
- Ramapo College/Berrie Center
- Recreational opportunities
- Natural beauty
- Historic sites

The study also examined Mahwah's assets, challenges and opportunities as an economic hub. The Township's strengths, weaknesses, opportunities and threats (SWOT Analysis) were analyzed in a public workshop on October 11, 2012. The meeting had over 30 participants including major business owners, members of Mahwah's Chamber of Commerce, Township representatives, and representatives from Ramapo College, nine New Jersey Municipalities and six New York Municipalities.

At the public workshop the abundance of parks and open space, historic sites, hotels and power grid were listed as opportunities. Other assets identified were high tech infrastructure, Ramapo College, highway access, mass transit, parks, major corporations, preserved farmland and the New York/ New Jersey Tax difference. The challenges identified were traffic issues, lack of local transportation, lack of a pedestrian downtown, businesses encroaching on residential areas, no sidewalks/ bike paths and lack of a center.

The survey and public workshop provided the opportunity to focus on the Franklin Turnpike and Route 17 retail corridors. The survey and public workshop revealed that residents see the Franklin Turnpike corridor as unattractive, a hodgepodge of land uses and architectural styles and as a nondescript place. Despite this, residents say that the Franklin Turnpike is the closet place Mahwah has to a downtown or center. Furthermore, Franklin Turnpike ranks higher than Route 17 for walkability, bikeability and cleanliness. Meanwhile, the top phrases to describe Route 17 were congested/traffic, car dealerships, dangerous and dirty/unattractive.

A study of Mahwah's Retail Market Potential (RMP) was conducted by reviewing data from The Nielsen Company's RMP Opportunity Gap analysis which compares consumer expenditures versus retail sales in a given area. An "opportunity gap" is identified where there is a more demand for a product for a given area than retail sales for the same product in the same area. The RMP was conducted for three different radii, 3.5 miles, 5 miles and 7 miles, centered on MacArthur Boulevard in Mahwah. The 3.5 mile radius contains all of Mahwah, except a small part of the north and southwest corners of the Township, all of Ramsey Borough, and parts of Allendale Borough, Upper Saddle River Borough, Franklin Lakes Borough, Oakland Borough, Wyckoff Township, and some of Hillburn, Suffern, and Airmont in New York State. There are 60,928 persons living in 22,994 households within this area. The top five categories with the largest retail sales deficit in the area are Other General Merchandise, (which includes warehouse clubs like Costco, Sam's Club, Target Greatland, and Super Walmart) with \$66 million being spent outside of the 3.5 mile radius. Building materials/supplies with \$52 million spent

outside of the area is second, followed by grocery stores with \$46 million, limited-service restaurants with \$22 million, and finally \$20 million clothing dollars spent outside of the area.

Moving forward five main goals were established to support economic development:

1. Build upon the Township's success in attracting large corporations to support existing businesses and attract new, complementary businesses.
2. Diversify Mahwah's economy by utilizing its existing parks and historic features to transform the Township into a destination for culture/heritage tourism and outdoor recreation.
3. Encourage public and private actions and expenditures to consider sustainable strategies that will enhance residents 'quality of life and advance "Sustainable Mahwah".
4. Transform the Franklin Turnpike into a walkable, cohesive and attractive place that residents can be proud of.
5. Improve the aesthetics and safety of the Route 17 corridor.

The strategies were then narrowed down to action items and a matrix was developed of all action items with responsibilities and timeframe for completion of each.

I. INTRODUCTION

The Township of Mahwah is located in the northwest corner of Bergen County along the New York State line and contains 26.7 square miles. Mahwah has excellent highway access as I-287, Route 17 and Route 202 pass through the Township. Mahwah is bordered by the Borough of Upper Saddle River, Borough of Ramsey, Borough of Allendale, Township of Wyckoff, Borough of Franklin Lakes and Borough of Oakland in Bergen County. The Township's western boundary abuts the Borough of Ringwood in Passaic County. Finally, Mahwah's northern border is adjacent to the Village of Suffern, Village of Hillburn, Village of Airmont and Town of Ramapo in Rockland County, New York.

GRANT

The Township of Mahwah was awarded a \$28,500 grant from the New Jersey Highlands Council to complete a Sustainable Economic Development Plan Element (SEDP). An Economic Development Plan is one of the optional elements within a Master Plan and can be broadly described as a plan that identifies efforts and activities aimed at increasing the local tax base, providing new employment opportunities and improving the overall economic and social sustainability of a community.

The Highlands Council grant suggested that the municipality investigate smart growth, low impact development techniques, infill development and areas for redevelopment. The grant involved an analysis of not only the municipality, but how Mahwah functions as a regional economic hub to the surrounding communities. Finally, conceptual planning for potential economic development nodes along the Route 17 and Franklin Turnpike corridors was undertaken, which analyzed existing land uses, zoning, assessed value and future planning.

WHAT IS SUSTAINABLE ECONOMIC DEVELOPMENT?

Sustainable economic development is described by the New Jersey Highlands Council as maintaining and expanding the existing job and economic base by promoting appropriate, sustainable and environmentally compatible economic development. According to the Highlands Council's Regional Master Plan the objective of a Sustainable Economic Development Plan (SEDP) is to ensure long-term, sustainable economic viability, not short-term economic activity. Thus economic growth must be accommodated in a manner that takes careful advantage of the unique and valuable built and natural resources of the Township. This is an important concept in a municipality with more than 7,600 acres of County and State parkland, 20 historical homes and structures, three archeological/prehistoric sites and two historic districts. The challenge is finding the balance between capitalizing upon and protecting these community assets.

PROCESS

The following sections provide a brief summary of the project's four-phased process.

Phase 1: Existing Conditions

The first phase analyzed existing economic conditions within Mahwah. This established where the Township is currently, which is the first step in creating a strategy for Mahwah's Sustainable Economic Development Plan. This research phase gathered data on community demographics, economics and businesses. Specifically, Phase 1 collected information on:

- Government, commercial and industrial establishments.
- Land use within the municipality.
- General demographics of the Township and its regional market (including population, households, age cohorts, household income, employment, etc.).
- Organizations that support economic development within the Township.
- Chamber-sponsored events that promote Mahwah.

In addition to the collection of data, a Retail Market Potential analysis was conducted. This study examines retail spending patterns and uncovers untapped retail potential within a market area. Furthermore, Phase 1 studied the baseline conditions of two economic development nodes – Route 17 and Franklin Turnpike.

Phase 2: Outreach

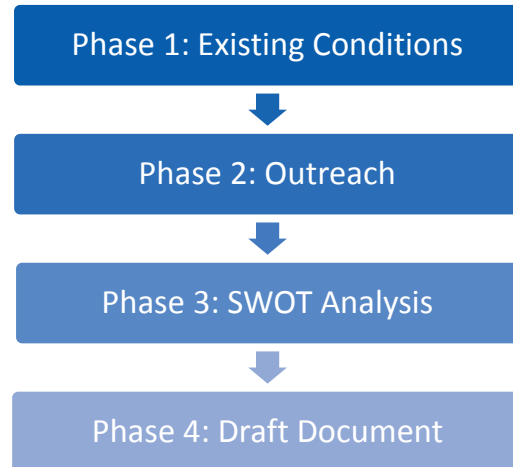
The second phase prepared and distributed two surveys – a Business Survey and a Customer Survey. The surveys contained 20 and 18 questions, respectively. On August 27, 2012 both surveys went live on the Township's homepage and were available for 57 days.

A link was posted on the Township's homepage. Announcements regarding the surveys were made via email blasts from the Township and through two articles in the Mahwah Patch. This publicity resulted in 195 respondents for the Customer Survey and 23 respondents for the Business Survey.

Phase two also included outreach to the Bergen County Parks Department, due to the vast amount of County-owned parkland (5,100+ acres) within the municipality. This effort gathered information on the existing parks and activities.

Phase 3: SWOT Analysis

The third phase examined Mahwah's assets, challenges and opportunities as it functions as an economic hub for many of the surrounding communities. The Township's economic strengths, weaknesses, opportunities and threats ("SWOT") were assessed during a public workshop held in 2012. A number of stakeholders were invited as well as the general public to participate. Stakeholders included various



Township committees, Mahwah Chamber of Commerce, major businesses within the Township, Ramapo College, nine New Jersey municipalities and six New York municipalities. The purpose of the workshop was to gather valuable data from residents, business owners and non-resident employees through a number of questions and exercises.

The workshop was held on October 11, 2012 and had over 30 participants. Following the workshop, the data was compiled and synthesized. This information was subsequently used to formulate the goals and actions of the SEDP.

Phase 4: Draft Document

The fourth and final phase created a draft Sustainable Economic Development Plan – this report. This document presents Township demographic data (Chapter 2), existing land use (Chapter 3), zoning (Chapter 4), Township assets (Chapter 5), organizations and events (Chapter 6), market potential (Chapter 7), survey and outreach results (Chapter 8) and findings and goals (Chapter 9). The remainder of the report focuses on strategies to advance the five goals – business development and retention (Chapter 10), cultural, historic and recreational plan (Chapter 11), sustainable Mahwah (Chapter 12), Franklin Turnpike economic development node (Chapter 13), Route 17 economic development node (Chapter 14) and next steps (Chapter 15).

II. TOWNSHIP DEMOGRAPHIC DATA

This chapter provides demographic data on population, housing, employment and workplaces within the Township of Mahwah. The main demographic data sources include the 2010 Census, 2007 Economic Census, 2008-2010 American Community Survey 3-Year Estimates and Nielsen. The Nielsen data was purchased from The Nielsen Company and provides 2011 demographic and retail sales data for the municipality and surrounding communities.

POPULATION

Since 1900 the Township of Mahwah has seen a steady increase in population. The largest percentage increase in population during the last 12 Census periods was from 1920 to 1930 when the population increased by 69.9%, from 2,081 to 3,536 residents. The largest ten numerical year population increase was from 1990 to 2000, when 6,157 residents were added to the Township. During the last decade, from 2000 to 2010, the rate of population growth slowed. There was only a 7.6% increase over the ten year period, resulting in the addition of 1,828 new residents. The 2010 Census reported Mahwah’s population to be 25,890 persons.

Historical Population Trend			
Year	Population	Population Change	Percentage Change
1900	1,220	-	-
1910	1,881	661	54.2
1920	2,081	200	10.6
1930	3,536	1,455	69.9
1940	3,908	372	10.5
1950	4,880	972	24.9
1960	7,376	2,496	51.1
1970	10,800	3,424	46.4
1980	12,127	1,327	12.3
1990	17,905	5,778	47.6
2000	24,062	6,157	34.4
2010	25,890	1,828	7.6

Source: <http://www.co.bergen.nj.us/planning/data/HistPopTo2010.pdf>

The North Jersey Transportation Planning Authority (“NJTPA”) has forecasted future growth for the Township of Mahwah. NJTPA projects that in the year 2035 the Township will have a total of 25,100 persons in 10,110 households.¹ The Township has already exceeded this projection by 790 persons and, based on historic trends, will continue to grow in population.

The 2010 Census reported that the median age in Mahwah was 40.4 years of age. As the table on the following page shows, the largest age cohort in 2010 was 20 to 24 years of age, which comprised 10.2% of the Township’s total population. The second largest age cohort was 15 to 19 years of age with 9.8% of the population. A total of 6,687 persons were age 19 or younger, this group comprised 25.8% of Mahwah’s population in 2010. Conversely, senior citizens age 65 and older totaled 14.2% of the Township’s population with 3,678 persons. See the table to the right for additional details.

¹ <http://www.njtpa.org/DataMap/Demog/Forecast/documents/2035DemographicForecastsbyMunicipality--FinalApprovedforWebsite20090824.pdf>

Mahwah had a total of 9,505 households in 2010 according to the Census. The average household size was 2.42 persons. For owner-occupied households the average was 2.48 persons, while renter-occupied households averaged 2.12 persons. The average family size in 2010 was 3.05 persons. As the table below shows, owner-occupied units contained 19,448 persons in 2010 or 75.1% of the Township’s total population. Renter-occupied units contained a total of 3,536 persons or 13.6%. It should be noted that the two population percentages do not add up to 100.0% because of persons in institutionalized facilities, homeless persons and other unique living situations.

Examining the households by household size, the data shows that 32.2% of households within the Township were 2-person households. The second largest household size cohort was 1-person with 30.1% of households. Therefore, a total of 62.3% of the Township’s households contain only one or two persons. On the opposite end of the spectrum 6-person households comprised only 1.6% or 150 households. Meanwhile, 7-or more-person households totaled 0.7% of households with only 63 households.

2010 Population by Age		
Age Range	Number	Percentage
Under 5 years	1,081	4.2
5 to 9 years	1,398	5.4
10 to 14 years	1,668	6.4
15 to 19 years	2,540	9.8
20 to 24 years	2,642	10.2
25 to 29 years	1,043	4.0
30 to 34 years	1,139	4.4
35 to 39 years	1,311	5.1
40 to 44 years	1,770	6.8
45 to 49 years	2,340	9.0
50 to 54 years	2,059	8.0
55 to 59 years	1,740	6.7
60 to 64 years	1,481	5.7
65 to 69 years	1,144	4.4
70 to 74 years	926	3.6
75 to 79 years	674	2.6
80 to 84 years	556	2.1
85 years +	378	1.5
Total	25,890	99.9

Source: 2010 Census

2010 Housing Tenure Population		
Tenure	Number	Percentage
Owner-occupied housing units	7,839	82.5
Population in owner-occupied units	19,448	(X)
Average household size of owner-occupied	2.48	(X)
Renter-occupied housing units	1,666	17.5
Population in renter-occupied units	3,536	(X)
Average household size of renter-occupied	2.12	(X)
Total	9,505	100.0

Source: 2010 Census

easily seen that the overwhelming majority of renter-occupied units are 1-person units (42.1%). Comparatively, for owner-occupied units, only 27.5% of units are 1-person households. The two categories are essentially the same for 3-person households as the table below shows. When the 5-, 6-, and 7+ person categories are aggregated, owner-occupied units total 9.0% (705 units) and renter-occupied units total 5.1% (85 units).

The Census provides detailed data on household size by breaking the data into two sub-categories: owner-occupied and renter-occupied. As the table on the following page shows, there were a total of 7,839 owner-occupied households in 2010, while there were only 1,666 renter-occupied households. Evaluating the two, it can be

2010 Household Size By Tenure				
Household Size	Owner-Occupied		Renter-Occupied	
	Number	Percentage	Number	Percentage
1-person	2,157	27.5	701	42.1
2-person	2,595	33.1	462	27.7
3-person	1,200	15.3	251	15.1
4-person	1,182	15.1	167	10.0
5-person	528	6.7	49	2.9
6-person	130	1.7	20	1.2
7-or-more-person	47	0.6	16	1.0
Total	7,839	100.0	1,666	100.0

Source: 2010 Census

While many of the 2010 Census demographics show a shrinking household and family size for the Township, there are many national trends that show the growth of multi-generational households. The Census defines three or more generations (typically grandparents, parents and children) living in a home as a multi-generational household. The reason for this growth has been job losses due to the recent economic recession, increased housing costs, home foreclosures and escalating child care fees. Presence of multi-generational households is a new demographic line item for Mahwah in 2010; therefore, we cannot compare it to the 2000 Census number. However, the 251 multi-generational households may explain a portion of the 213 six-or more-person households within the Township.

2010 Presence of Multi-Generational Households		
Household	Number	Percentage
3 or more generations	251	2.6
Does not have 3 or more generations	9,254	97.4
Total	9,505	100.0

Source: 2010 Census

The 2010 Census revealed that 65.7% of Mahwah's households are family households. Of that total, 2,748 households included children less than 18 years of age. Non-family households comprised 34.3% of the Township's households. Of this number, 2,858 or 30.1% of all Township households were persons living alone. This is a significant portion of Mahwah's households, as shown by the top on the table of page 9.

2010 Households by Type		
Household Type	Number	Percentage
Family households	6,242	65.7
With own children under 18 years	2,748	28.9
Husband-wife family	5,139	54.1
Nonfamily households	3,263	34.3
Householder living alone	2,858	30.1
Total	9,505	100.0

Source: 2010 Census

Information on educational attainment for those over the age of 25 living within Mahwah was obtained from the 2008-2010 American Community Survey (“ACS”) 3-Year Estimates as the 2010 Census data on this topic has not yet been released. ACS provides estimates for the Township of Mahwah in the year 2010. Of those 25 years or older, a total of 642 persons (3.6%) were estimated to have an Associate’s degree, while 6,005 persons (33.7%) were estimated to have a Bachelor’s degree. A total of 3,083 persons (17.3%) were estimated to have a Graduate or professional degree. See the table below for details.

Estimated 2010 Population Age by Educational Attainment			
Educational Attainment	Estimated #	Estimated %	Margin of Error
Less than 9th grade	499	2.8	+/-1.3
9th to 12th grade, no diploma	606	3.4	+/-1.2
High school graduate	3,493	19.6	+/-3.6
Some college, no degree	3,493	19.6	+/-3.4
Associate's degree	642	3.6	+/-1.2
Bachelor's degree	6,005	33.7	+/-3.3
Graduate or professional degree	3,083	17.3	+/-3.0
Total Population 25 years +	17,820	100.0	+/-637

Source: 2008-2010 American Community Survey 3-Year Estimates

Regarding family income, the estimated 2010 median family income (based on the ACS estimates) was \$102,162 in 2010. The mean family income was approximately \$139,586. As shown in the table on the following page, approximately 21.9% of the Township’s families had an income of less than \$50,000 in 2010. Roughly 48.9% of families had an estimated income of less than \$100,000. The largest income bracket for Mahwah was \$100,000 to \$149,999 with 21.1% of the Township’s families. The second largest bracket was \$200,000 or greater, comprising an estimated 18.6% of families.

Estimated 2010 Family Income				
Household Income	Estimated #	Margin of Error	Estimated %	Margin of Error
Less than \$10,000	51	+/-62	0.7	+/-0.9
\$10,000 to \$14,999	74	+/-98	1.1	+/-1.4
\$15,000 to \$24,999	347	+/-235	5.1	+/-3.4
\$25,000 to \$34,999	469	+/-212	6.9	+/-3.1
\$35,000 to \$49,999	549	+/-191	8.1	+/-2.9
\$50,000 to \$74,999	917	+/-259	13.5	+/-3.7
\$75,000 to \$99,999	923	+/-261	13.6	+/-3.8
\$100,000 to \$149,999	1,439	+/-366	21.1	+/-5.1
\$150,000 to \$199,999	769	+/-265	11.3	+/-3.8
\$200,000 or more	1,269	+/-226	18.6	+/-3.4
Total	6,807		100.0	

Source: 2008-2010 Amercian Community Survey 3-Year Estimates

HOUSING

The Bergen County Planning Department keeps records on the number of housing units within the County's 70 municipalities. Historically, the Township of Mahwah has seen housing growth in excess of 750 units every decade since 1950 as shown in the table below. The largest growth of housing stock occurred between 1980 and 1990 when 3,426 new homes were added to the municipality. In the decade between 1990 and 2000 an additional 2,328 units were added to the Township. In just 20 years

Mahwah's housing stock more than doubled in size.

Historical Housing Unit Trend			
Year	Number	Number Change	Percentage Change
1950	1,272	-	-
1960	2,113	841	66.1
1970	3,038	925	43.8
1980	3,823	785	25.8
1990	7,249	3,426	89.6
2000	9,577	2,328	32.1

Source: <http://www.co.bergen.nj.us/planning/data/databook.pdf>, 2003

There were 9,505 occupied homes within Mahwah according to the 2010 Census. Of this total, 7,839 were owner-occupied and 1,666 were renter-occupied. There were a total of 363 vacant homes according to the 2010 Census, which means the Township had a total of 9,868 homes within its boundaries in 2010. Of the vacant units, roughly one-third were used for

seasonal or occasional use, while only 68 were vacant homes for sale and 58 were vacant rentals. See the table on the following page for more details.

2010 Housing Occupancy		
Occupancy	Number	Percentage
Occupied housing units	9,505	96.3
Vacant housing units	363	3.7
For rent	58	0.6
Rented, not occupied	8	0.1
For sale only	68	0.7
Sold, not occupied	23	0.2
For seasonal or occasional use	101	1.0
All other vacants	105	1.1
Total	9,868	100.0

Source: 2010 Census

The most prevalent housing unit in Mahwah is overwhelmingly single-family detached, as shown in the table below. Single-family detached dwellings comprise roughly 48.0% of all housing units within the Township. According to the ACS estimates, approximately 28.3% of the Township's housing stock were single-family attached (i.e. townhomes) units. Finally, there were an estimated 217 mobile homes within the Township in 2010. The majority of these homes were in the Bogert's Ranch Estates development.

Estimated 2010 Housing Units by Unit Type				
Unit Type	Estimated #	Margin of Error	Estimated %	Margin of Error
1-unit, detached	4,886	+/-344	48.0	+/-3.3
1-unit, attached	2,881	+/-395	28.3	+/-3.6
2 units	146	+/-133	1.4	+/-1.3
3 or 4 units	236	+/-112	2.3	+/-1.1
5 to 9 units	422	+/-177	4.1	+/-1.7
10 to 19 units	871	+/-226	8.6	+/-2.2
20 or more units	519	+/-175	5.1	+/-1.7
Mobile home	217	+/-96	2.1	+/-0.9
Total	10,178		100.0	

Source: 2008-2010 Amercian Community Survey 3-Year Estimates

As for home values, the estimated median home value for owner-occupied houses was \$478,700 in 2010. According to the ACS estimates, approximately 14.5% of the Township's housing stock was valued at less than \$300,000. The majority of Mahwah's housing stock is estimated to be valued between \$300,000 and \$499,999 in 2010. Finally, roughly 11.1% of homes within the Township were valued at more than one million dollars in 2010, as shown by the table on page 12.

Estimated 2010 Owner-Occupied Housing Value				
Housing Value	Estimated #	Margin of Error	Estimated %	Margin of Error
Less than \$50,000	162	+/-103	1.9	+/-1.2
\$50,000 to \$99,999	157	+/-139	1.9	+/-1.6
\$100,000 to \$149,999	167	+/-106	2.0	+/-1.3
\$150,000 to \$199,999	122	+/-80	1.5	+/-1.0
\$200,000 to \$299,999	604	+/-205	7.2	+/-2.3
\$300,000 to \$499,999	3,173	+/-394	38.0	+/-3.9
\$500,000 to \$999,999	3,040	+/-383	36.4	+/-4.1
\$1,000,000 or more	929	+/-230	11.1	+/-2.9
Total	8,354		100.0	

Source: 2008-2010 American Community Survey 3-Year Estimates

Bergen County’s Planning Department maintains information on the average sales prices for actual homes sold within the County’s 70 municipalities; this data is from the New Jersey Department of Treasury, Division of Taxation. In 2010, the County reported that the average sales price in Mahwah was \$496,900.² However, compared to surrounding municipalities, this is modest. The adjacent municipalities’ 2010 average sales price are as follows:

- Oakland - \$493,054
- Ramsey - \$515,372
- Allendale - \$667,081
- Wyckoff - \$737,971
- Upper Saddle River - \$1,042,475
- Franklin Lakes - \$1,182,640³

It should be noted that Mahwah also shares its western boundary with Ringwood in Passaic County. The Department of Treasury reports that Ringwood’s 2010 average sales price was only \$353,187.⁴ This is more than \$140,000 less than Mahwah’s average sales price in 2010.

EMPLOYMENT

According to the Department of Labor and Workforce Development (“DLWD”), Mahwah had an estimated labor force of 14,700 with 13,600 employed in February of 2012.⁵

New Jersey’s DLWD also reports on employment and wages within the state. The last in-place employment report was completed in 2003. A total of 16 industry sectors contained data for the Township of Mahwah. As the table on page 13 shows, employment within each industry is shown as of March, June, September and December of 2003. The average number of jobs and establishments for 2003 is also provided. In reviewing average employment in 2003, wholesale trade employed the largest

² <http://www.co.bergen.nj.us/planning/data/AvgSale2010.pdf>

³ Ibid.

⁴ Ibid.

⁵ http://lwd.dol.state.nj.us/labor/lpa/employ/uirate/lfest_index.html

amount of workers – 2,433. Manufacturing ranked second with 1,784 workers. As for the average number of establishments in 2003, professional and technical services comprised the largest amount with 123. Wholesale trade ranked second with 114 establishments within the Township of Mahwah. According to the 2003 report, the Township had an average of 13,016 private sector workers, 94 federal government workers and 719 local government workers.

2003 In-Place Employment by Industry Sector						
Industry	Employment					Average # of Establishments
	March	June	September	December	Average	
Agriculture, forestry, fishing, hunting	28	56	48	40	41	3
Construction	335	356	366	347	349	89
Manufacturing	1,881	1,854	1,857	1,623	1,784	36
Wholesale trade	2,513	2,410	2,335	2,413	2,433	114
Retail trade	1,058	1,061	1,028	1,157	1,073	75
Transportation & warehousing	757	747	746	759	751	25
Information	510	488	406	318	445	15
Finance & insurance	814	815	810	806	795	36
Real estate & rental & leasing	68	76	65	65	68	26
Professional & technical services	984	1,002	996	1,016	1,007	123
Administrative & waste services	1,421	1,429	1,218	1,201	1,335	46
Educational services	160	157	172	158	164	8
Health care & social assistance	279	276	283	269	273	37
Arts, entertainment & recreation	301	232	169	196	224	14
Accommodaion & food services	786	751	849	811	791	50
Other services, except public admin.	152	157	149	166	157	51
Private Sector Total	13,358	13,237	12,836	12,656	13,016	756
Federal Government Total	89	89	100	94	94	1
Local Government Total	758	813	774	778	719	10

Source: New Jersey Employment & Wages: 2003 Annual Report

The ACS estimates reveal that in 2010 the Township of Mahwah had approximately 13,992 workers in the labor force and 6,847 not in the labor force. Only 1,040 persons were estimated to be unemployed, which is close to the DLWD estimate for 2011, which was 1,000 workers. Comparing the 2011 DLWD estimate of 14,600 workers in the labor force versus the 2010 ACS estimate of 13,992 reveals a difference of 608 workers. See the table at the top of page 14 for additional information.

Estimated 2010 Employment Status				
Status	Estimated #	Margin of Error	Estimated %	Margin of Error
In labor force	13,992	+/-678	67.0	+/-3.3
Civilian labor force	13,968	+/-676	67.0	+/-3.3
Employed	12,928	+/-667	62.0	+/-3.1
Unemployed	1,040	+/-396	5.0	+/-1.9
Armed Forces	24	+/-38	0.0	+/-0.2
Not in labor force	6,847	+/-716	33.0	+/-3.3
Total	20,839		100.0	

Source: 2008-2010 American Community Survey 3-Year Estimates

A total of 10,642 workers were estimated to be private wage and salary in 2010. Government workers comprised 1,368 persons and self-employed persons totaled 918. According to the ACS estimates, no one in Mahwah was an unpaid family worker.

Estimated 2010 Class of Worker				
Worker Class	Estimated #	Margin of Error	Estimated %	Margin of Error
Private wage and salary	10,642	+/-616	82.3	+/-2.9
Government	1,368	+/-366	10.6	+/-2.8
Self-employed in own business	918	+/-298	7.1	+/-2.2
Unpaid family	0	+/-161	0.0	+/-0.5
Total	12,928		100.0	

Source: 2008-2010 American Community Survey 3-Year Estimates

Data on worker occupation reveals that an estimated 47.6% of workers were in the management, business, science and arts field in 2010. The second largest worker occupation was sales and office with 31.7% of the estimated workforce. See the table below for additional information.

Estimated 2010 Worker Occupation				
Occupation	Estimated #	Margin of Error	Estimated %	Margin of Error
Management, business, science & arts	6,151	+/-574	47.6	+/-4.2
Service	1,364	+/-364	10.6	+/-2.9
Sales and office	4,104	+/-598	31.7	+/-4.0
Construction & maintenance	731	+/-302	5.7	+/-2.3
Production & transportation	578	+/-239	4.5	+/-1.8
Total	12,928		100.0	

Source: 2008-2010 American Community Survey 3-Year Estimates

The ACS estimates provide information on the types of industry that employed Mahwah workers in 2010. The majority of workers, 2,248 or 17.4%, were involved in educational services and health care. The second largest industry category was retail trade with 1,781 workers or 13.8% of Mahwah's

workforce. Close behind was professional, scientific and management with 1,748 or 13.5% of the workforce. The table below shows all the estimated 2010 worker industry employment.

Estimated 2010 Worker Industry				
Industry	Estimated #	Margin of Error	Estimated %	Margin of Error
Agriculture, forestry, fishing & mining	122	+/-106	0.9	+/-0.8
Construction	416	+/-199	3.2	+/-1.5
Manufacturing	1,616	+/-369	12.5	+/-2.8
Wholesale trade	556	+/-195	4.3	+/-1.5
Retail trade	1,781	+/-510	13.8	+/-3.7
Transportation and warehousing & utilities	570	+/-241	4.4	+/-1.9
Information	725	+/-245	5.6	+/-1.9
Finance and insurance & real estate	1,582	+/-410	12.2	+/-3.1
Professional, scientific & management	1,748	+/-429	13.5	+/-3.3
Educational services & health care	2,248	+/-410	17.4	+/-3.1
Arts, entertainment, rec., accommodation & food	941	+/-340	7.3	+/-2.6
Other services, except public administration	491	+/-259	3.8	+/-2.1
Public administration	132	+/-86	1.0	+/-0.7
Total	12,928		100.00	

Source: 2008-2010 American Community Survey 3-Year Estimates

Finally, the ACS estimates provide data on transportation to work as shown in the table at the top of page 16. Not surprisingly, the overwhelming majority of workers (77.9%) drove alone to work in 2010. Public transportation (likely the New Jersey Transit Bergen County Line or Coach USA) had an estimated 884 users or 6.9% of Township workers. Finally, the high percentage (7.2%) of workers that worked at home should be noted.

Comparing this information to the 2000 Census data is quite interesting. In 2000, 80.5% of Mahwah workers drove alone, while 6.2% carpooled. Public transportation was utilized by 6.7% of workers, while walking totaled 2.3%. Only 4.2% of the Township's workers in 2000 worked at home.

The percentage decrease in driving alone and increase in carpooling and working at home between 2000 and 2010 may be the result of the economic downturn, amplified gas prices and/or a combination of both factors.

Estimated 2010 Transportation to Work				
	Estimated #	Margin of Error	Estimated %	Margin of Error
Drove alone	10,030	+/-702	77.9	+/-3.6
Carpooled	603	+/-272	4.7	+/-2.1
Public transportation	884	+/-280	6.9	+/-2.2
Walked	270	+/-155	2.1	+/-1.2
Other means	161	+/-131	1.3	+/-1.0
Worked at home	931	+/-277	7.2	+/-2.2
Total	12,879		85.1	

Source: 2008-2010 American Community Survey 3-Year Estimates

WORKPLACES

The 2007 Economic Census indicates that the Township had a total of 610 establishments in 2007, which employed between 12,415 and 12,743 persons. According to the data, the field of professional and technical encompassed 114 establishments within the Township and employed 1,483 workers. Wholesale trade employed 2,036 workers in 90 establishments in 2007. Surprisingly, the manufacturing sector employed the most workers – 4,453 according to the 2007 Economic Census in only 37 establishments.

See the table to the right for the detailed data on various economic sectors and their related employees. Note that the educational services employment estimate is suspect given the very low numbers of estimated employees.

The Economic Census provides information on number of establishments, paid employees and annual payroll on a zip code basis. Within Mahwah there are two zip codes – 07430 and 07495. As shown in the table on the following page, a total of 849 business establishments existed in 2008. These workplaces employed a total of 18,733 people and had an annual payroll of \$1.3 billion.

2007 Economy-Wide Statistics		
	# of Establishments	Number of Employees
Manufacturing	37	4,453
Wholesale Trade	90	2,036
Retail Trade	75	969
Information	25	420
Real Estate & Rental	31	97
Professional & Technical	114	1,483
Administrative	63	823
Educational Services	7	20-99*
Health Care & Social Assistance	55	473
Arts, Entertainment & Recreation	13	250-499*
Accommodation & Food	57	1,139
Other Services	43	252
Total	610	12,415 - 12,743

*Estimates

Source: 2007 Economic Census

2008 Business Patterns			
Zip code	# of Establishments	Paid Employees	Annual Payroll
07430	781	17,238	\$1,262,827,000
07495	68	1,495	\$92,885,000
Total	849	18,733	\$1,355,712,000

Source: 2008 Economic Census, ZIP Code Business Patterns

Between 2008 and 2009, Mahwah lost 33 workplaces, but gained 142 workers. Payroll decreased by \$8.5 million as shown in the table below.

2009 Business Patterns			
Zip code	# of Establishments	Paid Employees	Annual Payroll
07430	752	17,329	\$1,251,172,000
07495	64	1,546	\$95,986,000
Total	816	18,875	\$1,347,158,000

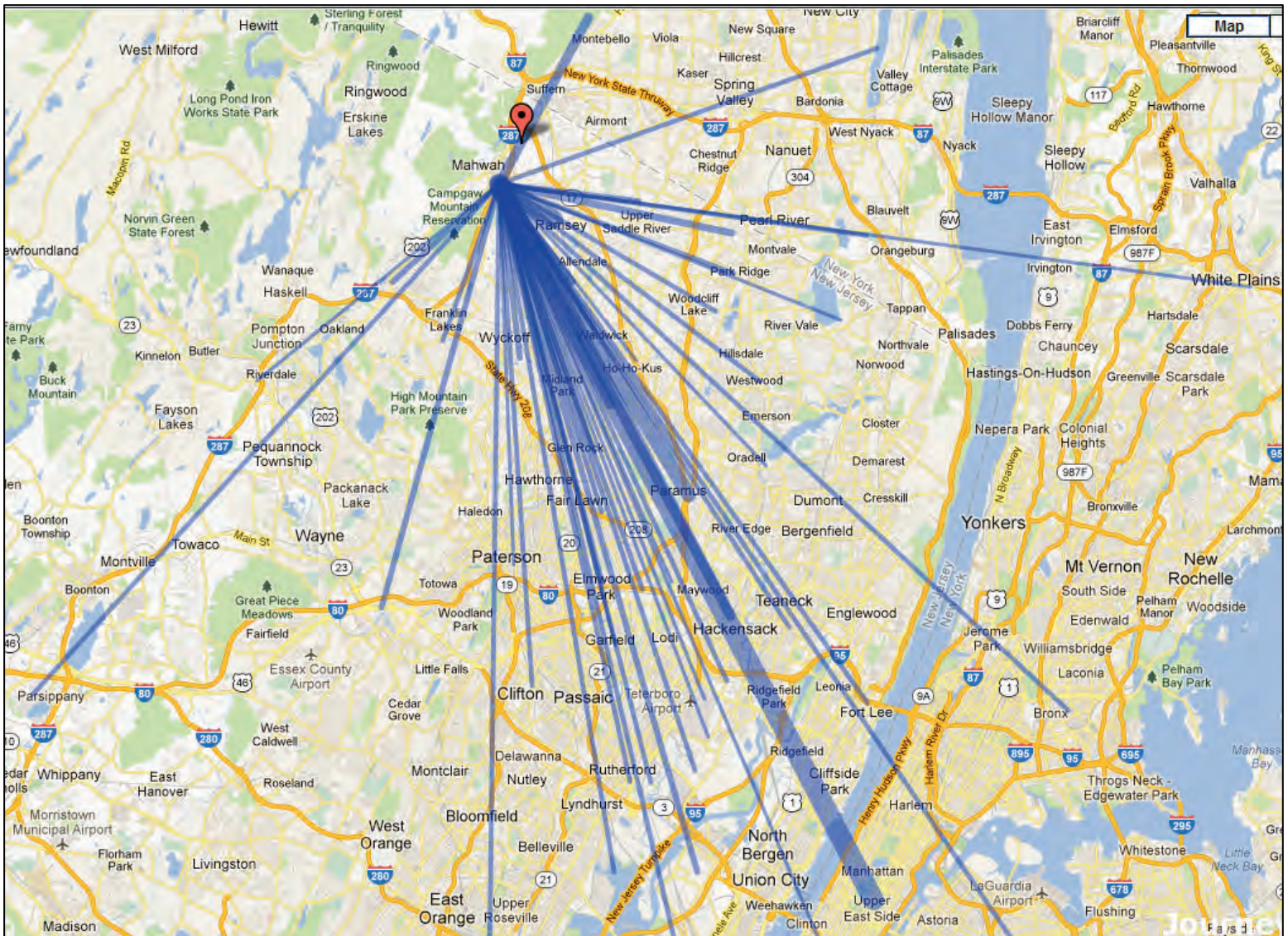
Source: 2009 Economic Census, ZIP Code Business Patterns

Journey to Work Data

To aid in understanding the economic importance Mahwah is to the surrounding area, data from the New Jersey State Atlas, an online data tool, was obtained. The Atlas provides both mapping and numerical data on journey to work, a Census measured characteristic. Journey to work data is provided for Mahwah residents, which shows where they work and for those who work in Mahwah, where they reside. This data is from 2007. As the table on page 19 shows, data was obtained for 11,470 Township residents. It should be noted that only the top 25 municipalities are listed in the table, to keep the graphic concise. These 25 municipalities comprise 73.8% of the communities that Mahwah residents travel to for work. This data is also reflected in Figure 1 on page 18. Note that thicker lines represent a greater number of commuters.

Just over 2,200 Mahwah residents work within the municipality. Roughly 1,000 residents' place of employment is located in Manhattan (note the thick bold line in Figure 1 that links Mahwah to Manhattan). The Borough of Ramsey is the third highest employment location for residents, capturing 7.5% or 865 of Mahwah's workforce. Over 600 residents commute to Paramus for work, while 400 residents travel to Hackensack for employment.

Figure 1: 2007 Journey to Work Data: Residence (Mahwah) to Workplace⁶



⁶ Graphic courtesy of <http://njstateatlas.com/itw/>

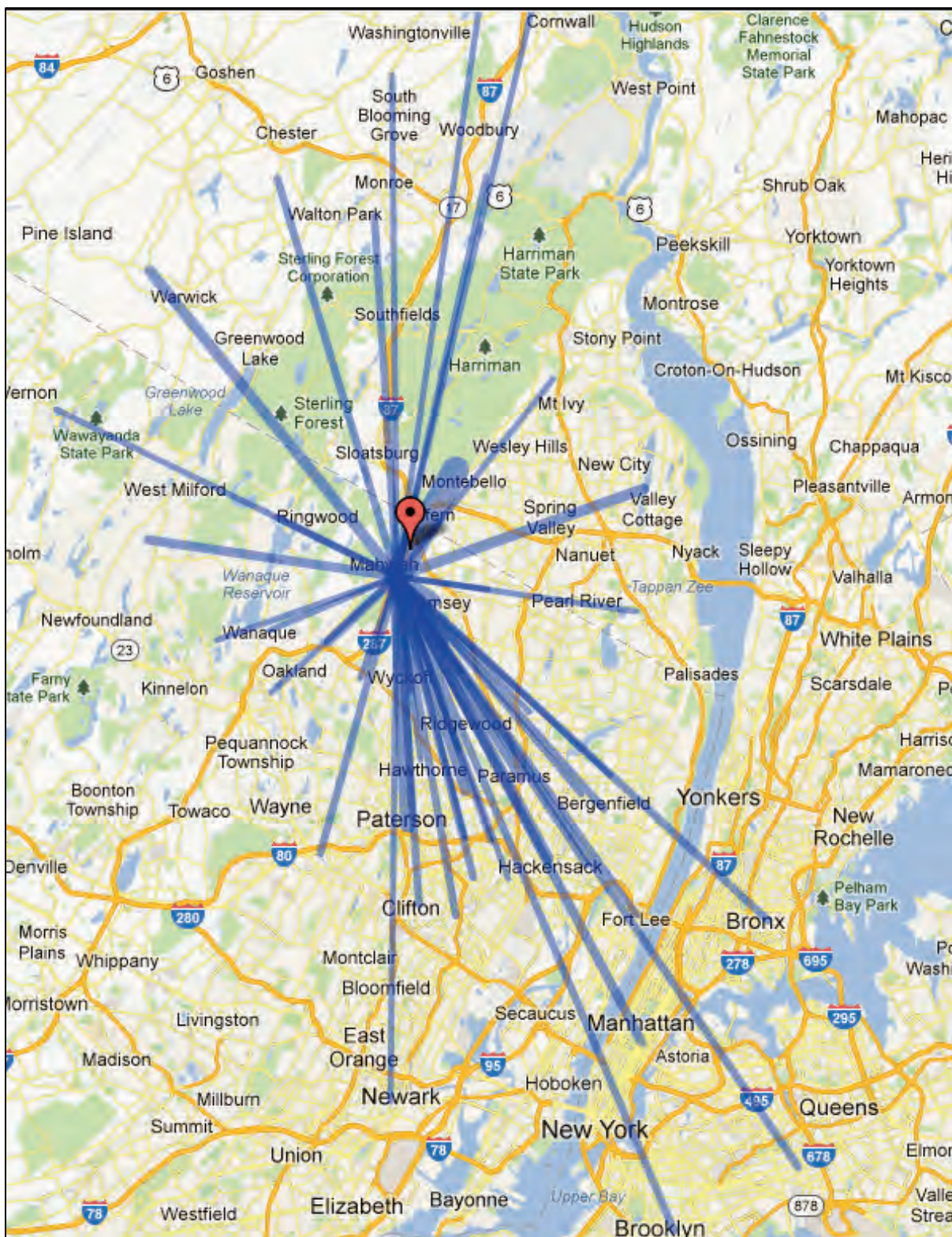
2007 Journey to Work Data: Residence (Mahwah) to Workplace			
Rank	Number	%	Workplace
1	2,240	19.5%	Mahwah to Mahwah
2	1,015	8.8%	Mahwah to Manhattan
3	865	7.5%	Mahwah to Ramsey
4	625	5.4%	Mahwah to Paramus
5	400	3.5%	Mahwah to Hackensack
6	380	3.3%	Mahwah to Ridgewood
7	370	3.2%	Mahwah to Ramapo
8	245	2.1%	Mahwah to Montvale
9	210	1.8%	Mahwah to Allendale
10	180	1.6%	Mahwah to Wayne
11	165	1.4%	Mahwah to Upper Saddle River
12	155	1.4%	Mahwah to Wyckoff
13	145	1.3%	Mahwah to Secaucus
14	140	1.2%	Mahwah to Oakland
15	135	1.2%	Mahwah to Woodcliff Lake
16	135	1.2%	Mahwah to Orangetown
17	130	1.1%	Mahwah to Parsippany-Troy Hills
18	130	1.1%	Mahwah to Fort Lee
19	130	1.1%	Mahwah to Jersey City
20	120	1.0%	Mahwah to Franklin Lakes
21	120	1.0%	Mahwah to Newark
22	110	1.0%	Mahwah to Fair Lawn
23	110	1.0%	Mahwah to Waldwick
24	105	0.9%	Mahwah to Park Ridge
25	100	0.9%	Mahwah to Queens
Sub-Total	8,460	73.8%	
Total	11,470		

Source: <http://njstateatlas.com/jtw/>

The table on page 21 shows where people who work in Mahwah reside. Once again, only the top 25 communities are shown. Figure 2 on page 20 illustrates this data. In 2007, a total of 14,629 people worked within the Township. The top 25 communities comprise 57.9% of the places where workers live. Just over 15.0% of those who work in Mahwah reside in Mahwah. The Town of Ramapo, across the border in New York State, is home to over 1,000 workers. Paterson, which is roughly 30 minutes south of Mahwah, is home to 520 or 3.6% of those who work in Mahwah. Neighboring Ramsey has 465 of its residents traveling to Mahwah for employment. Warwick, New York ranks fifth, which has 295 residents commuting southeast to Mahwah for work.

As the figure on page 20 shows, Mahwah draws workers from both New Jersey and New York. Some workers are even performing the reverse commute from Manhattan (ranked #8), Queens (ranked #19), Bronx (ranked #21) and Brooklyn (ranked #24). Workers even drive from as far as Newburgh, New York

Figure 2: 2007 Journey to Work Data: Workplace (Mahwah) from Residence⁷



⁷ Graphic courtesy of <http://nystateatlas.com/itw/>

(ranked #27), which is roughly a 50 minute commute to work in Mahwah. Figure 2 on page 20 shows the geographic spread of workers, which is mainly north and southeast. The large firms located within the Township draw job seekers from both near and far as illustrated by this data.

2007 Journey to Work Data: Workplace (Mahwah) from Residence			
Rank	Number	%	Residence
1	2,240	15.3%	Mahwah from Mahwah
2	1,010	6.9%	Mahwah from Ramapo
3	520	3.6%	Mahwah from Paterson
4	465	3.2%	Mahwah from Ramsey
5	295	2.0%	Mahwah from Warwick
6	285	1.9%	Mahwah from Clarkstown
7	270	1.8%	Mahwah from Hackensack
8	250	1.7%	Mahwah from Manhattan
9	230	1.6%	Mahwah from West Milford
10	225	1.5%	Mahwah from Oakland
11	205	1.4%	Mahwah from Fair Lawn
12	200	1.4%	Mahwah from Monroe
13	200	1.4%	Mahwah from Waldwick
14	200	1.4%	Mahwah from Wayne
15	195	1.3%	Mahwah from Clifton
16	185	1.3%	Mahwah from Garfield
17	185	1.3%	Mahwah from Bergenfield
18	175	1.2%	Mahwah from Teaneck
19	175	1.2%	Mahwah from Queens
20	170	1.2%	Mahwah from Chester
21	160	1.1%	Mahwah from Bronx
22	160	1.1%	Mahwah from Ringwood
23	160	1.1%	Mahwah from Paramus
24	155	1.1%	Mahwah from Brooklyn
25	155	1.1%	Mahwah from Wyckoff
Sub-Total	8,470	57.9%	
Total	14,629		

Source: <http://njstateatlas.com/jtw/>

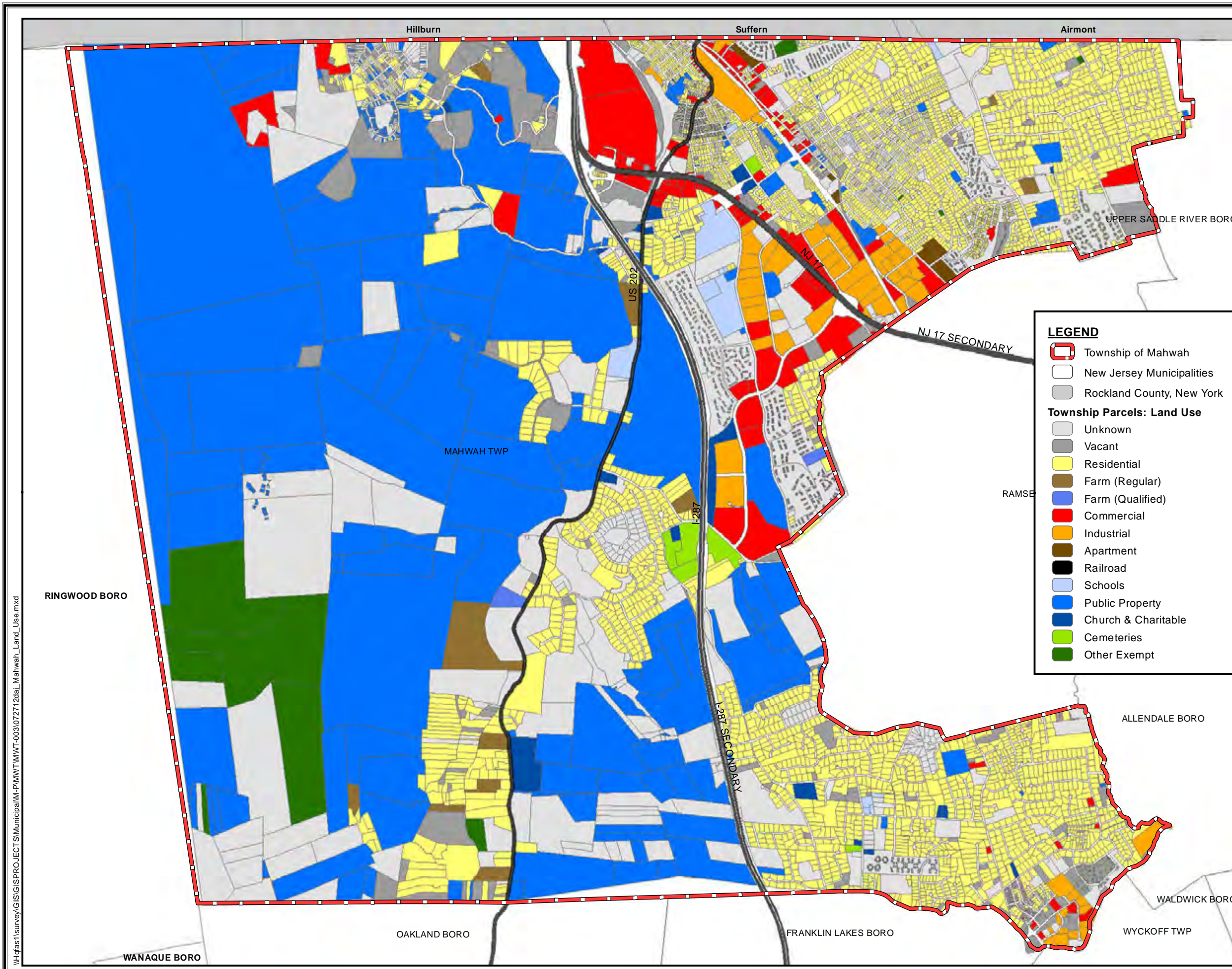
III. EXISTING LAND USE

Mahwah is characterized by two business corridors with residential neighborhoods to the east and vast amounts of parkland to the west. The Township is home to a number of major businesses including Sharp Electronics, Howmedica Osteonics (Stryker Orthopedics) Fed Ex, UPS, TD Bank and Jaguar.

The map on the following page shows the distribution of land uses in the Township of Mahwah based on County tax data. Unfortunately, the County tax data doesn't link correctly with all of the parcels, therefore, a number of properties are shown as "unknown". The Land Use Map shows that the majority of land west of Route 202 is public property (highlighted in blue). These lands are primarily Ramapo Valley County Reservation and portions of Ringwood State Park. Between Route 202 and I-287 there are two major areas of public property. Along the Township's southern border is Campgaw Mountain County Reservation and just south of the intersection of Route 202 and I-287 is Ramapo College. The Land Use Map shows a large number of commercial (highlighted in red) and industrial (highlighted in orange) uses between I-287 and Franklin Turnpike. East of Franklin Turnpike are residential uses and some scattered public properties.

The table below shows land use and total value according to tax classification for 2011. There are a total of 10,387 properties within the Township, which have a total value (land and building) of \$6,254,080,055. Residential uses constitute 89.0% of parcels within the Township and 69.4% of value. Meanwhile, commercial properties comprise 1.6% of parcels, but 13.7% of total value.

2011 Existing Land Use and Value				
Classification	# of Parcels	%	Total Value	%
Vacant	420	4.0%	\$101,431,400	1.6%
Residential	9,241	89.0%	\$4,340,294,700	69.4%
Farm (Regular)	13	0.1%	\$13,171,100	0.2%
Farm (Qualified)	21	0.2%	\$1,338,300	0.0%
Commercial	164	1.6%	\$859,860,855	13.7%
Industrial	81	0.8%	\$361,833,700	5.8%
Apartment	8	0.1%	\$51,338,000	0.8%
Railroad	6	0.1%	\$141,500	0.0%
Public Utility	1	0.0%	\$5,347,200	0.1%
School	15	0.1%	\$83,401,400	1.3%
Public Property	361	3.5%	\$363,250,400	5.8%
Charitable	30	0.3%	\$42,057,600	0.7%
Miscellaneous	26	0.3%	\$30,613,900	0.5%
Total	10,387		\$6,254,080,055	



2011 Land Use

TOWNSHIP OF Mahwah

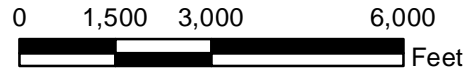
BERGEN COUNTY
NEW JERSEY

LEGEND

- Township of Mahwah
- New Jersey Municipalities
- Rockland County, New York

Township Parcels: Land Use

- Unknown
- Vacant
- Residential
- Farm (Regular)
- Farm (Qualified)
- Commercial
- Industrial
- Apartment
- Railroad
- Schools
- Public Property
- Church & Charitable
- Cemeteries
- Other Exempt



1 inch = 3,000 feet

DIGITAL SPATIAL DATA SOURCES:
 - BERGEN COUNTY GEOGRAPHIC INFORMATION SYSTEM
 - NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS, OFFICE OF SMART GROWTH
 - NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION, BUREAU OF GEOGRAPHIC INFORMATION
 - UNITED STATES DEPARTMENT OF AGRICULTURE, NATURAL RESOURCES CONSERVATION SERVICES
 - NEW JERSEY OFFICE OF INFORMATION TECHNOLOGY, OFFICE OF GIS



JULY 2012

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IV. ZONING

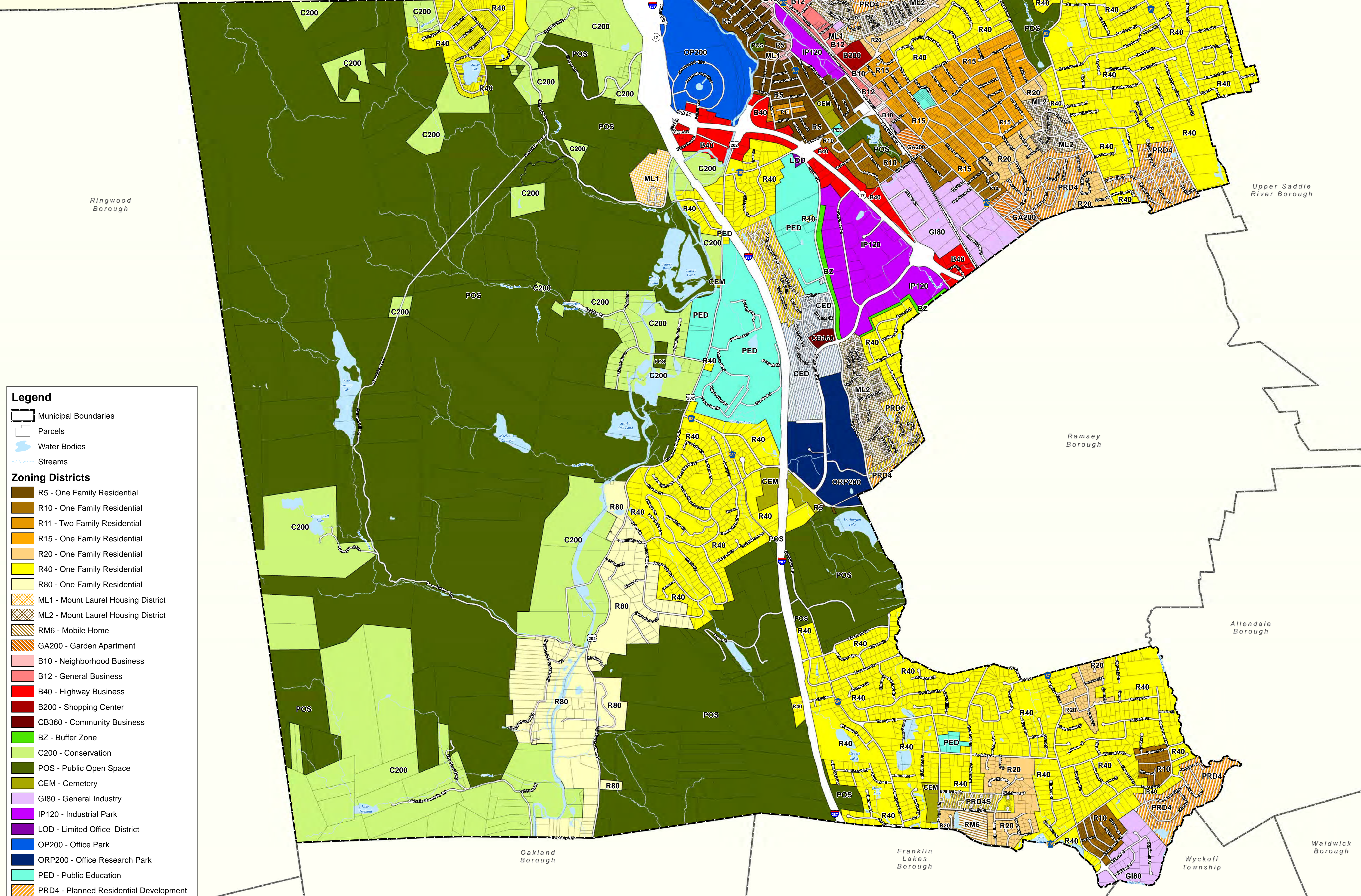
Presently, Mahwah Township has 31 municipal zoning districts that regulate land use. (See map on page 25.) There are 15 residential zones and 16 non-residential zones.

The municipal residential zones are:

- R5 One-Family Residential
- R10 One-Family Residential
- R11 Two-Family Residential
- R15 One-Family Residential
- R20 One-Family Residential
- R40 One-Family Residential
- R80 One-Family Residential
- ML1 Mount Laurel Housing District
- ML2 Mount Laurel Housing District
- PRD4 Planned Residential Development
- PRD4S Planned Residential Development
- PRD6 Planned Residential Development
- GA200 Garden Apartment
- RM6 Mobile Home
- CED/R40 Controlled Economic Development

The non-residential zoning districts include:

- OP200 Office Park
- ORP200 Office Research Park
- IP120 Industrial Park
- B10 Neighborhood Business
- B12 General Business
- B40 Highway Business
- B200 Shopping Center
- GI200 General Industry
- GI80 General Industry
- LOD Limited Office District
- CB360 Community Business
- PED Public Education
- POS Public Open Space
- C200 Conservation
- CEM Cemetery
- BZ Buffer Zone



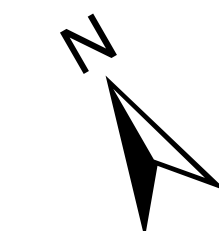
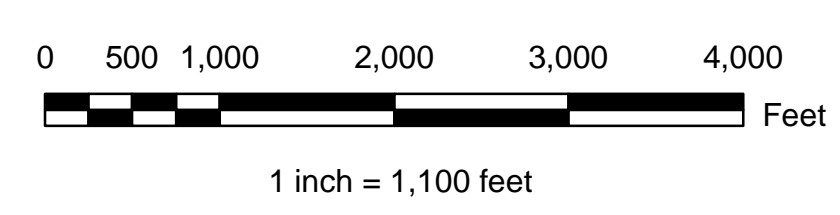
Legend

- Municipal Boundaries
- Parcels
- Water Bodies
- Streams

Zoning Districts

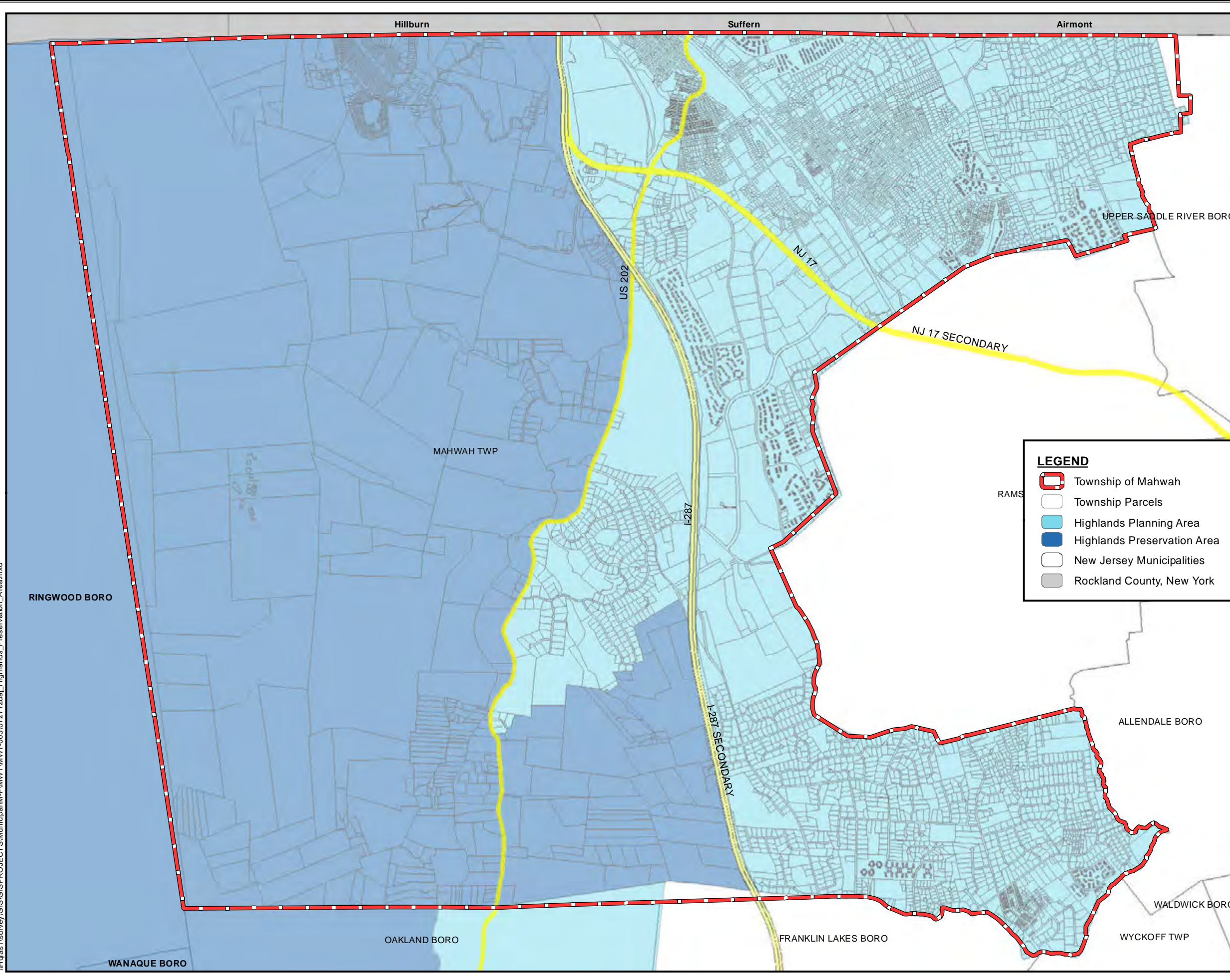
- R5 - One Family Residential
- R10 - One Family Residential
- R11 - Two Family Residential
- R15 - One Family Residential
- R20 - One Family Residential
- R40 - One Family Residential
- R80 - One Family Residential
- ML1 - Mount Laurel Housing District
- ML2 - Mount Laurel Housing District
- RM6 - Mobile Home
- GA200 - Garden Apartment
- B10 - Neighborhood Business
- B12 - General Business
- B40 - Highway Business
- B200 - Shopping Center
- CB360 - Community Business
- BZ - Buffer Zone
- C200 - Conservation
- POS - Public Open Space
- CEM - Cemetery
- GI80 - General Industry
- IP120 - Industrial Park
- LOD - Limited Office District
- OP200 - Office Park
- ORP200 - Office Research Park
- PED - Public Education
- PRD4 - Planned Residential Development
- PRD4S - Planned Residential Development
- PRD6 - Planned Residential Development
- CED - Controlled Economic Development

NOTE: THIS MAP CONTAINS DATA FROM THE NJGIS, NJDOT, AND BERGEN COUNTY GIS DATABASES. THIS SECONDARY PRODUCT HAS NOT BEEN VERIFIED BY NJDEP AND IS NOT STATE OR COUNTY AUTHORIZED.



Zoning Map
 Township of Mahwah
 Bergen County, New Jersey
 May 2, 2014

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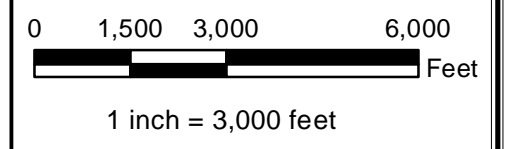
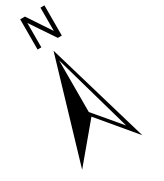
Highlands Planning & Preservation Area

TOWNSHIP OF Mahwah

BERGEN COUNTY
NEW JERSEY

LEGEND

- Township of Mahwah
- Township Parcels
- Highlands Planning Area
- Highlands Preservation Area
- New Jersey Municipalities
- Rockland County, New York



DIGITAL SPATIAL DATA SOURCES:

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- NEW JERSEY OFFICE OF INFORMATION TECHNOLOGY, OFFICE OF GIS



JULY 2012

As the zoning map on page 25 shows, west of Route 202 the majority of land is preserved and is in the C200 or POS Zone. There is one affordable housing development, zoned ML1, located along Stag Hill Road. Small areas of housing are zoned R80, which requires a minimum lot size of 80,000 square feet. Between Route 202 and I-287 is some of the Township's most recent housing developments, which are zoned R40, requiring at least a 40,000 square foot lot size. Ramapo College is sandwiched between the two roadways and is zoned PED. Between I-287 and Franklin Turnpike is the majority of the Township's non-residential zones. This includes all of the business zones, office park districts and industrial zones. The overwhelming majority of the Township's workplaces are located in these zones. East of Franklin Turnpike is a variety of residential zones, including single-family attached and detached as well as multi-family complexes. In the Fardale section of the municipality, there is the George Washington Elementary School, Mahwah Fire Department and a number of churches, which are surrounded by residential uses.

In addition to the Township's zones, a portion of Mahwah is located in the Highlands Preservation Area, which requires conformance to the Highlands Regional Master Plan. Conformance includes mandatory Highlands zones within the Preservation Area. The map on page 26 shows the portion of the municipality in the Highlands Preservation Area.

V. TOWNSHIP ASSETS

TRANSPORTATION

There are two forms of mass transit in Mahwah. The first is via New Jersey Transit rail and the second is by private bus. The following sections detail these transportation assets.

Train

The Township of Mahwah has a New Jersey Transit train station at the intersection of Railroad Avenue and East Ramapo Avenue. The station is located on the Main Line and Bergen County Line, both of which connect to the Metro-North Port Jervis Line. The Main Line and Bergen County Line both go through Secaucus Junction to gain access to New York Penn Station (see Figure 3).

Figure 3: New Jersey Transit Map⁸



Average weekday boardings at the Mahwah station in 2011 were 210. The number of boardings at the Mahwah station has decreased since the beginning of the recession. For example, in 2002 the station had 259 average weekday boardings. The limiting factor to ridership growth at Mahwah's train station is parking. The stations to the north (Suffern) and south (Ramsey Route 17) have much higher ridership numbers as they have a larger amount of parking available. In 2011, Suffern had 872 average weekday boardings, while Ramsey Route 17 had 757 boardings.⁹

⁸ http://www.njtransit.com/pdf/rail/Rail_System_Map.pdf

⁹ Telephone conversation with Alan Tillotson of New Jersey Transit, on April 16, 2012.

There are only 100 Township-owned parking spaces at the train station presently. The spaces are for residents only at no charge. Residents are issued decals and it is a first come, first serve system. There is no guaranteed space and no waiting list to receive a decal.

Bus

Coach USA also runs what it calls “ShortLine” service from certain locations in the municipality to destinations in New Jersey and New York. One route serves Ramapo College and takes riders to and from the Port Authority Bus Terminal in New York City within an hour and fifteen minutes. The second route, called Northern District – Oakland, picks up Township residents at the intersection of Route 202 and Darlington Avenue and takes them to and from Port Authority Bus Terminal in New York City. The third line, called Short Line Bus Network, picks up from multiple locations within the Township, including:

- Franklin Turnpike and Fox Lane
- Franklin Turnpike and Airmount Road
- Ridge Garden Condos
- Ridge Road and Airmount Avenue
- Airmount Road and Masconicus Road
- Apple Ridge/ East Crescent¹⁰

It is also possible to get to and from Allendale, Carlstadt, Hasbrouck Heights, Hohokus, Paramus, Ramsey, Ridgewood, Secaucus, Upper Saddle River and Waldwick using Coach USA. Additionally, the service connects Mahwah to towns across the New York border, such as Suffern, Monticello, Sloatsburg and even Newburgh.¹¹

EDUCATIONAL

Ramapo College is located on approximately 300 acres just west of I-287 in Mahwah (see Figure 4). The campus straddles Route 202 (Ramapo Valley Road). Established in 1969, the college has roughly 6,000 students. Of that total, almost 3,000 reside on campus. Approximately 98% of students are New Jersey residents. Ramapo College offers bachelor's degrees in the arts, business, humanities, social sciences and the sciences, nursing and social work. Additionally, the college offers six graduate programs.¹²

Ramapo College is a major employer within the Township, with roughly 1,029 full- and part-time employees. Of that total, 30 employees live on campus. The College does not anticipate significant growth for its undergraduate enrollment, but it is planning for modest growth in its graduate and non-traditional adult enrollments.¹³

¹⁰

<http://www.coachusa.com/coachSS/ss.listing.asp?action=Lookup&c1=Mahwah&s1=NJ&c2=New+York&s2=NY&resultId=133724&order=&dayFilter=&scheduleChoice=&sitePageName=%2Findex%2Easp&cbid=736855281729>

¹¹ Ibid.

¹² <http://www.ramapo.edu/about/index.html>

¹³ Email from Brittany A. Goldstein, Office of the President, Ramapo College on October 10, 2012.

Figure 4: Ramapo College Map¹⁴



The college runs a shuttle that picks up riders from the Ramsey Route 17 train station and takes them to the campus in the morning. In the evening, Ramapo runs a shuttle from the campus to MacArthur Ridge Plaza in Mahwah, the Ramsey Route 17 train station, Interstate Plaza and Ramsey Plaza in Ramsey, the A&P Shopping Center in Mahwah and back to campus.¹⁵

The second educational institute in Mahwah is Lincoln Technical Institute, which has a 79,000 square foot facility at 70 McKee Drive.¹⁶ This is one of Lincoln's six locations in New Jersey. One of the features of the Mahwah facility is that they have the "BMW Fast Track" program, which allows students to learn at the BMW Training Center in Woodcliff Lake. Three programs are offered at the school – automotive technology, electronic system technician and HVAC. Presently, the institute has roughly 500 students.¹⁷

HISTORIC

Mahwah has a wealth of historic assets. This includes homes, bridges and historic districts. The majority of these sites are found west of I-287. A large number of the homes are located on Ramapo Valley Road (Route 202). The following sections detail the Township's list of historic sites and the State's list of historic assets within Mahwah.

¹⁴ <http://www.ramapo.edu/map/>

¹⁵ <http://www.ramapo.edu/about/shuttlebus/index.html>

¹⁶ <http://www.lincolnedu.com/campus/mahwah-nj>

¹⁷ Telephone call to Lincoln Institute's Register, November 15, 2013.

Township Historic List

The Township of Mahwah has a Historic Preservation Commission, which is appointed by the Township to “safeguard the community's architectural, archaeological, scenic and cultural heritage by preserving, protecting, and conserving historic sites, structures, objects, roads, and cemeteries”.¹⁸ The Township of Mahwah has had a Historic Preservation Ordinance for 23 years, which allows the Historic Preservation Commission (“HPC”) to review applications for designated structures. In 1999, the Township’s Code was amended via Ordinance #1313 to list the sites that the HPC had review authority over. These sites include:

- Issac Bogert House
- Hopper-Van Horn House
- Garret Garrison House
- Young House
- Ramapo Reformed Church
- Hopper Gristmill
- William Stivers House
- Quackenbush Barn
- Crocker Mansion
- Masonicus School House
- Westervilt-Hosey House
- Erie Railroad Station Museum
- Joyce Kilmer House
- Fletcher House
- Oldbrook/P. Messenger House
- Darlington School House
- Rodger Baldwin House
- Terhune Dodge House
- Bogert House
- Deepdale
- Abraham Garrison House
- Brown-Waite House¹⁹

In 2001, the Township’s Code was amended to add the Valentine House to the list of historic sites via Ordinance #1393.²⁰ In 2007 the Waterman House was added to the HPC’s purview via Ordinance #1564. Finally, in 2009 via Ordinance #1642, the Ellis House was added to the Township’s historic site list.²¹

Some, but not all of these sites are listed on the State Historic Preservation Office’s list.

¹⁸ <http://www.mahwahtwp.org/Cit-e-Access/webpage.cfm?TID=64&TPID=7017>

¹⁹ <http://www.mahwahtwp.org/documents/HPC%20Ordin%201313.pdf>

²⁰ <http://www.mahwahtwp.org/documents/HPC%20Ordin%201393%20Valentine%20House.pdf>

²¹ <http://www.mahwahtwp.org/Cit-e-Access/webpage.cfm?TID=64&TPID=7017>

SHPO Historic List

The New Jersey State Historic Preservation Office (“SHPO”) maintains the New Jersey Registry, which is the official list of New Jersey’s historic resources of local, State and national interest. Historic resources in Mahwah can be placed in one of three categories: (1) those listed on the New Jersey and National Registers of Historic Places; (2) properties eligible for listing as determined by SHPO; and (3) locally identified historic resources.

A SHPO Opinion is “an opinion of eligibility issued by a SHPO officer. It is in response to a Federally-funded activity that will have an effect on historic properties not listed on the National Register”.²²

There are a total of 25 historical assets on SHPO’s list for Mahwah. This includes two historic districts, one archeological site, two prehistoric sites, four bridges and 16 structures. The first historic district is the American Foundry Company Worker’s Housing Historic District on the southwest side of Brakeshoe Place. The district received a SHPO Opinion in 1982. As Figure 5 below shows, these homes face the Mahwah River. The Erie Railroad Main Line Historic District includes the Erie Railroad right-of-way. This district received a SHPO Opinion in 2003.²³

The location of the Hopper Gristmill/Sawmill Archeological Site is not identified by SHPO for protection purposes. The site received State Register designation in 1980 and National Register designation in 1983. The Stag Run I and II Prehistoric Sites’ locations are also not identified. Both sites received a SHPO Opinion in 1989.²⁴

Figure 5: American Foundry Company Worker’s Housing Historic District²⁵



²² http://www.state.nj.us/dep/hpo/1identify/nrsr_lists.htm

²³ http://www.state.nj.us/dep/hpo/1identify/nrsr_lists/bergen.pdf

²⁴ http://www.state.nj.us/dep/hpo/1identify/nrsr_lists/bergen.pdf

²⁵ Image courtesy of www.bing.com

As for the bridges, the first is the Pratt Truss Bridge on Houvenkopf Road over the Ramapo River. This bridge received a SHPO Opinion in 1982. The Houvenkopf Causeway over the Ramapo River is the second structure on the list, which received a SHPO Opinion in 1982. The Concrete Arch Bridge on Houvenkopf Road is the third bridge, also receiving a SHPO Opinion in 1982. Finally, the Bear Swamp Road Bridge over the Ramapo River received a SHPO Opinion in 2008.²⁶

The 16 structures include the John Bartholf House, located at 1122 Ramapo Valley Road, and the Isaac Bogert House, located at 640 Campgaw Road. Both homes are on both the State and National Registers. Moreover, they are both listed as early stone houses in Bergen County. The Crocker-McMillin Mansion is located at the intersection of Ramapo Valley Road and Campgaw Road. It is on both the State (1995) and National (1997) Register. The Darlington Schoolhouse, located at 600 Ramapo Valley Road, received State Register designation in 2007 and National Register designation in 2008.²⁷ See Figure 6 below.

Figure 6: Darlington Schoolhouse²⁸



The Dutch Reformed Church is located at the intersection of Island Road and West Ramapo Avenue. It has a rich history and served as the center of the surrounding community for many years. The church one sees today was built in 1798. This structure was pre-dated by a frame church constructed prior to 1739 and a log church built in 1720.²⁹ The Garret Garrison House is located at 980 Ramapo Valley Road and is on both the State and National Registers. The Thomas Hennion House Site and Thomas Hennion Sawmill Site, no location noted, both received a SHPO Opinion in 1978. The Levi Hopper House is located at 335 Campgaw Road and received a SHPO Opinion in 1978. The Hopper-Van Horn House is located at 398 Ramapo Valley Road and is on both the State and National Registers. It is also a noteworthy stone house.³⁰ See Figure 7 on page 34.

²⁶ http://www.state.nj.us/dep/hpo/1identify/nrsr_lists/bergen.pdf

²⁷ http://www.state.nj.us/dep/hpo/1identify/nrsr_lists/bergen.pdf

²⁸ Image courtesy of www.google.com

²⁹ http://ramaporeformedchurch.org/about_us.html

³⁰ http://www.state.nj.us/dep/hpo/1identify/nrsr_lists/bergen.pdf

Figure 7: Hopper-Van Horn House³¹



The Mayer-Birch Estate is located within the Ramapo College campus and received a SHPO Opinion in 1995. The John Smith House, located at 290 Forest Road, is on both the State and the National Registers. The William Stivers House is located at 345 Ramapo Valley Road and received a SHPO Opinion in 1978. The Vanderbeck House located at 69 Vanderbeck Avenue, received State Register designation in 1980 and National Register designation in 1983. The Abraham Van Gelder House, which is located at 86 West Crescent Avenue, is on both the State and National Registers. Finally, the Young House, located at 81 Youngs Road, was placed on the State Register in 1980.³²

MUSEUMS

The mission of the Mahwah Museum Society (“MMS”) is “to preserve and present the history of the community and its connection to the region”.³³ MMS operates two museums within the Township. The first is the Old Station Museum, which is located at 1871 Old Station Lane. The Old Station Museum was built in 1871 and moved to its present location by the Mahwah Historical Society in 1965. The site also features a 1929 Erie cupola caboose.³⁴

The second site is the Mahwah Museum and Donald Cooper Railroad, located at 201 Franklin Turnpike. The museum displays information on the history of Mahwah and the surrounding community, while the railroad portion is a model railroad display.³⁵

RECREATIONAL

A large portion of the Township of Mahwah is devoted to recreation and open space. The State and County own substantial tracts of land in the western half of the Township. Additionally, the Township owns a number of parks that are scattered throughout the municipality. The map on page 36 shows the State- and County-owned parkland.

³¹ Image courtesy of www.google.com

³² http://www.state.nj.us/dep/hpo/1identify/nrsr_lists/bergen.pdf

³³ <http://www.mahwahmuseum.org/index.cfm>

³⁴ <http://www.mahwahmuseum.org/page.cfm?page=44>

³⁵ <http://www.mahwahmuseum.org/page.cfm?page=39>

State

Roughly 1,000 acres of Ringwood State Park is located along Mahwah's western border with Ringwood Borough. This is roughly a quarter of the overall 4,044 acre park, which lies in both Bergen and Passaic Counties. Within Mahwah, the park encompasses Bear Swamp Lake and has a number of trails that connect to the trail system within the County-owned Ramapo Valley County Reservation. Ringwood State Park offers hunting, fishing, hiking/biking/horseback riding trails, picnicking and swimming. In the winter, the park permits cross-country skiing, snowmobiling, ice fishing and sledding.³⁶ In 2010 Ringwood State Park had over 440,000 visitors to its many facilities. This number increased to more than 490,000 visitors in 2011.³⁷

Ramapo Mountain State Forest stretches along the municipal border and crosses into Mahwah near the southwestern corner of Township (see map on page 36). This small area (approximately 140 acres) is surrounded by Camp Glen Gray. A second portion of the State Forest is at the northwest corner of the Township, which encompasses over 950 acres of municipal land. Ramapo Mountain State Forest totals 4,268 acres and is located in both Bergen and Passaic County. The Cannonball Trail connects Ramapo Mountain State Forest to the extensive trail network of Ramapo Valley County Reservation and Ringwood State Park (see Figure 9 on page 38). Ramapo Mountain State Forest also allows fishing, hunting, canoeing and bird watching.³⁸ In 2011, the park had 90,550 visitors. This was an increase of more than 11,000 visitors compared to the 2010 count of 79,325 visitors.³⁹

County

Bergen County has three parks located within the Township of Mahwah. The largest of the three parks is Ramapo Valley County Reservation ("RVCR"). It should be noted that RVCR is also the County's largest park area at over 4,000 acres. Of that total, approximately 3,930 acres of the park is within the Township of Mahwah. The remainder of the park is located in Oakland Borough.

RVCR is located west of Route 202 and stretches from the Township's northern border to its southern boundary. Within the park one can hike, camp, fish (in either Scarlet Oak Pond or McMillan Reservoir) and canoe/kayak the Ramapo River.⁴⁰ The majority of the RVCR has been left in its natural wild state and is mostly hilly. Only the strolling areas immediately adjacent to the parking lot on Route 202 and Scarlet Oak Pond (a former quarry) have been substantially impacted by past human activities and more recently by intensive recreational use. Restroom facilities and picnic areas are also available in the vicinity of the parking lot. There are no visitor counts kept for the facility.

³⁶ <http://www.state.nj.us/dep/parksandforests/parks/ringwood.html>

³⁷ Email from Michele Buckley, Department of Environmental Protection, "Ringwood State Park & Ramapo Mountain State Forest", dated July 31, 2012.

³⁸ <http://www.state.nj.us/dep/parksandforests/parks/ramapo.html>

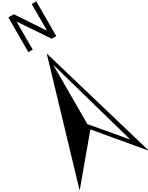
³⁹ Email from Michele Buckley, Department of Environmental Protection, "Ringwood State Park & Ramapo Mountain State Forest", dated July 31, 2012.

⁴⁰ <http://www.co.bergen.nj.us/bcparks/PrRamapoValley.aspx>

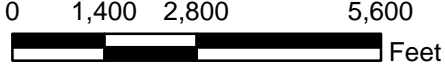
STATE & COUNTY PARKLAND

TOWNSHIP OF MAHWAH

BERGEN COUNTY
NEW JERSEY



1 inch = 2,917 feet



Legend

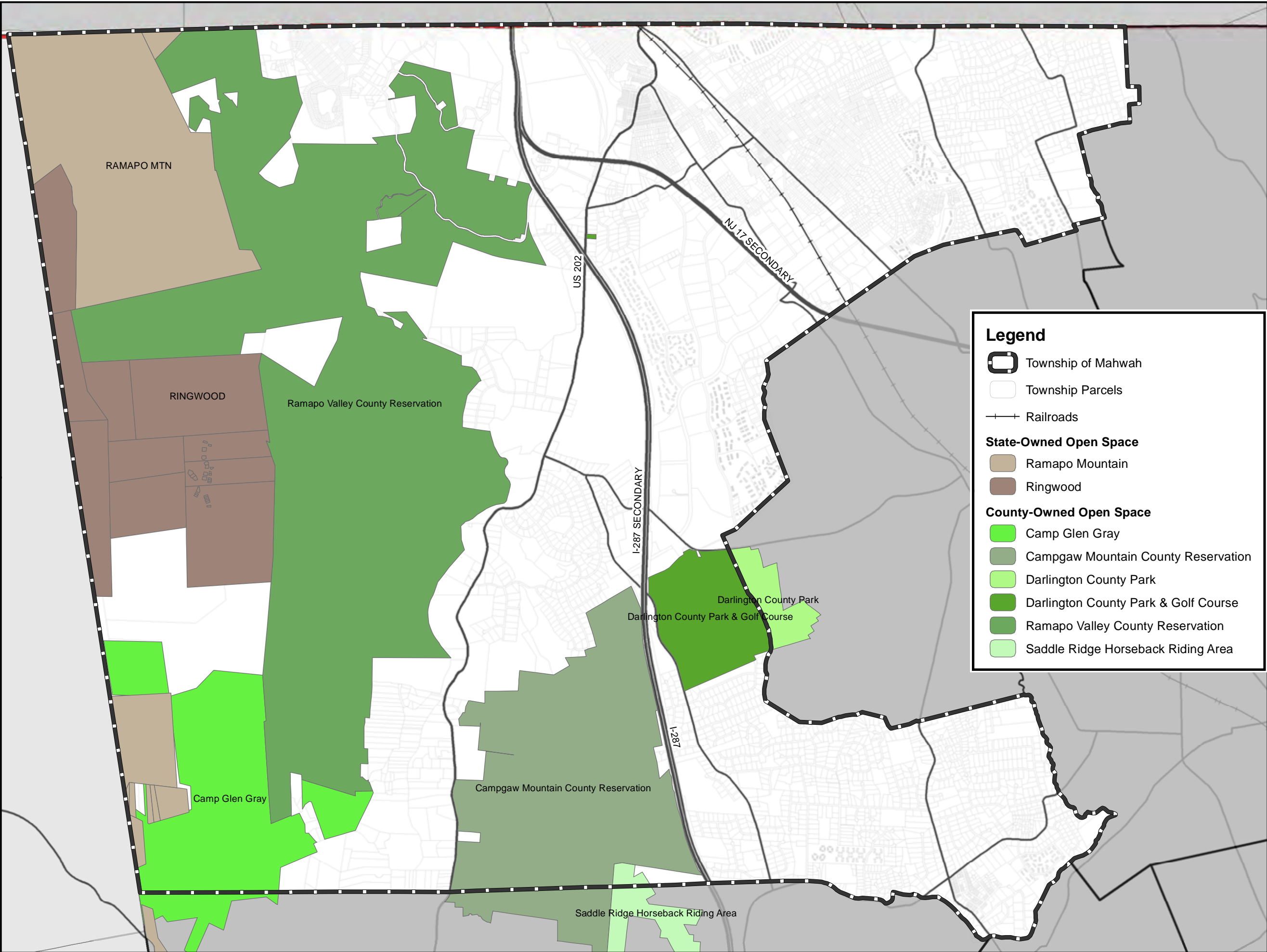
- Township of Mahwah
- Township Parcels
- Railroads

State-Owned Open Space

- Ramapo Mountain
- Ringwood

County-Owned Open Space

- Camp Glen Gray
- Campgaw Mountain County Reservation
- Darlington County Park
- Darlington County Park & Golf Course
- Ramapo Valley County Reservation
- Saddle Ridge Horseback Riding Area



This map was developed using NJDEP and County GIS digital data, but this secondary product has not been verified by NJDEP and is not state-authorized.



November 2013

Figure 8: Stone bridge over stream in the McMillian Brook Management Region of RVCR.



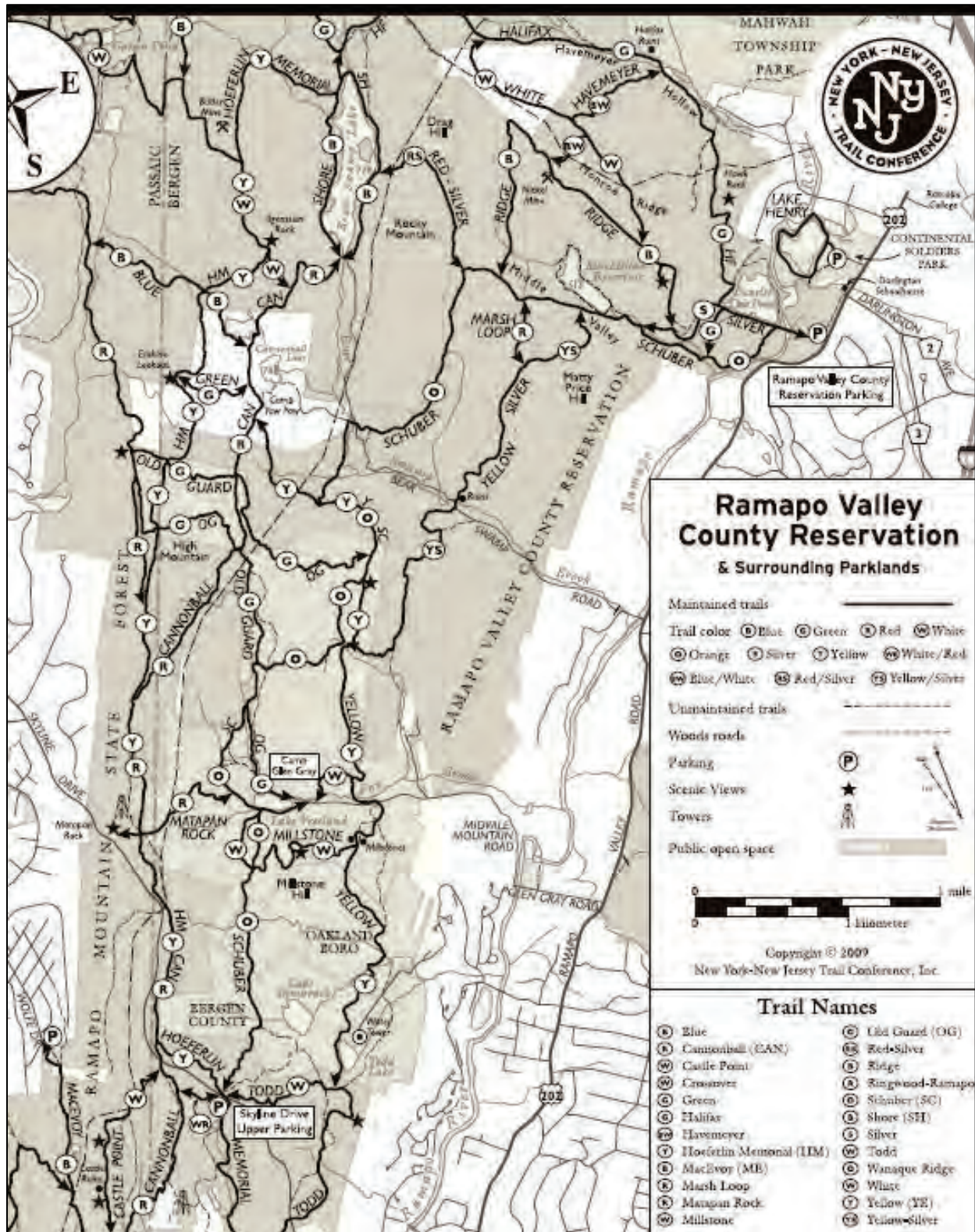
The southern portion of RVCR is known as Camp Glen Gray, which is a camping facility located along the border of Oakland and Mahwah. It was originally developed as a Boy Scout camp in 1917. In January of 2002, the 750-acre wooded camp became part of Bergen County's park system. Camp Glen Gray is managed by the Friends of Glen Gray and use of the facilities requires a reservation and applicable use fees. The park offers hiking trails, fishing and boating opportunities on Lake Vreeland in addition to camping. Cabins, lean-tos and tent sites are available for camping.⁴¹

In 2012, more than 2,330 campers stayed at Camp Glen Gray.⁴² Operating only on the weekends (roughly 42 weekends per year), this translates to approximately 55 campers a weekend.

⁴¹ <http://www.glengray.org/>

⁴² Telephone call to Camp Glen Gray, December 6, 2013.

Figure 9: Trail Map⁴³



⁴³ <http://www.co.bergen.nj.us/bcparks/maps/RAMAPO%20RESERVATION%20TRAILS.pdf>

Figure 10: Cabin at Camp Glen Gray.



The second largest County Park is Campgaw Mountain County Reserve (“Campgaw”), which is sandwiched between I-287 and Route 202 along the Township’s southern boundary with Oakland Borough. Campgaw totals 1,373 acres, of which approximately 1,060 are within Mahwah. The remainder of the park is located in Oakland Borough and Franklin Lakes Borough. Campgaw Mountain, for which the park is named, is located within the park and is the northernmost ridge of the Watchung Mountain Range. The peak of the mountain rises to 752 feet in Mahwah, making it the fourth highest peak of the Watchungs.⁴⁴ Campgaw has a ski area with snowmaking that permits skiing and snow tubing. Additionally, the park permits archery, disc golf, hiking, fishing, picnicking and camping.⁴⁵ Figure 11 illustrates the trails within Campgaw.

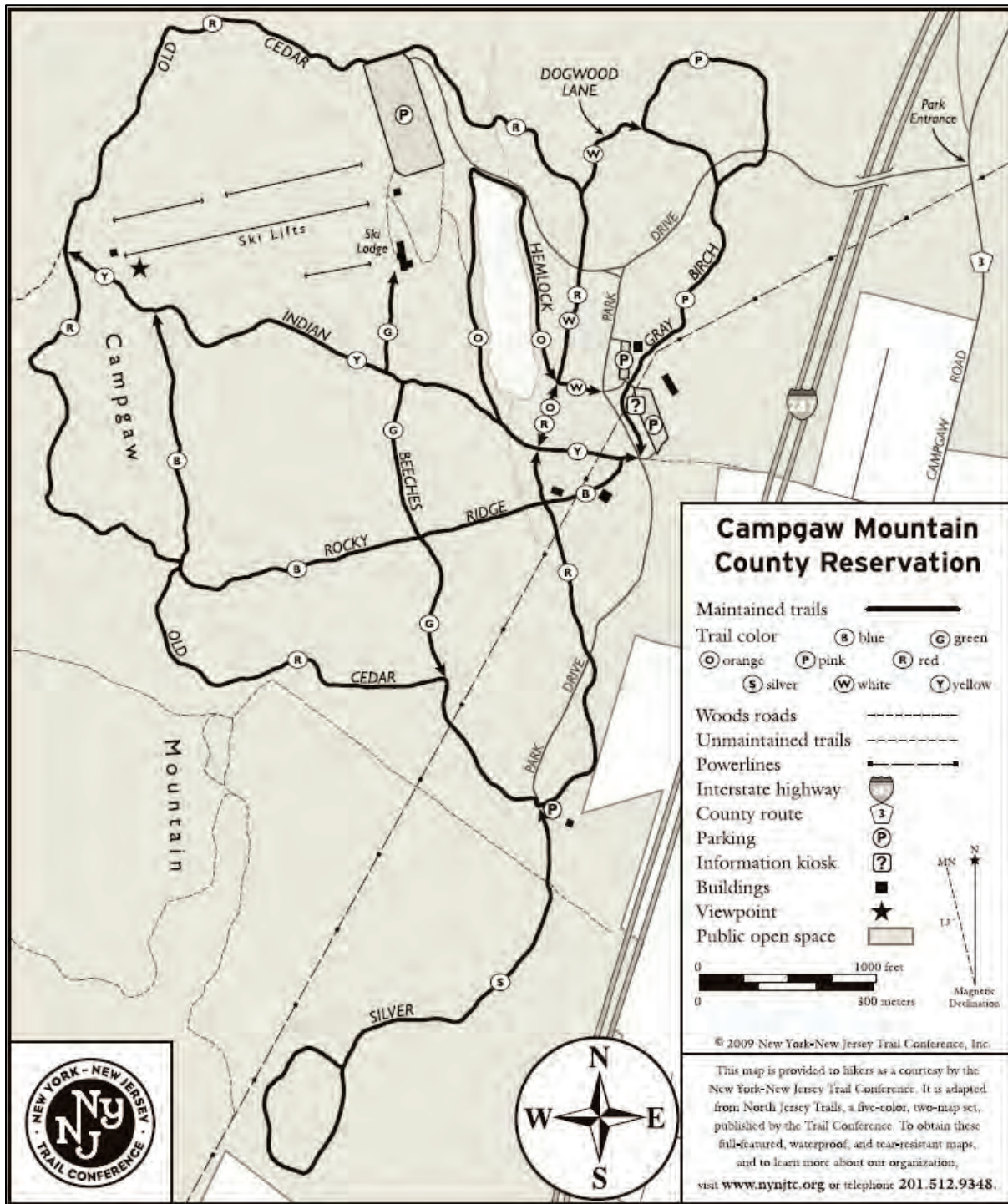
According to the County, in 2012, Campgaw had more than 58,000 visitors. Of that total, 24,712 were one-day tubing passes and 30,404 were one-day ski passes. A total of 2,251 season passes were also sold for the 2012 season.⁴⁶

⁴⁴ Lewis, Joseph Volney & Kummel, Henry Barnard. *Geological Survey of New Jersey - Bulletin 14 The Geology of New Jersey*. 1915. See Page 29 *Geographic Provinces: Piedmont - Watchung Mountains*.

⁴⁵ <http://www.co.bergen.nj.us/bcParks/PrCampgawMountain.aspx>

⁴⁶ Email from Bergen County Parks Department, December 6, 2013.

Figure 11: Campgaw Trails⁴⁷



⁴⁷ <http://www.co.bergen.nj.us/bcparks/PrCampgawMountain.aspx>

Last, but not least is Darlington County Park. Located at 600 Darlington Avenue, this Bergen County facility encompasses 178 acres. The park contains three lakes, two of which permit swimming and the third allows fishing. Darlington County Park has white sand beaches, picnic areas, a playground, tennis courts, a multi-use path and a bird/wildlife observation area.⁴⁸

In 2012, 40,867 golfers visited Darlington’s golf course. In addition to the golfers, a total of 36,877 swimmers visited Darlington County Park.⁴⁹ These two numbers total to more than 77,000 visitors, which does not include visitors to the playground area, picnic facilities, trail system and tennis courts.

Figure 12: Darlington County Park⁵⁰



⁴⁸ <http://www.co.bergen.nj.us/bcParks/PrDarlingtonPark.aspx>

⁴⁹ Email from Bergen County Parks Department, December 17, 2013.

⁵⁰ <http://www.co.bergen.nj.us/bcparks/PDFs/DarlingtonCountyParkModel.pdf>

Township

The Township has six recreation facilities it owns and three it rents from the Board of Education. Continental Soldier's Park is located at 550 Ramapo Valley Road and contains a baseball and softball diamond, football field, soccer field, paved walking path, bocce courts, a skateboard park and playground. This park also contains Lake Henry and has Ramapo River access. Along East Ramapo Avenue is Winter Park. This facility has a playground, picnic area, gazebo, historic barn and pond. The Commodore Perry Field complex is located at 70 East Ramapo Avenue. The field is multi-purpose with a baseball and softball diamond, football field and soccer field. The facility offers basketball and tennis courts as well as a lit street hockey court.

Figure 13: Commodore Perry Field⁵¹



Located along Reich Avenue is Riverside Field. This facility has two baseball diamonds, a soccer field and a playground area. Stag Hill Field is located along Stag Hill Road. This facility contains a baseball diamond, basketball court and playground area. Fardale Field is located at 25 Chapel Road, behind the George Washington School. The complex contains a baseball diamond, soccer field, basketball courts, tennis courts and a street hockey court.

The Board of Education leases three properties to the Township. The first is Silver Creek Park/Sam Braen Field. Located at the intersection of Airmont Avenue and Airmount Road, this facility offers a playground, picnic area, baseball diamond and pond. Koufax Field is located just north of Silver Creek Park and contains a baseball diamond. Finally, Memorial Field is located north of Koufax Field and has a soccer/lacrosse field.

⁵¹ Image courtesy of www.bing.com

VI. ORGANIZATIONS & EVENTS

The Mahwah Regional Chamber of Commerce is the only economic-related organization within the Township of Mahwah. The following section describes the chamber, its mission and its activities.

MAHWAH REGIONAL CHAMBER OF COMMERCE

The Mahwah Regional Chamber of Commerce (“MRCC”) serves business representing over 90 establishments, the majority of which are located in Mahwah and Ramsey. Member businesses include retail, professional, service and corporate establishments. Founded in 1957, MRCC’s primary objective is “to be an advocate for the local business community and to promote the economic growth and development of all who live and work in the greater Mahwah region”.⁵²

MRCC membership has many benefits including free, one-on-one business counseling services through the Bergen Chapter of SCORE, which helps entrepreneurs and small business owners to launch and grow their business. They also have business and internship resources, affordable advertising options and an active calendar of events. Network-oriented events include speed networking, business after hours and meet and greet. MRCC also sponsors a “Taste of the Region and Business Showcase” that provides local residents in both New Jersey and New York a chance to come out and sample the area’s foods and wines.⁵³

WinterFest is an eight week celebration MRCC hosts for the Township of Mahwah’s residents. The event kicks off with opening ceremonies including a tree lighting, music and refreshments. There is a coloring contest for the children and multiple “Support Our Troops” nights. WinterFest ends with family entertainment, refreshments and prizes.

⁵² <http://www.mahwah.com/page.cfm?page=1356>

⁵³ <http://www.mahwah.com/page.cfm?page=2619>

VII. MARKET POTENTIAL

This section analyzes not only the market potential within Mahwah, but the market potential of the surrounding area. Mahwah acts as a regional hub for the surrounding communities and therefore, many workers and shoppers live outside of Mahwah, but work or shop within the Township. The analysis has been conducted in three radius rings, with the center at 390 MacArthur Boulevard, Mahwah (see the map on page 45). The first radius ring is 3.5 miles, which encompasses the majority of Mahwah, the entirety of Ramsey Borough and portions of Oakland Borough, Franklin Lakes Borough, Allendale Borough, Upper Saddle River Borough and the Villages of Airmont, Suffern and Hillburn in Rockland County, New York. The second radius ring is five miles, which encompasses the entire Township. This radius ring also includes portions of Saddle River Borough, Waldwick Borough and Wyckoff Township in Bergen County, Ringwood Borough and Wanaque Borough in Passaic County and the Village of Montebello in Rockland County. The third radius ring is seven miles and stretches east across the Garden State Parkway, north into a portion of Orange County in New York and south to Wayne Township and North Haledon Borough in Passaic County.

This chapter examines the demographic characteristics of the three radius catchment areas and the market potential within the catchment areas. It should be noted that the data presented in this section is from The Nielsen Company and is based on 2011 data.

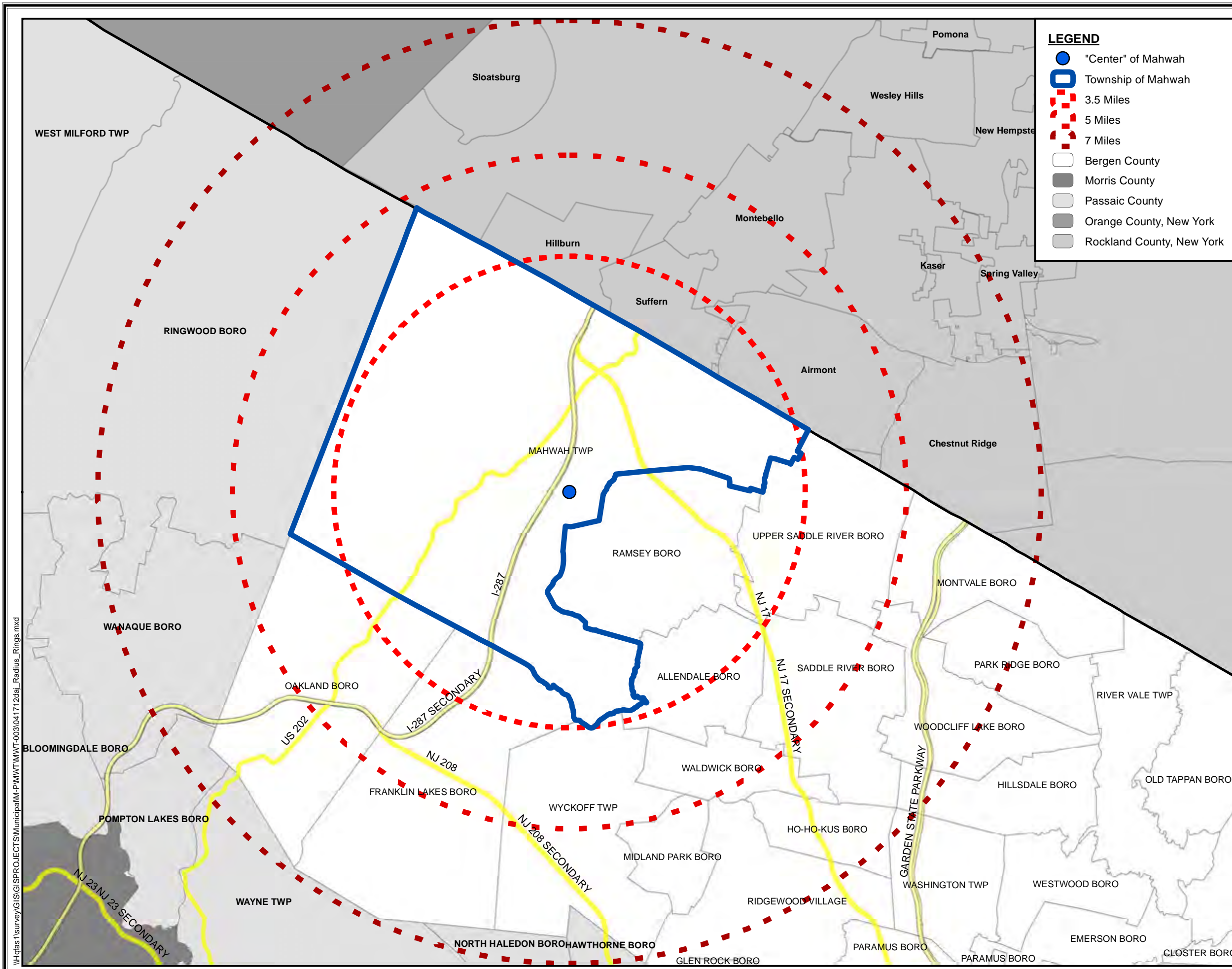
DEMOGRAPHIC FACTORS

Population

Within the 3.5 mile radius there are an estimated 60,928 persons living in 22,994 households. The five mile radius has an estimated 114,404 residents within 41,187 households. Finally, the seven mile radius has an estimated 243,219 persons living in 91,577 households. This is a substantial population living within only minutes of Mahwah. The table below shows the 2011 estimates as well as the actual 2000 Census data and 2016 projections for the three radii.

2011 Demographic Characteristics			
	0-3.5 Miles Radius 1	0-5 Miles Radius 2	0-7 Miles Radius 3
Population			
2000 Census	59,420	110,048	232,745
2011 Estimate	60,928	114,404	243,216
2016 Projection	61,274	115,583	246,450
Households			
2000 Census	22,310	39,430	77,971
2011 Estimate	22,994	41,187	81,577
2016 Projection	23,166	41,724	82,828

Source: Nielsen - Pop-Facts: Demographic Snapshot 2011 Report



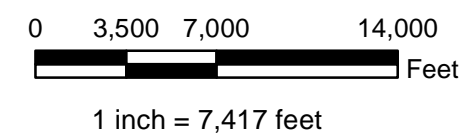
LEGEND

- "Center" of Mahwah
- Township of Mahwah
- 3.5 Miles
- 5 Miles
- 7 Miles
- Bergen County
- Morris County
- Passaic County
- Orange County, New York
- Rockland County, New York

Nielsen Data Catchment Radii

TOWNSHIP OF Mahwah

BERGEN COUNTY
NEW JERSEY



DIGITAL SPATIAL DATA SOURCES:

- BERGEN COUNTY GEOGRAPHIC INFORMATION SYSTEM
- NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS, OFFICE OF SMART GROWTH
- NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION, BUREAU OF GEOGRAPHIC INFORMATION
- UNITED STATES DEPARTMENT OF AGRICULTURE, NATURAL RESOURCES CONSERVATION SERVICES
- NEW JERSEY OFFICE OF INFORMATION TECHNOLOGY, OFFICE OF GIS



JULY 2012

\\hdas1survey\GIS\PROJECTS\Municipal\MMWT-003\041712\daj_Radius_Rings.mxd

The estimated 2011 average household size is 2.57 persons for the 3.5 mile radius ring. This is slightly higher than Mahwah’s 2010 Census average household size of 2.42 persons. Average household size increases in the five mile radius to 2.72 persons and to 2.92 persons for the seven mile radius.

Within the 3.5 mile radius 25.0% of households have only one person. A total of 32.3% of households have only two persons. Therefore, more than half of the households within the 3.5 mile radius have only one or two persons. The largest category of household size within the five mile radius is the two-person household, with 32.0% of households. The same holds true for the seven mile radius, where 31.1% of households are two-person households. The table below shows the full breakout of the various categories.

2011 Estimated Household Size						
Household Size	0-3.5 Mile Radius 1	%	0-5 Mile Radius 2	%	0-7 Mile Radius 3	%
1-person	5,757	25.0%	8,556	20.8%	15,074	18.5%
2-person	7,425	32.3%	13,197	32.0%	25,341	31.1%
3-person	3,897	16.9%	7,385	17.9%	14,608	17.9%
4-person	3,694	16.1%	7,417	18.0%	14,816	18.2%
5-person	1,576	6.9%	3,257	7.9%	6,899	8.5%
6-person	463	2.0%	959	2.3%	2,513	3.1%
7+ person	182	0.8%	415	1.0%	2,326	2.9%
Total	22,994	100.0%	41,186	100.0%	81,577	100.0%

The 2011 estimated data shows financial data for households within the three different radii. As the table below shows, 51.8% of households within the 3.5 mile radius make \$100,000 or less. For the five mile radius this decreases to 48.8%. Just over 51.2% of households within the seven mile radius make less than \$100,000 a year. The average household income is \$130,862, \$136,757 and \$133,136 for the 3.5, five and seven mile radius, respectively. The 2011 estimated per capita income is \$49,669 for the 3.5 mile catchment area and \$49,495 for the five mile radius. The seven mile radius has a slightly lower per capita income –\$44,976.

2011 Estimated Household Income						
	0-3.5 Mile Radius 1		0-5 Mile Radius 2		0-7 Mile Radius 3	
		%		%		%
Less than \$35,000	2,987	13.0%	5,094	12.4%	11,963	14.7%
\$35,000 - \$49,999	2,236	9.7%	3,366	8.2%	7,057	8.7%
\$50,000 - \$74,999	3,471	15.1%	5,879	14.3%	11,801	14.5%
\$75,000 - \$99,999	3,228	14.0%	5,768	14.0%	10,913	13.4%
\$100,000 - \$124,999	2,781	12.1%	5,195	12.6%	9,631	11.8%
\$125,000 - \$149,999	2,208	9.6%	4,119	10.0%	7,701	9.4%
\$150,000 - \$199,999	2,210	9.6%	4,272	10.4%	8,043	9.9%
\$200,000 - \$499,999	3,031	13.2%	5,856	14.2%	11,133	13.6%
\$500,000 +	843	3.7%	1,637	4.0%	3,335	4.1%
Total	22,995	100.0%	41,186	100.0%	81,577	100.0%

Workers & Workplaces

Within 3.5 miles of MacArthur Boulevard there are 33,977 employed civilian workers. The majority of these workers are employed by a for-profit private business, as shown in the table below. Almost 3,000 or 8.8% are employed by local governments. Within five miles there a total of 62,944 employed civilians. The largest classification of these workers is the for-profit private, which comprises 68.4% of the total. However, the second largest category is self-employed with 8,527 workers. Within seven miles of MacArthur Boulevard there are 125,518 civilian workers. Approximately 66.8% are employed by the for-profit private sector. Over 17,000 persons are self-employed within this catchment area.

2011 Estimated Civilian Employed: Class of Worker						
Worker Type	0-3.5 Mile Radius 1		0-5 Mile Radius 2		0-7 Mile Radius 3	
		%		%		%
For-Profit Private	23,696	69.7%	43,023	68.4%	83,892	66.8%
Non-Profit Private	2,070	6.1%	4,096	6.5%	9,968	7.9%
Local Government	2,999	8.8%	5,329	8.5%	10,401	8.3%
State Government	851	2.5%	1,516	2.4%	3,167	2.5%
Federal Government	261	0.8%	381	0.6%	784	0.6%
Self-Employed	4,064	12.0%	8,527	13.5%	17,165	13.7%
Unpaid Family	36	0.1%	72	0.1%	141	0.1%
Total	33,977	100.0%	62,944	100.0%	125,518	100.0%

According to The Nielsen Company's 2011 Business-Facts: Workplace and Employment Summary data, there were an estimated 3,171 workplaces within 3.5 miles of 390 MacArthur Boulevard. This translates to 82 workplaces per square mile within the 3.5 mile catchment area (Radius 1). Of that total, 251 (7.9%) were government and non-profit companies and 2,920 (92.1%) were private sector firms. As shown on the table on page 49, the service sector had an estimated 1,417 companies in 2011. This included 247 personal service establishments, 440 business service companies and 242 health service offices. The second most prevalent business type was retail with an estimated 564 establishments in

the Radius 1 area. Within that category there were 141 eating and drinking places, 83 home furniture stores, 84 auto dealers and gas stations and 31 apparel/accessory stores.

The table on page 49 also shows the associated number of employees for each business sector within the 3.5 mile study area. An estimated 42,044 workers were employed in 2011 within 3.5 miles of 390 MacArthur Boulevard. The service sector employed an estimated 14,823 workers in 2011. This total includes 2,274 workers in educational services, 4,174 workers in business services and 3,700 workers in health services. The retail sector employed an estimated 9,304 employees, while the manufacturing sector employed an estimated 5,978 workers. Surprisingly, the agricultural industry employed an estimated 581 employees in 2011.

Finally, the last column on the table shows the estimated employees per establishment. Trusts and other investment companies, which are under the financial sector, employ the most workers per establishment – 58. Manufacturing and social service companies employ 41 workers per establishment on average. See the table on page 49 for the full breakout of employees per establishment.

2011 Estimated Employment Summary			
0-3.5 Mile: Radius 1			
Business Type	Total Establishments	Total Employees	Employees per Establishment
Agriculture	85	581	7
Mining	1	3	3
Construction	261	1,190	5
Manufacturing	146	5,978	41
Transport, Communications, Utilities	114	1,892	17
Wholesale Trade	211	4,354	21
Retail	564	9,304	17
Building Materials & Garden Supply	28	393	14
General Merchandise Stores	12	294	25
Food Stores	44	666	15
Auto Dealers & Gas Stations	84	2,089	25
Apparel & Accessory Stores	31	295	10
Home Furniture	83	537	7
Eating & Drinking Place	141	2,238	16
Misc. Retail Stores	141	2,792	20
Finance	315	2,879	9
Bank, Savings & Lending	70	697	10
Security & Commodity Brokers	47	208	4
Insurance Carriers	63	696	11
Real Estate	128	874	7
Trusts & Other Investments	7	404	58
Service	1,417	14,823	11
Hotel & Other Lodging	23	558	24
Personal Services	247	1,188	5
Business Services	440	4,174	10
Motion Picture & Amusement	85	763	9
Health Services	242	3,700	15
Legal Services	65	202	3
Educational Services	46	2,274	41
Social Services	58	824	14
Misc. Services	201	1,140	6
Public Administration	57	1,040	18
Private Sector Sub-Total	2,920	37,224	13
Govt. & Non-Profit Sub-Total	251	4,820	19
Total	3,171	42,044	13

Source: The Nielsen Company, Business-Facts: Workplace & Employment Summary, 2011, prepared on April 23, 2012.

As for the five mile study area (Radius 2), there were an estimated 6,004 workplaces and 67,324 workers in 2011 (see table on page 51). This translates to 77 workplaces and 858 workers per square mile within the five mile catchment area. Of 6,004 companies, 498 (8.3%) were government and non-profit companies and 5,506 (91.7%) were private sector firms. Once again, the service sector comprised the majority of companies with an estimated 2,778 or 46.3% of workplaces. Within the service sector, there were an estimated 477 personal service companies, 801 business service firms and 155 legal service establishments. Moreover, there were an estimated 35 hotels/motels.

The retail sector had roughly 1,011 establishments or 16.8% of firms. Approximately 268 eating and drinking establishments existed within the study area in 2011. Consumers could shop at roughly 78 food stores and buy building materials and garden supplies at one of 63 such stores. Approximately 566 finance firms were located within the five mile study area. Within this category there were roughly 129 banks/savings/lending establishments and 242 real estate companies. Nearly 100 insurance providers had offices within the five mile study area in 2011.

The construction sector had an estimated 506 companies, which comprised 8.4% of all workplaces in 2011. Wholesale trade firms numbered 355 or 5.9% of workplaces. Interestingly, according to the Nielsen data, two mining operations were within the five mile catchment area in 2011.

As the table on page 51 shows, there were roughly 67,324 workers employed within five miles of 390 MacArthur Boulevard in 2011. Just over 13.0% of these workers were in the government or non-profit sector. The overwhelming majority, 87.0%, were in the private sector.

Within the service sector there were roughly 24,383 (41.7%) employees in 2011. Of that total, 6,285 worked in business services, 5,551 worked in health services and 4,411 worked in educational services. Motion picture and amusement companies employed a whopping 1,349 workers. The retail sector employed roughly 14,513 workers in 2011. Within this sector, over 1,300 persons were employed by food stores, more than 2,000 people worked for auto dealers or gas stations and 1,556 were employed by apparel/accessory stores.

The construction industry employed approximately 2,489 workers within the Radius 2 area in 2011. Agricultural establishments had roughly 1,132 workers, while seven people were employed by mining industries. The five mile study area had more than 9,000 workers in the manufacturing sector in 2011. Finally, transport, communications and utility companies employed roughly 2,543 workers during this same time period.

Finally, the table on page 51 shows the estimated average number of employees per establishment in the five mile radius. Once again, trust and other investment firms employed the most per establishment, with 56 workers. General merchandise stores ranked second with 42 employees per workplace. Education services were third with 38 workers per establishment. Manufacturing had an average of 35 employees per workplace. Finally, hotels/motels ranked fifth with 26 employees per establishment.

2011 Estimated Employment Summary			
0-5 Mile: Radius 2			
Business Type	Total Establishments	Total Employees	Employees per Establishment
Agriculture	190	1,132	6
Mining	2	7	4
Construction	506	2,489	5
Manufacturing	270	9,535	35
Transport, Communications, Utilities	194	2,543	13
Wholesale Trade	355	5,364	15
Retail	1,011	14,513	14
Building Materials & Garden Supply	63	604	10
General Merchandise Stores	18	754	42
Food Stores	78	1,321	17
Auto Dealers & Gas Stations	110	2,284	21
Apparel & Accessory Stores	62	1,556	25
Home Furniture	142	773	5
Eating & Drinking Place	268	3,685	14
Misc. Retail Stores	270	3,536	13
Finance	566	5,453	10
Bank, Savings & Lending	129	1,295	10
Security & Commodity Brokers	90	574	6
Insurance Carriers	96	1,106	12
Real Estate	242	1,972	8
Trusts & Other Investments	9	506	56
Service	2,778	24,383	9
Hotel & Other Lodging	35	910	26
Personal Services	477	1,989	4
Business Services	801	6,285	8
Motion Picture & Amusement	166	1,349	8
Health Services	540	5,551	10
Legal Services	155	569	4
Educational Services	115	4,411	38
Social Services	106	1,531	14
Misc. Services	383	1,788	5
Public Administration	132	1,905	14
Private Sector Sub-Total	5,506	58,514	11
Govt. & Non-Profit Sub-Total	498	8,810	18
Total	6,004	67,324	11

Source: The Nielsen Company, Business-Facts: Workplace & Employment Summary, 2011, prepared on April 23, 2012.

There were an estimated 12,335 workplaces within seven miles of 390 MacArthur Boulevard in 2011. Of that total, 1,353 (10.9%) were government and non-profit companies and 11,002 (89.1%) were private sector firms. As shown on the table on page 53, the service sector had an estimated 5,817 establishments in 2011. This included 936 personal service establishments, 1,632 business service companies and 1,024 health service offices. The second most prevalent business type was retail with an estimated 2,100 establishments in the Radius 3 area. Within that category there were 501 eating and drinking places, 289 home furniture stores, 175 auto dealers and gas stations and 160 apparel/accessory stores.

The table on page 53 also shows the associated number of employees for each business sector within the seven mile study area. An estimated 137,296 workers were employed in 2011 within seven miles of 390 MacArthur Boulevard. Just over 17.0% of those workers were employed by the government or non-profit sector. The service sector employed an estimated 58,328 workers in 2011. This total includes 12,963 workers in educational services, 16,048 workers in business services and 10,444 workers in health services. The retail sector employed an estimated 24,741 employees, while the manufacturing sector employed an estimated 17,119 workers. Surprisingly, the agricultural industry employed an estimated 2,394 employees in 2011.

Finally, the last column on the table shows the estimated employees per establishment. Hotels and other lodging and education services employ the most workers per establishment in the seven mile catchment area (38 employees per establishment). The manufacturing sector employs 31 workers per establishment on average, while food stores contain approximately 25 employees per store. See the table on page 53 for the full breakout of employees per establishment.

**2011 Estimated Employment Summary
0-7 Mile: Radius 3**

Business Type	Total Establishments	Total Employees	Employees per Establishment
Agriculture	395	2,394	6
Mining	8	26	3
Construction	1,096	5,614	5
Manufacturing	549	17,119	31
Transport, Communications, Utilities	403	5,335	13
Wholesale Trade	665	10,118	15
Retail	2,100	24,741	12
Building Materials & Garden Supply	145	1,157	8
General Merchandise Stores	44	862	20
Food Stores	194	4,758	25
Auto Dealers & Gas Stations	175	2,947	17
Apparel & Accessory Stores	160	2,005	13
Home Furniture	289	1,613	6
Eating & Drinking Place	501	6,010	12
Misc. Retail Stores	592	5,389	9
Finance	1,091	9,889	9
Bank, Savings & Lending	227	2,225	10
Security & Commodity Brokers	174	1,167	7
Insurance Carriers	200	1,917	10
Real Estate	461	3,903	9
Trusts & Other Investments	29	677	23
Service	5,817	58,328	10
Hotel & Other Lodging	55	2,106	38
Personal Services	936	5,007	5
Business Services	1,632	16,048	10
Motion Picture & Amusement	286	2,219	8
Health Services	1,024	10,444	10
Legal Services	301	1,303	4
Educational Services	339	12,963	38
Social Services	287	3,370	12
Misc. Services	957	4,868	5
Public Administration	231	3,732	16
Private Sector Sub-Total	11,002	113,863	11
Govt. & Non-Profit Sub-Total	1,353	23,433	10
Total	12,355	137,296	17

Source: The Nielsen Company, Business-Facts: Workplace & Employment Summary, 2011, prepared on April 23, 2012.

HOUSEHOLD TYPOLOGIES

Data for this section was gathered from The Nielsen Company, who maintains databases on various demographic characteristics. One of these databases is called PRIZM™. PRIZM™ classifies every United States household into one of 66 consumer segments based on the household's purchasing preferences.

PRIZM Classification System

The 66 segments are numbered according to socioeconomic rank, which takes into account characteristics such as income, education, occupation and home value, and are grouped into 11 life stage groups and 14 social groups. Social groups are based on urbanization and socioeconomic rank. Life stage groups are based on age, socioeconomic rank and the presence of children at home. These descriptive household typologies can be used to help assess likely retail/commercial purchasing power and needs.⁵⁴

The table on page 55 shows the breakdown that Nielsen uses to classify each household typology. Nielsen groups households according to their location – urban, suburban, second city or country. The company then sorts each classification according to affluence, which is a powerful demographic predictor of consumer behavior. The higher a classification on the table, the more affluent a household is. For example, “Upper Crust” households, which are ranked #1, have a median household income (in 2011) of \$114,402. “Low-Rise Living” households, ranked #66, have a median household income of \$24,378. For reference, the “Middleburg Managers” household typology (#27) is the socioeconomic midpoint of the PRIZM™ classification system.

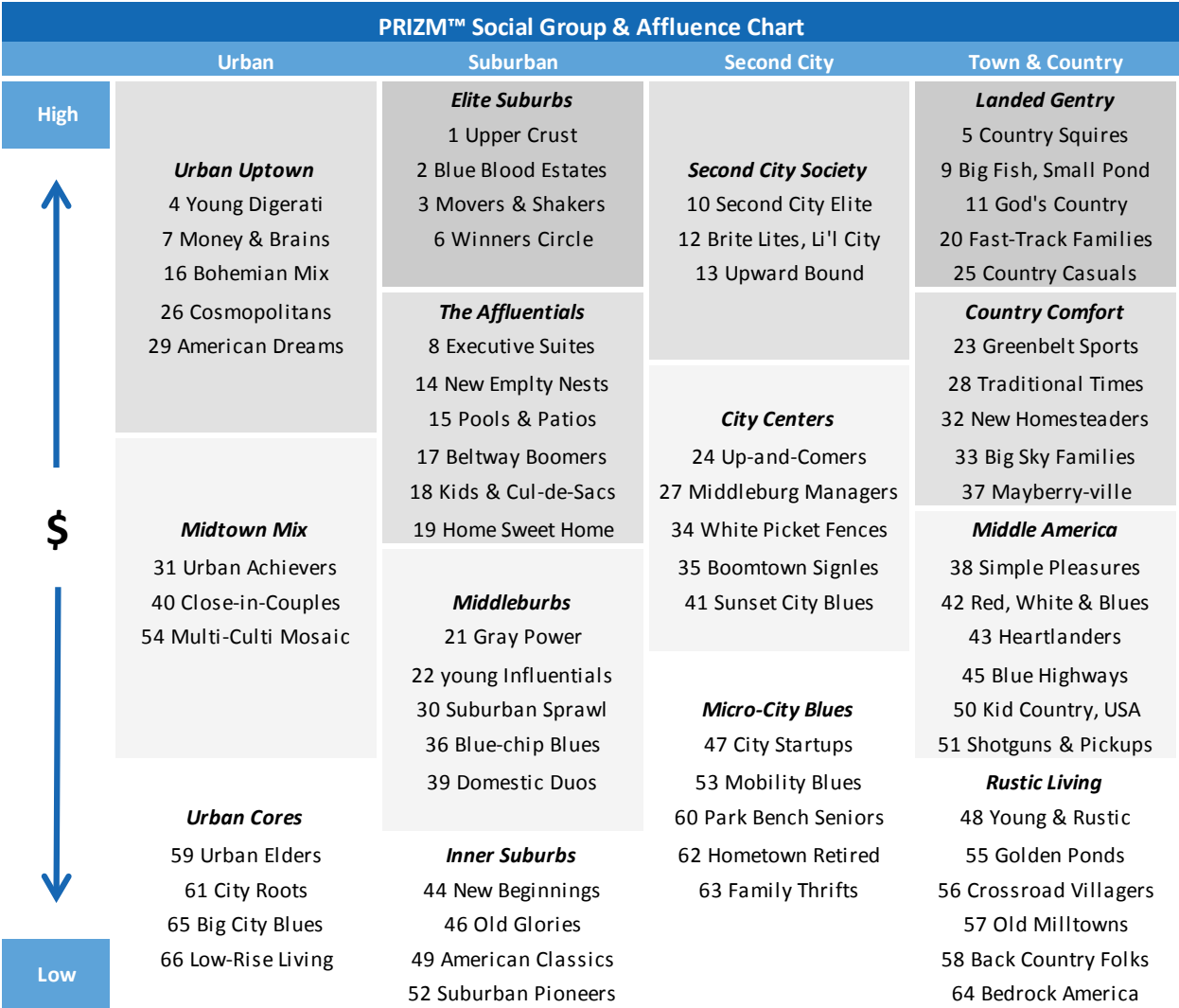
Radius 1 & 2 Household Typologies

Of the 66 potential household typologies, the 3.5 mile radius includes 44 groups. However, many of these comprise less than 1.0% of total households and therefore have been excluded from the table on page 56. A total of 20 categories comprise 1.0% or more of the households within the 3.5 mile radius.

For the five mile catchment area, there a total of 46 groups represented, however, only 19 groups comprise more than 1.0% of households, which is shown in the table on page 56. The comparison table shows that there are a greater percentage of households in the five mile catchment area ranked #1, #2 and #3 (37.9%) than the 3.5 mile study area (23.5%); this indicates that the five mile catchment area has a higher percentage of wealthier households.

It should be noted that 45.4% of households within the 3.5 mile catchment area fall into one of the top ten household classifications. Within the five mile study area, this percentage increases to 57.6% of households. Examining the 3.5 and five mile study areas, one will find that 91.0% and 93.9% of households, respectively, fall at the socioeconomic midpoint or above on the PRIZM™ scale (“Middleburg Managers”, #27). This shows the affluence that exists not only within Mahwah, but immediately surrounding it.

⁵⁴ <http://www.claritas.com/MyBestSegments/Default.jsp>



Source: Nielsen PRIZM Segment Narratives, December 2009

2011 Household Typologies					
Rank	Typology	0-3.5 Mile: Radius 1		0-5 Mile: Radius 2	
		Number	Percentage	Number	Percentage
1	Upper Crust	1,883	8.2%	5,082	12.3%
2	Blue Blood Estates	1,823	7.9%	5,652	13.7%
3	Movers and Shakers	1,696	7.4%	4,512	11.0%
5	Country Squires	469	2.0%	1,107	2.7%
6	Winner's Circle	1,071	4.7%	2,805	6.8%
8	Executive Suites	793	3.4%	1,380	3.4%
9	Big Fish, Small Pond	-	-	485	1.2%
10	Second City Elite	2,701	11.7%	2,701	6.6%
11	God's Country	428	1.9%	1,300	3.2%
12	Brite Lites, Li'l City	4,428	19.3%	4,428	10.8%
13	Upward Bound	2,067	9.0%	2,067	5.0%
14	New Empty Nests	518	2.3%	1,073	2.6%
15	Pools and Patios	432	1.9%	1,061	2.6%
17	Beltway Boomers	261	1.1%	1,101	2.7%
18	Kids and Cul-de-Sacs	320	1.4%	876	2.1%
19	Home Sweet Home	439	1.9%	841	2.0%
21	Gray Power	-	-	605	1.5%
24	Up-and-comers	512	2.2%	512	1.2%
27	Middleburg Managers	1,079	4.7%	1,079	2.6%
34	White Picket Fences	241	1.0%	-	-
35	Boomtown Singles	238	1.0%	-	-
41	Sunset City Blues	349	1.5%	-	-
46	Old Glories	-	-	393	1.0%
	Other	1,245	5.4%	2,129	5.2%
Total		22,993	100.0%	41,189	100.0%

A short description (from PRIZM™) of each one of the 23 household typologies contained in the table above follows. The typologies are grouped according to affluence, starting with the most affluent first. For purposes of a concise report, descriptions of household typologies with less than 1.0% of the population are not included.

#1 “Upper Crust”

These households are typically older without children, primarily age 45 to 64. No segment has a higher concentration of residents earning over \$100,000 a year and possessing a postgraduate degree. These households have an opulent standard of living. “Upper Crust” households comprise 8.2% of households within 3.5 miles of 390 MacArthur Boulevard and 12.3% of households within five miles.

#2 “Blue Blood Estates”

These households are the nation’s second-wealthiest lifestyle, which is characterized by married couples with children, graduate degrees and six-figure incomes. Households have million-dollar homes, high-end cars and belong to private clubs. “Blue Blood Estates” make up 7.9% of households within the 3.5 mile catchment area and 13.7% of the five mile study area. The “Blue Blood Estates” segment contains the most households of any classification for the five mile catchment area.

#3 “Movers and Shakers”

These households are home to the up-and-coming business class. It is a wealthy suburban realm of dual-income couples who are highly educated and typically between the ages of 35 and 45 without children. Members within this class are known to own small businesses. “Movers and Shakers” comprise 7.4% of households within the 3.5 mile study area and 11.0% within five miles.

#5 “Country Squires”

“Country Squire” households compose 2.0% of the 3.5 mile and 2.7% of the five mile radius area’s households. These are the wealthy residents, who live on large properties. “Country Squires” enjoy country club sports like golf, tennis and swimming as well as skiing, boating and biking. These households are typically upscale middle aged with children.

#6 “Winner’s Circle”

This household is the youngest of the wealthy suburban lifestyles. These households are characteristically 35 to 45 year-old couples with large families in new-money subdivisions. “Winner’s Circle” households have a median income over \$100,000 and are big spenders who like to travel, eat out and shop. This household typology comprises 4.7% and 6.8% of the 3.5 and five mile catchment area’s households, respectively.

#8 “Executive Suites”

“Executive Suites” mostly consists of upper-middle-class singles and couples. This segment is a haven for white-collar professionals drawn to comfortable homes and apartments. These households typically do not have children. Median household income is \$73,951 for this typology. Both study areas have 3.4% of their households falling into this typology.

#9 “Big Fish, Small Pond”

These households are older, upper-class, college-educated professionals and are often among the leading citizens of their small-town communities. These upscale, empty-nesting couples enjoy the trappings of success, including belonging to country clubs, maintaining large investment portfolios and spending freely on computer technology. These households are typically upscale older without children. “Big Fish, Small Pond” households are only found in the five mile catchment area, which includes 1.2% of households.

#10 “Second City Elite”

Residents within these households tend to be prosperous professionals who decorate their homes with multiple computers, large-screen TV sets and an impressive collection of wines. More than half of persons within this category hold a college degree. These households usually have residents who range in age from 45 to 64 and do not have children. Just over 11.0% of households within the 3.5 mile study area are “Second City Elite”. As shown in the table on page 56, between the 3.5 and five mile radius, there are no additional “Second City Elite” households.

#11 “God’s Country”

This household typology includes upscale couples in spacious homes. Typically college educated; these residents try to maintain a balanced lifestyle between high power jobs and laid back leisure. These households typically include those ages 35 to 54 without children. “God’s Country” constitutes 1.9% and 3.2% of the households within the 3.5 and five mile catchment area, respectively.

#12 “Brite Lites, Li’l City”

Households within this category include well-off, middle-aged couples settled in small towns. Typical characteristics of this group include double-income, no children households with a college education, well-paying careers and homes filled with the latest technology. With 19.3% of households, this segment comprises over 4,400 households in the 3.5 mile catchment area, making it the largest typology within the 3.5 mile catchment area.

#13 “Upward Bound”

Home to the soccer moms and dads, “Upward Bound” contains upscale families with dual incomes and college degrees. Residents of this segment tend to be kid-obsessed with heavy purchases of computers, toys and camping equipment. Median household income for this group is \$83,651. “Upward Bound” comprises 9.0% of households within 3.5 miles of MacArthur Boulevard. As shown in the table on page 56, there is no increase in the number of households from the 3.5 to five mile radius area.

#14 “New Empty Nests”

Considered upper-middle class, “New Empty Nests” are usually age 65 and older without children. Residents pursue active lifestyles and show no interest in rest-home retirement. This is the top-ranked segment for all-inclusive travel packages. “New Empty Nests” comprise 2.3% of households within the 3.5 mile radius and 2.6% of households within the five mile radius.

#15 “Pools and Patios”

These households typically contain older, empty-nesting couples. Located in stable neighborhoods, mostly of homes built in the 1960’s, these residents work as white-collar professionals. The average age for “Pools and Patios” is 45 to 64. This segment includes only 1.9% of households within 3.5 miles of MacArthur Boulevard and only 2.6% of households within five miles.

#17 “Beltway Boomers”

Considered upper-middle class, “Beltway Boomers” include college-educated homeowners. These households are still raising children in comfortable suburban subdivisions and pursuing kid-centered lifestyles. Median household income for this household typology is \$75,635. Just over 1.0% of households within the 3.5 mile radius are considered “Beltway Boomers”, 2.7% of households within the five mile radius are included in this segment.

#18 “Kids and Cul-de-Sacs”

Upper-middle class, suburban, married couples with children is the definition of “Kids and Cul-de-Sacs”. This household typology is a refuge for college-educated, white-collar professionals with administrative jobs. This group is slightly younger and less affluent than their upscale peers. They range in age from 25 to 44. These households favor outdoor sports, kid-friendly technology and adult toys, such as campers and motorcycles. Median household income is \$71,926. Roughly 1.4% of households within the 3.5 mile catchment area fall into this category. When one moves out to the five mile study area, a total of 876 (2.1%) households are considered “Kids and Cul-de-Sacs”.

#19 “Home Sweet Home”

The residents of “Home Sweet Home” tend to be upper-middle-class married couples living in mid-sized homes without children. Most of the adults in this segment are under the age of 55 and have gone to college and hold professional and white-collar jobs. These households have a comfortable lifestyle and fill their home with exercise equipment, television sets and pets. Fewer than 2.0% of households in the 3.5 mile and exactly 2.0% of households in the five mile study area fall into this classification.

#21 “Gray Power”

Considered middle-class, “Gray Power” includes home-owning suburbanites who are aging in place rather than moving to retirement communities. These households typically include no children. Aged 65 and older these households live in quiet comfort. Median household income for “Gray Power” is \$52,784. There are actually no “Gray Power” households within the 3.5 mile catchment area. However, in the five mile study area this typology comprises 605 or 1.5% of households.

#24 “Up-and-Comers”

This household typology mostly includes younger singles without children. They are mobile, recent college graduates who are into athletic activities, technology and entertainment. Employment typically includes white-collar and service jobs. Median household income for this group is \$50,556. “Up-and-Comers” encompass 2.2% of households within the 3.5 mile catchment area. Moving out to the five mile study area, there are no additional “Up-and-Comer” households.

#27 “Middleburg Mangers”

Considered middle class, these households have solid white-collar jobs or comfortable retirements. Residents typically range in age from 45 to 64 and do not have children in the home. Households mostly own their homes and some residents hold college degrees. These households enjoy reading, playing musical instruments and indoor gardening. A total of 1,079 or 4.7% of the 3.5 mile study area’s households are “Middleburg Managers”. There are no additional “Middleburg Managers” in the five mile catchment area.

#34 “White Picket Fences”

“White Picket Fences” households are midpoint on the socioeconomic ladder. These households are young, upper-middle class and married with children. Residents range in age from 25 to 44. They live in modest homes and have a median income of \$51,800. “White Picket Fences” comprise 241 or 1.0% of households within a 3.5 mile radius of MacArthur Boulevard. Moving out to the five mile catchment area, there are no additional “White Picket Fences” households.

#35 “Boomtown Singles”

This household typology is lower-middle class usually without children. Households live in housing that is affordable and work at entry-level jobs. Single persons dominate this group and have active lifestyles. “Boomtown Singles” households rent and own. Residents are 55 years or younger. The median income for this household typology is \$39,838. “Boomtown Singles” comprise 238 or 1.0% of households within the 3.5 mile study area. There are no additional “Boomtown Singles” households in the five mile study area. It should be noted that the percentage decreases to 0.6% in the five mile catchment area and is therefore not shown in the table on page 56.

#41 “Sunset City Blues”

Known as “Cautious Couples”, this household typology is lower-middle income and features singles, couples and widows over the age of 65. Residents are working-class with some college education and a high rate of homeownership. These households have high rates of reading, travel, eating out at family restaurants and pursuing home-based hobbies. A total of 349 households within the 3.5 mile catchment area fall into this category. Moving out to the five mile radius, no additional households fall into this classification, therefore the percentage decreases to 0.8%.

#46 “Old Glories”

Households in this classification are the nation’s downscale suburban retirees. They are Americans aging in place in older apartment complexes. Households often contain widows and widowers living on a fixed income. They are typically aged 65 and older without children in the home. Education levels are characteristically high school degree. “Old Glories” are ardent television fans and lead home-centered lifestyles. The median household income for this classification is \$31,162. There are no “Old Glories” households within 3.5 miles of MacArthur Boulevard, but moving out to the five mile radius they comprise 393 or 1.0% of households.

CONSUMER SPENDING PATTERNS

Data within this section was sourced from The Nielson Company's Consumer Spending Patterns, 2011. The document provides information on 2011 estimated spending patterns and provides projections of spending patterns in 2016. For the purposes of this report, we have only utilized 2011 data.

During the course of 2011, households within a 3.5 mile radius (Radius 1) of MacArthur Boulevard spent an estimated \$1,722,088,000 on consumer expenditures, such as food, healthcare, utilities, personal care, entertainment, travel car expenses and apparel. Comparatively, the five mile study area (Radius 2) spent an estimated \$3,188,281,000 during the course of 2011. For the seven mile catchment area (Radius 3), an estimated \$6,187,367,000 was spent in 2011 on consumer expenditures.

In 2011, each household within Radius 1 spent an average of \$74,893 on consumer expenditures. This increases to \$77,410 on average for households in Radius 2. Finally, each household within Radius 3 spent an average of \$75,847 on consumer expenditures.

As shown in the table on page 62, Radius 1 households spent an average of \$14,924 on transportation and auto expenses, \$10,840 on housing expenses and \$7,120 on food at home in 2011. Each household spent an average of \$4,253 on food away from home (e.g. restaurants). It should be noted that the day care expenditure is obviously skewed, as no day care only charges \$524 annually. Households without children or families that don't require day care would have an annual expense of \$0, therefore, decreasing the average cost of day care. The same can be said for pet expenditures, as every household does not own a pet.

As shown in the table on page 62, households within Radius 2 spent more on each line item than households within Radius 1 in 2011. For example, Radius 2 households spent \$752 more on transportation and auto expenses, but only \$10 more on alcohol than Radius 1 households in 2011.

It should be noted that consumer expenditures are different than consumer retail expenditures. Consumer expenditures include non-retail categories like education, entertainment, health care services and housing utility expenses. The table on the following page shows that there is a large amount of money being spent, both within Mahwah and the surrounding municipalities. The bigger question is, where is the money being spent? With the growing advent of online shopping, how much of these consumer expenditures are actually being spent in brick and mortar stores within the study area? The next section answers this inquiry.

2011 Annual Estimated Consumer Expenditures			
Expenditure Category	Average Spent Per Household Annually		
	0-3.5 Mile: Radius 1	0-5 Mile: Radius 2	0-7 Mile: Radius 3
Food at Home	\$7,120	\$7,349	\$7,429
Food away from Home	\$4,253	\$4,320	\$4,233
Alcohol	\$1,440	\$1,450	\$1,404
Day Care	\$524	\$563	\$587
Education	\$4,453	\$4,520	\$4,362
Contributions	\$3,370	\$3,516	\$3,379
Healthcare	\$6,294	\$6,517	\$6,376
Household Furnishing & Appliances	\$4,083	\$4,240	\$4,098
Housing Related & Personal	\$10,542	\$10,840	\$10,598
Personal Care & Smoking Products	\$2,350	\$2,369	\$2,334
Pet Expenses	\$764	\$781	\$754
Sports & Entertainment	\$9,334	\$9,680	\$9,399
Transportation & Auto Expenses	\$14,172	\$14,924	\$14,547
Apparel	\$6,225	\$6,455	\$6,454

Source: The Nielsen Company, Consumer Spending Patterns, 2011, prepared on April 23, 2012.

RETAIL MARKET POTENTIAL

To understand Mahwah’s market potential, one needs to know two things: what the consumer retail demand (consumer retail expenditure) is and what the market retail supply (existing stores’ sales) is. This type of analysis is also known as an “opportunity gap”. Data for this section was sourced from The Nielsen Company’s RMP Opportunity Gap – Retail Stores report for 2011 and is produced in the following tables.

It should be noted that within the following tables the heading “consumer expenditures” means the amount households located within that particular radius spent on retail goods. The term “retail sales” is defined as the amount of retailers’ sales within the study area for the same time period. The opportunity gap shows the amount of consumer retail spending dollars leaving the radius area and being spent elsewhere. Therefore, a black number in the “opportunity gap” column indicates that there is room for growth within a retail market segment. A black number is money that is being spent by residents, who live within the study area, but spent the money outside of the study area. This is the opportunity gap or amount of consumer retail spending dollars leaving the study area and being spent elsewhere. Therefore, black numbers indicate room for growth within a retail market. Red numbers indicate that stores within the study area are drawing in customers from outside the catchment area and hence have an opportunity surplus.

Radius 1

Households within the 0-3.5 mile radius are within Radius 1. These households spent an estimated \$1.2 billion in 2011 on retail goods. During the same time period, businesses within Radius 1 experienced retail sales of \$2.1 billion. Therefore, a total of \$919,464,152 consumer retail dollars are being drawn

into the catchment area. It should be noted, as shown in the table on pages 64 and 65, that 64.9% of these consumer retail dollars being drawn **into** the study area are spent on automobiles, car parts and accessories. Despite this overall total, the overwhelming majority of retail categories have a retail opportunity gap. As a result, there is significant room for growth in capturing just the households' consumer retail dollars, which live within 3.5 miles of MacArthur Boulevard.

The table on pages 64 and 65 reveal that there are only nine categories in which the Radius 1 area does not have any gap for retail economic growth (red numbers). These categories include automotive dealers, home furnishings, beer/wine/liquor, pharmacies, gas stations without convenience stores, other health/personal care, non-store retailers⁵⁵, full-service restaurants⁵⁶ and special food services⁵⁷.

The five largest retail gaps include other general merchandise, grocery stores, building materials/supplies, limited-service eating places and clothing. Over \$66 million was spent outside the Radius 1 catchment area in 2011 on other general merchandise, which includes warehouse clubs (e.g. Costco) and superstores (e.g. Target Greatland or Super Walmart). As for grocery stores, over \$46 million was spent on food outside of the Radius 1 study area in 2011. Building materials/supplies is the third largest retail gap for the Radius 1 catchment area, with \$52 million leaving the study area in one year alone. Over \$22 million was spent outside the Radius 1 catchment area in 2011 on limited-service eating establishments. These restaurants are defined as establishments that serve patrons while seated via wait staff. The fifth highest retail gap in 2011 was clothing with \$20.4 million leaving the 3.5 mile radius around MacArthur Boulevard.

There are retail gaps of over \$5 million in the categories of automotive parts/accessories/tires, lawn/garden equipment, jewelry/luggage/leather goods, sporting goods, books/music and office supplies. These, in addition to the top five retail gap line items, should be sectors Mahwah focuses future recruiting efforts on.

⁵⁵ Establishments in this subsector include mail-order houses, vending machine operators, home delivery sales, door-to-door sales, party plan sales, electronic shopping, and sales through portable stalls (e.g., street vendors, except food).

⁵⁶ This industry group comprises establishments primarily engaged in providing food services to patrons who order and are served while seated (i.e., waiter/waitress service) and pay after eating. Establishments that provide this type of food service to patrons with any combination of other services, such as take-out services, are classified in this industry.

⁵⁷ This industry group comprises establishments primarily engaged in providing one of the following food services: (1) at the customer's location; (2) at a location designated by the customer; or (3) from motorized vehicles or non-motorized carts

2011 Retail Opportunity Gap 0-3.5 Mile: Radius 1			
Retail Stores	Consumer Expenditures	Retail Sales	Opportunity Gap
Motor Vehicle & Parts Dealers	\$223,780,224	\$821,953,750	-\$598,173,526
Automotive Dealers	\$198,323,862	\$808,927,147	-\$610,603,285
Other Motor Vehicle Dealers	\$9,085,665	\$8,322,274	\$763,391
Automotive Parts/Accsrs, Tire	\$16,370,698	\$4,704,329	\$11,666,369
Furniture & Home Furnishings	\$30,087,228	\$41,210,064	-\$11,122,836
Furniture	\$17,237,360	\$17,011,002	\$226,358
Home Furnishing	\$12,849,868	\$24,199,062	-\$11,349,194
Electronics & Appliance	\$29,246,402	\$23,327,773	\$5,918,629
Appliances, TVs, Electronics	\$21,487,676	\$18,496,307	\$2,991,369
Computer & Software	\$6,362,529	\$4,443,018	\$1,919,511
Camera & Photographic Equipment	\$1,396,197	\$388,449	\$1,007,748
Building Material, Garden Equip	\$122,905,534	\$64,209,156	\$58,696,378
Building Material & Supplies	\$112,400,912	\$60,081,000	\$52,319,912
Lawn, Garden Equipment, Supplies	\$10,504,622	\$4,128,156	\$6,376,466
Food & Beverage	\$145,656,778	\$105,451,933	\$40,204,845
Grocery	\$131,701,312	\$86,203,755	\$45,497,557
Specialty Food	\$4,163,280	\$3,377,743	\$785,537
Beer, Wine & Liquor	\$9,792,186	\$15,870,435	-\$6,078,249
Health & Personal Care	\$60,857,753	\$82,002,819	-\$21,145,066
Pharmancies & Drug Stores	\$52,015,071	\$76,290,650	-\$24,275,579
Cosmetics, Beauty, Perfume	\$2,142,000	\$235,520	\$1,906,480
Optical Goods	\$2,834,393	\$1,108,670	\$1,725,723
Other Health & Personal Care	\$3,866,289	\$4,367,979	-\$501,690
Gasoline Stations	\$102,458,128	\$124,051,178	-\$21,593,050
Gas Station w/ Convenience Store	\$76,094,676	\$33,861,432	\$42,233,244
Gas Station w/o Convenience Store	\$26,363,452	\$90,189,746	-\$63,826,294
Clothing & Clothing Accessories	\$65,970,073	\$32,263,220	\$33,706,853
Clothing	\$45,630,751	\$25,192,637	\$20,438,114
Shoe	\$7,949,756	\$4,352,010	\$3,597,746
Jewelry, Luggage, Leather Goods	\$12,389,566	\$2,718,573	\$9,670,993
Sporting Goods, Hobby, Book, Music	\$27,054,023	\$11,862,657	\$15,191,366
Sporting Goods, Hobby, Mus. Inst.	\$18,307,101	\$9,614,964	\$8,692,137
<i>Sporting Goods</i>	\$9,728,755	\$4,121,058	\$5,607,697
<i>Hobby, Toys and Games</i>	\$5,429,169	\$3,962,712	\$1,466,457
Book, Periodical & Music	\$8,746,922	\$2,247,693	\$6,499,229

(Continued on next page.)

2011 Retail Opportunity Gap, continued			
0-3.5 Mile: Radius 1			
Retail Stores	Consumer Expenditures	Retail Sales	Opportunity Gap
General Merchandise	\$160,457,163	\$52,050,557	\$108,406,606
Other General Merchandise	\$78,395,977	\$11,673,179	\$66,722,798
Miscellaneous Store Retailers	\$32,148,593	\$11,733,722	\$20,414,871
Florists	\$2,659,545	\$566,471	\$2,093,074
Office Supplies, Stationery, Gifts	\$14,039,020	\$6,444,886	\$7,594,134
<i>Office Supplies and Stationery</i>	\$8,106,362	\$2,816,875	\$5,289,487
<i>Gift, Novelty and Souvenir</i>	\$5,932,658	\$3,628,011	\$2,304,647
Used Merchandise	\$3,150,085	\$236,851	\$2,913,234
Other Miscellaneous	\$12,299,942	\$4,485,514	\$7,814,428
Non-Store Retailers	\$94,097,199	\$639,738,765	-\$545,641,566
Foodservice & Drinking Places	\$131,106,370	\$135,434,025	-\$4,327,655
Full-Service Restaurants	\$59,719,595	\$72,545,120	-\$12,825,525
Limited-Service Eating Places	\$54,781,641	\$32,355,954	\$22,425,687
Special Foodservices	\$10,794,133	\$25,168,791	-\$14,374,658
Drinking Places -Alcoholic Bev.	\$5,811,001	\$5,364,160	\$446,841

Source: The Nielsen Company, RMP Opportunity Gap - Retail Stores, 2011, prepared on April 23, 2012.

Radius 2

This radius includes households within five miles of 390 MacArthur Boulevard. These households spent an estimated \$2.3 billion in 2011 on retail goods. During the same time period, businesses within Radius 2 experienced retail sales of \$2.9 billion. Therefore, a total of \$594 million consumer retail dollars are being drawn **into** the catchment area. It should be noted, as shown in the table on pages 66 and 67, that 88.6% of these consumer retail dollars being drawn **into** the study area are spent on automobiles. Despite this overall total, the overwhelming majority of retail categories have a retail gap. As a result, there is significant room for growth in capturing just the local households' consumer retail dollars, which live within five miles of MacArthur Boulevard.

The tables on pages 66 and 67 reveal that there are only nine categories in which the Radius 2 area does not have any gap for retail economic growth (red numbers). These categories include automotive dealers, home furnishings, camera and photographic equipment, beer/wine/liquor, pharmacies, gas stations without convenience stores, non-store retailers, special food services and drinking places.

Retail Opportunity Gap 0-5 Mile: Radius 2			
Retail Stores	Consumer Expenditures	Retail Sales	Opportunity Gap
Motor Vehicle & Parts Dealers	\$424,974,523	\$918,493,193	-\$493,518,670
Automotive Dealers	\$375,201,674	\$901,999,939	-\$526,798,265
Other Motor Vehicle Dealers	\$19,729,487	\$9,096,788	\$10,632,699
Automotive Parts/Accsrs, Tire	\$30,043,342	\$7,396,466	\$22,646,876
Furniture & Home Furnishings	\$56,058,063	\$56,367,515	-\$309,452
Furniture	\$32,249,057	\$19,476,855	\$12,772,202
Home Furnishing	\$23,809,006	\$36,890,660	-\$13,081,654
Electronics & Appliance	\$53,638,178	\$43,967,426	\$9,670,752
Appliances, TVs, Electronics	\$39,465,558	\$32,916,082	\$6,549,476
Computer & Software	\$11,591,284	\$6,676,217	\$4,915,067
Camera & Photographic Equipment	\$2,581,337	\$4,375,127	-\$1,793,790
Building Material, Garden Equip	\$228,208,564	\$135,707,332	\$92,501,232
Building Material & Supplies	\$208,458,929	\$120,490,047	\$87,968,882
Lawn, Garden Equipment, Supplies	\$19,749,634	\$15,217,285	\$4,532,349
Food & Beverage	\$268,309,076	\$260,848,036	\$7,461,040
Grocery	\$242,913,750	\$223,579,737	\$19,334,013
Specialty Food	\$7,694,331	\$7,390,968	\$303,363
Beer, Wine & Liquor	\$17,700,996	\$29,877,331	-\$12,176,335
Health & Personal Care	\$113,002,168	\$157,742,445	-\$44,740,277
Pharmancies & Drug Stores	\$96,554,140	\$147,364,832	-\$50,810,692
Cosmetics, Beauty, Perfume	\$3,983,447	\$409,831	\$3,573,616
Optical Goods	\$5,281,972	\$3,227,415	\$2,054,557
Other Health & Personal Care	\$7,182,609	\$6,740,368	\$442,241
Gasoline Stations	\$186,802,626	\$155,843,869	\$30,958,757
Gas Station w/ Convenience Store	\$13,865,288	\$48,199,648	\$90,453,234
Gas Station w/o Convenience Store	\$48,149,744	\$107,644,221	-\$59,494,477
Clothing & Clothing Accessories	\$122,529,160	\$63,497,370	\$59,031,790
Clothing	\$84,779,018	\$46,171,939	\$38,607,079
Shoe	\$14,772,450	\$6,891,342	\$7,881,108
Jewelry, Luggage, Leather Goods	\$22,977,692	\$10,434,089	\$12,543,603
Sporting Goods, Hobby, Book, Music	\$49,727,214	\$25,072,679	\$24,654,535
Sporting Goods, Hobby, Mus. Inst.	\$33,998,240	\$17,200,890	\$16,797,350
<i>Sporting Goods</i>	\$18,094,053	\$6,364,700	\$11,729,353
<i>Hobby, Toys and Games</i>	\$10,068,514	\$5,841,969	\$4,226,545
Book, Periodical & Music	\$15,728,974	\$7,871,789	\$7,857,185

(Continued on next page.)

Retail Opportunity Gap 0-5 Mile: Radius 2			
Retail Stores	Consumer Expenditures	Retail Sales	Opportunity Gap
General Merchandise	\$297,277,051	\$101,159,404	\$196,117,647
Other General Merchandise	\$144,795,533	\$13,704,177	\$131,091,356
Miscellaneous Store Retailers	\$58,832,770	\$20,619,034	\$38,213,736
Florists	\$4,939,296	\$1,975,974	\$2,963,322
Office Supplies, Stationery, Gifts	\$25,774,555	\$9,366,371	\$16,408,184
<i>Office Supplies and Stationery</i>	\$14,838,475	\$3,787,102	\$11,051,373
<i>Gift, Novelty and Souvenir</i>	\$10,936,080	\$5,579,269	\$5,356,811
Used Merchandise	\$5,802,875	\$448,287	\$5,354,588
Other Miscellaneous	\$22,316,044	\$8,828,402	\$13,487,642
Non-Store Retailers	\$173,367,911	\$695,129,471	-\$521,761,560
Foodservice & Drinking Places	\$238,177,288	\$231,247,981	\$6,929,307
Full-Service Restaurants	\$108,391,462	\$104,715,897	\$3,675,565
Limited-Service Eating Places	\$99,652,049	\$74,690,974	\$24,961,075
Special Foodservices	\$19,645,395	\$40,802,706	-\$21,157,311
Drinking Places -Alcoholic Bev.	\$10,488,383	\$11,038,403	-\$550,020

Source: The Nielsen Company, RMP Opportunity Gap - Retail Stores, 2011, prepared on April 23, 2012.

The five largest retail gaps within the Radius 2 area include building materials/supplies, other general merchandise, clothing, gas stations and limited-service restaurants. A total of \$131.1 million was spent outside of the five mile study area on other general merchandise, which includes warehouse clubs (e.g. Costco) and superstores (e.g. Target Greatland or Super Walmart). In 2011, a total of \$88 million in consumer dollars left the five mile catchment area to purchase building materials and supplies. Consumers spent \$38.6 million on clothing outside of the study area in 2011. A total of \$31 million was spent at gas stations outside of the five mile radius area. At \$3.25 a gallon that translates to 9.5 million gallons of gas, purchased in just one year. The fifth largest retail gap for 2011 was limited-service restaurants, where \$25 million in consumer dollars left the study area. Totaling just the top five retail gaps equals \$313.7 million. That translates to approximately \$860,000 retail consumer dollars leaving the study area every day, for the entire year.

There are retail gaps of over \$10 million in the categories of other motor vehicle dealers⁵⁸, automotive parts/accessories/tires, furniture, grocery, jewelry/luggage/leather, sporting goods and office supplies. These, in addition to the top five retail gap sectors, should be retail categories Mahwah focuses future recruiting efforts on.

⁵⁸ Establishments in this sector sell new and used vehicles, not including automobiles, light trucks and vans.

Radius 3

This radius includes households within seven miles of 390 MacArthur Boulevard. These households spent an estimated \$4.43 billion in 2011 on retail goods. During the same time period, businesses within Radius 3 experienced retail sales of \$4.45 billion. Therefore, a total of \$23.6 million consumer retail dollars are being drawn **into** the catchment area. Despite this overall total, roughly half of the retail categories have a retail opportunity gap.

The table on pages 69 and 70 reveal that there are 12 categories in which the Radius 3 area does not have any gap for retail economic growth (red numbers). These categories include automotive dealers, home furnishings, computer/software, camera/photographic equipment, grocery, specialty food, beer/wine/liquor, pharmacies, personal care, gas stations without convenience stores, non-store retailers and special food services.

The five largest retail gaps within the Radius 3 area include:

- Other general merchandise
- Gas station with convenience store
- Building materials and supplies
- Clothing
- Limited-service eating places

A total of \$257 million was spent outside of the seven mile study area on other general merchandise, which includes warehouse clubs (e.g. Costco) and superstores (e.g. Target Greatland or Super Walmart). In 2011, roughly \$186 million in consumer dollars left the seven mile catchment area and was spent at gas stations with convenience stores. Consumers spent \$158 million on building materials and supplies outside of the study area in 2011. Roughly \$56 million was spent on clothing outside of the Radius 3 catchment area. Finally, over \$50 million in consumer dollars left the seven mile radius and purchased food at limited-service eating establishments.

Totaling just the top five retail gaps equals \$707 million. That translates to approximately \$1.9 million retail consumer dollars leaving the seven mile study area every day, for the entire year. Focusing business recruiting efforts on just these top five retail gaps could yield significant increases in retail sales within the seven mile catchment area.

Retail Opportunity Gap 0-7 Mile: Radius 3			
Retail Stores	Consumer Expenditures	Retail Sales	Opportunity Gap
Motor Vehicle & Parts Dealers	\$820,512,062	\$1,174,200,535	-\$353,688,473
Automotive Dealers	\$725,215,703	\$1,150,291,056	-\$425,075,353
Other Motor Vehicle Dealers	\$37,766,896	\$9,962,956	\$27,803,940
Automotive Parts/Accsrs, Tire	\$57,529,463	\$13,946,524	\$43,582,939
Furniture & Home Furnishings	\$107,636,237	\$129,255,859	-\$21,619,622
Furniture	\$61,946,663	\$55,989,359	\$5,957,304
Home Furnishing	\$45,689,574	\$73,266,500	-\$27,576,926
Electronics & Appliance	\$103,436,703	\$104,315,577	-\$878,874
Appliances, TVs, Electronics	\$76,095,378	\$66,093,790	\$10,001,588
Computer & Software	\$22,348,519	\$31,434,777	-\$9,086,258
Camera & Photographic Equipment	\$4,992,806	\$6,787,010	-\$1,794,204
Building Material, Garden Equip	\$436,682,918	\$267,469,229	\$169,213,689
Building Material & Supplies	\$398,736,587	\$240,729,754	\$158,006,833
Lawn, Garden Equipment, Supplies	\$37,946,332	\$26,739,475	\$11,206,857
Food & Beverage	\$533,129,969	\$668,608,732	-\$135,478,763
Grocery	\$483,656,313	\$583,015,867	-\$99,359,554
Specialty Food	\$15,395,394	\$26,791,320	-\$11,395,926
Beer, Wine & Liquor	\$34,078,262	\$58,801,545	-\$24,723,283
Health & Personal Care	\$220,493,758	\$300,308,136	-\$79,814,378
Pharmancies & Drug Stores	\$188,329,388	\$272,127,819	-\$83,798,431
Cosmetics, Beauty, Perfume	\$7,761,197	\$5,990,317	\$1,770,880
Optical Goods	\$10,357,065	\$5,443,113	\$4,913,952
Other Health & Personal Care	\$14,046,108	\$16,746,888	-\$2,700,780
Gasoline Stations	\$364,026,133	\$271,529,830	\$92,496,303
Gas Station w/ Convenience Store	\$270,673,492	\$84,733,993	\$185,939,499
Gas Station w/o Convenience Store	\$93,352,642	\$186,795,837	-\$93,443,195
Clothing & Clothing Accessories	\$242,025,788	\$150,363,928	\$91,661,860
Clothing	\$168,417,278	\$112,111,028	\$56,306,250
Shoe	\$29,887,590	\$14,293,880	\$15,593,710
Jewelry, Luggage, Leather Goods	\$43,720,920	\$23,959,020	\$19,761,900
Sporting Goods, Hobby, Book, Music	\$96,620,341	\$43,570,232	\$53,050,109
Sporting Goods, Hobby, Mus. Inst.	\$66,414,915	\$28,772,604	\$37,642,311
<i>Sporting Goods</i>	\$35,341,906	\$11,701,792	\$23,640,114
<i>Hobby, Toys and Games</i>	\$19,885,463	\$8,709,745	\$11,175,718
Book, Periodical & Music	\$30,205,427	\$14,797,628	\$15,407,799

(Continued on next page.)

Retail Opportunity Gap 0-7 Mile: Radius 3			
Retail Stores	Consumer Expenditures	Retail Sales	Opportunity Gap
General Merchandise	\$588,231,059	\$121,413,189	\$466,817,870
Other General Merchandise	\$286,528,156	\$29,437,572	\$257,090,584
Miscellaneous Store Retailers	\$113,848,776	\$50,256,788	\$63,591,988
Florists	\$9,467,206	\$5,886,697	\$3,580,509
Office Supplies, Stationery, Gifts	\$49,730,897	\$24,496,860	\$25,234,037
Office Supplies and Stationery	\$28,423,118	\$8,683,479	\$19,739,639
Gift, Novelty and Souvenir	\$21,307,779	\$15,813,381	\$5,494,398
Used Merchandise	\$11,351,864	\$1,803,525	\$9,548,339
Other Miscellaneous	\$43,298,808	\$18,069,725	\$25,229,083
Non-Store Retailers	\$337,601,747	\$760,978,591	-\$423,376,844
Foodservice & Drinking Places	\$462,543,870	\$408,139,231	\$54,404,639
Full-Service Restaurants	\$210,141,429	\$183,804,334	\$26,337,095
Limited-Service Eating Places	\$193,950,879	\$143,418,761	\$50,532,118
Special Foodservices	\$38,207,604	\$69,098,505	-\$30,890,901
Drinking Places -Alcoholic Bev.	\$20,243,957	\$11,817,631	\$8,426,326

Source: The Nielsen Company, RMP Opportunity Gap - Retail Stores, 2011, prepared on April 23, 2012.

SERVICE MARKET POTENTIAL

The Nielsen Company provides data from its Business-Facts: Service SIC Summary 2011 report. The document provides information on the number of service establishments, number of employees and sales (in millions) for each service type. Some of these line items can be correlated to the consumer spending pattern data.

Radius 1

The table on page 72 shows that within the service sector, business services within the 3.5 mile study area had over \$337 million in sales in 2011. Amusement and recreation services ranked second with \$52.9 million in sales. In third place are automobile repair and parking services with \$36 million in sales. Hotels and motels within the 3.5 mile study area brought in \$19.5 million in 2011.

For example, the consumer spending pattern data estimates that each household within the 3.5 mile catchment area spends an average \$739 on personal care services, \$2,625 on auto maintenance/repair and \$430 on car rentals annually. Translating this data to the study area level means that the 22,994 households within 3.5 miles of 390 MacArthur Boulevard spent an estimated:

- \$16,991,000 on personal care services,
- \$60,360,000 on auto maintenance/repair and
- \$9,890,000 on car rentals.

As shown on the table on page 72, a total of \$23.2 million was spent on personal services within the 3.5 mile study area. However, residents within the study area only spent \$17 million on personal services; therefore the personal service establishments within the 3.5 mile study area are **drawing in** customers from outside of the study area.

In 2011 a total of \$14.4 million was spent on vehicle repair and service within the study area. During the same time period, residents spent \$60.4 million on auto maintenance/repair. This means that residents within the 3.5 mile catchment area spent approximately \$46 million on vehicle repair and service outside of the study area. This shows a potential service gap, which could be capitalized upon within Mahwah.

The table on page 72 shows that the 15 car rental establishments within the 3.5 mile study area had \$19.2 million in sales in 2011. During the same year, residents within Radius 1 spent roughly \$9.9 million on car rentals. Therefore, car rental establishments are **drawing in** customers from outside of the study area.

Outside of these three line items, there are no other correlating pieces of data to evaluate the 2011 service sector sales.

2011 Service Sector			
0-3.5 Mile: Radius 1			
Service Type	# of Establishments	# of Employees	Sales (in millions)
Hotels & Other Lodging	23	558	21.1
Hotels & Motels	17	482	19.5
Personal	138	548	23.2
Laundry, Cleaning	33	98	3.9
Photographic & Portrait Studios	7	12	0.7
Beauty Shops	61	260	8.8
Barber Shops	8	22	1.1
Shoe Repair	2	2	0.2
Funeral Service	2	8	0.6
Misc. Personal Services	25	146	7.9
Business	240	2,120	337.8
Advertising	14	197	23.5
Credit Reporting	3	14	1.9
Mail, Clerical, Graphic Design	26	182	22.7
Services to Buildings	33	164	4.5
Misc. Equipment Rental	8	37	6.6
Employment Agencies	19	272	36.8
Computer & Data Processing	43	271	30.0
Misc. Business Services	94	983	211.8
Automobile Repair & Parking	84	389	36.0
Vehicle Rentals	15	97	19.2
Vehicle Parking	3	12	2.4
Vehicle Repair Shops	46	192	10.6
Vehicle Service, Except Repair	20	88	3.8
Misc. Repair Shops	25	251	21.2
Electrical Repair Shops	8	26	1.5
Watch, Clock, Jewelry Repair	3	166	11.2
Reupholstery & Furniture Repair	2	4	0.2
Misc. Repair Shops	12	55	8.3
Motion Pictures	11	56	7.7
Motion Picture Theaters	2	17	0.4
Video Tape Rental	2	10	0.8
Amusement & Recreation	74	709	52.9
Commercial Sports	3	44	5.3
Misc. Amusement & Recreational	58	596	37.1

Source: The Nielsen Company, Business-Facts: Service SIC Summary, 2011, prepared on April 23, 2012.

Radius 2

In analyzing the five mile study area, it can be easily seen that the same three service categories rank in the top three places as in the 3.5 mile catchment area. Business services had \$468.1 million in sales during 2011. Within this category, advertising services had \$33.5 million in sales, while employment agencies had \$45.4 million in sales. Once again, amusement and recreation services ranked second. This category saw receipts totaling \$93.3 million in 2011. A total of \$48.9 million was spent on automobile repair and parking within the five mile study area during 2011. Over \$2 million was spent on car parking alone.

The consumer spending pattern data estimates that each household within the five mile catchment area spends an average \$763 on personal care services, \$2,711 on auto maintenance/repair and \$445 on car rentals. Translating this data to the study area level means that the 41,187 households within five miles of MacArthur Boulevard spent an estimated:

- 31,417,000 on personal care services,
- \$111,639,000 on auto maintenance/repair and
- \$18,330,000 on car rentals.

As shown on the table on page 74, a total of \$44 million was spent on personal services within the five mile study area. However, residents within the study area only spent \$31.4 million on personal services; therefore the personal service establishments within the five mile study area are **drawing in** customers from outside of the study area.

In 2011 a total of \$48.9 million was spent on vehicle repair and service within the study area. During the same time period, residents spent \$23.7 million on auto maintenance/repair. This means that residents within the five mile catchment area spent approximately \$25.2 million on vehicle repair and service outside of the study area. This shows a potential service gap, which could be capitalized upon within Mahwah.

The table on page 74 shows that the 22 car rental establishments within the five mile study area had \$22.8 million in sales in 2011. During the same year, residents within Radius 2 spent roughly \$18.3 million on car rentals. Therefore, car rental establishments are **drawing in** customers from outside of the study area.

Outside of these three line items, there are no other correlating pieces of data to evaluate the 2011 service sector sales within the five mile catchment area.

2011 Service Sector			
0-5 Mile: Radius 2			
Service Type	# of Establishments	# of Employees	Sales (in millions)
Hotels & Other Lodging	35	910	31.2
Hotels & Motels	21	585	23.9
Personal	285	1,025	44.0
Laundry, Cleaning	76	200	8.7
Photographic & Portrait Studios	13	33	1.6
Beauty Shops	114	478	15.7
Barber Shops	12	26	1.5
Shoe Repair	2	2	0.2
Funeral Service	5	20	1.5
Misc. Personal Services	63	266	14.8
Business	424	3,087	468.1
Advertising	30	279	33.5
Credit Reporting	4	21	2.9
Mail, Clerical, Graphic Design	55	252	33.1
Services to Buildings	51	319	9.6
Misc. Equipment Rental	13	62	10.6
Employment Agencies	30	316	45.4
Computer & Data Processing	69	560	65.0
Misc. Business Services	172	1,278	267.8
Automobile Repair & Parking	134	592	48.9
Vehicle Rentals	22	115	22.8
Vehicle Parking	3	12	2.4
Vehicle Repair Shops	80	315	17.3
Vehicle Service, Except Repair	29	150	6.4
Misc. Repair Shops	58	372	31.5
Electrical Repair Shops	21	86	4.9
Watch, Clock, Jewelry Repair	4	169	11.4
Reupholstery & Furniture Repair	7	25	1.1
Misc. Repair Shops	26	92	14.1
Motion Pictures	19	82	10.8
Motion Picture Theaters	2	17	0.4
Video Tape Rental	6	32	2.5
Amusement & Recreation	147	1,267	93.3
Commercial Sports	6	66	7.9
Misc. Amusement & Recreational	110	1,053	66.8

Source: The Nielsen Company, Business-Facts: Service SIC Summary, 2011, prepared on April 23, 2012.

Radius 3

In analyzing the seven mile study area, it can be easily seen that the same three service categories rank in the top three places as in the 3.5 and five mile catchment area. Business services had \$941.7 million in sales during 2011. Within this category, computer and data processing had \$160 million in sales, while employment agencies had \$115.5 million in sales. Automobile repair and parking ranked second with \$371.9 million in sales in 2011. Amusement and recreation services ranked third. This category obtained sales of \$148.1 million. Of this total, \$8.8 million was spent on commercial sports.

The consumer spending pattern data estimates that each household within the seven mile catchment area spends an average \$744 on personal care services, \$2,636 on auto maintenance/repair and \$430 on car rentals. Translating this data to the study area level means that the 81,577 households within seven miles of 390 MacArthur Boulevard spent an estimated:

- \$60,730,000 on personal care services,
- \$250,008,000 on auto maintenance/repair and
- \$35,052,000 on car rentals.

As shown on the table on page 76, a total of \$87 million was spent on personal services within the seven mile study area. However, residents within the study area only spent \$60.7 million on personal services; therefore the personal service establishments within the seven mile study area are **drawing in** customers from outside of the study area.

In 2011 a total of \$39.1 million was spent on vehicle repair and service within the study area. During the same time period, residents spent \$250 million on auto maintenance/repair. This means that households within the seven mile catchment area spent approximately \$211 million on vehicle repair and service outside of the study area. This shows a potential service gap, which could be capitalized upon within Mahwah.

The table on page 76 shows that the 45 car rental establishments within the seven mile study area had \$324.4 million in sales in 2011. During the same year, residents within Radius 3 spent roughly \$35 million on car rentals. Therefore, car rental establishments are **drawing in** customers from outside of the study area.

Outside of these three line items, there are no other correlating pieces of data to evaluate the 2011 service sector sales within the seven mile catchment area.

2011 Service Sector			
0-7 Mile: Radius 3			
Service Type	# of Establishments	# of Employees	Sales (in millions)
Hotels & Other Lodging	55	2,106	64.9
Hotels & Motels	29	1,216	44.5
Personal	565	1,923	87.0
Laundry, Cleaning	166	543	19.5
Photographic & Portrait Studios	26	74	3.5
Beauty Shops	204	805	27.3
Barber Shops	31	75	3.9
Shoe Repair	6	7	0.6
Funeral Service	12	82	6.3
Misc. Personal Services	120	427	25.9
Business	892	6,728	941.7
Advertising	59	539	62.6
Credit Reporting	12	83	11.6
Mail, Clerical, Graphic Design	102	395	54.2
Services to Buildings	121	618	19.1
Misc. Equipment Rental	33	892	116.6
Employment Agencies	69	745	115.5
Computer & Data Processing	162	1,487	160.0
Misc. Business Services	334	1,969	402.1
Automobile Repair & Parking	235	2,423	371.9
Vehicle Rentals	45	1,623	324.4
Vehicle Parking	10	42	8.4
Vehicle Repair Shops	135	539	29.7
Vehicle Service, Except Repair	45	221	9.4
Misc. Repair Shops	136	661	57.8
Electrical Repair Shops	44	248	15.2
Watch, Clock, Jewelry Repair	6	171	11.6
Reupholstery & Furniture Repair	20	41	2.4
Misc. Repair Shops	66	204	28.6
Motion Pictures	34	136	20.0
Motion Picture Theaters	3	22	0.5
Video Tape Rental	9	47	3.7
Amusement & Recreation	252	2,083	148.1
Commercial Sports	8	73	8.8
Misc. Amusement & Recreational	174	1,684	104.5

Source: The Nielsen Company, Business-Facts: Service SIC Summary, 2011, prepared on April 23, 2012.

VIII. SURVEY & OUTREACH RESULTS

The results of the various tools used during the process helped to shape the economic development plan. The ensuing information also provided the basis for the goals, indicators and actions. The following sections summarize the survey and workshop results.

SURVEY RESULTS

Two surveys were composed to gather data, a Business Owner Survey and a Customer Survey. Both surveys were posted on the Township's website on August 27, 2012. The surveys were available until October 22, 2012. The Township sent email blasts regarding the online surveys and two articles in the Mahwah Patch (on August 28 and October 15) prompted residents to take the surveys.⁵⁹

The Business Owner Survey contained 20 questions, while the Customer Survey included 18 questions covering a variety of topics. The questionnaires generated a total of 218 responses. Of that 195 were completed Customer Surveys and 23 were completed Business Owner Surveys. The results were tallied by Fluid Surveys – an online survey management company.

Business Owner Survey Results

It should be noted that due to the poor response (23 respondents) the Business Owner Survey results should not be interpreted to be a representation of the thoughts and opinions of the Mahwah business community. The overall demographics of the business owner respondents:

- 67% lease their space.
- 22% employ one person.
- 39% have been operating in Mahwah for ten or more years.
- 11 of 23 businesses reported that business is rapidly expanding or moderately increasing.
- 35% reported that their customers/clients come from Bergen and Rockland County.

Question #11 asked respondents to name three advantages or strengths they associate with doing business in Mahwah. The top responses included:

- Convenience/location
- Concentration of businesses
- Concentration of people/customers
- Affluent area
- Low taxes
- Clean community

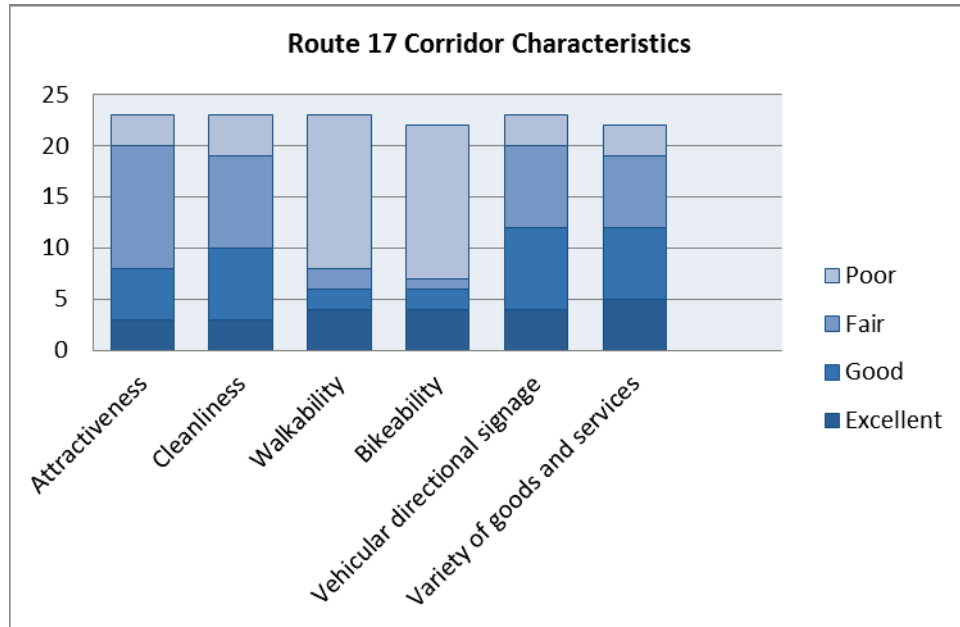
Question #12 asked businesses to name three challenges associated with doing business in Mahwah. The top answers included:

- Taxes
- Sign ordinance

⁵⁹ <http://mahwah.patch.com/articles/plan-to-assess-mahwah-business-community-s-effectiveness> and <http://mahwah.patch.com/articles/1-2b-spending-potential-in-mahwah>

- Congestion
- Township not business-friendly
- Physically disconnected municipality
- Lack of parking

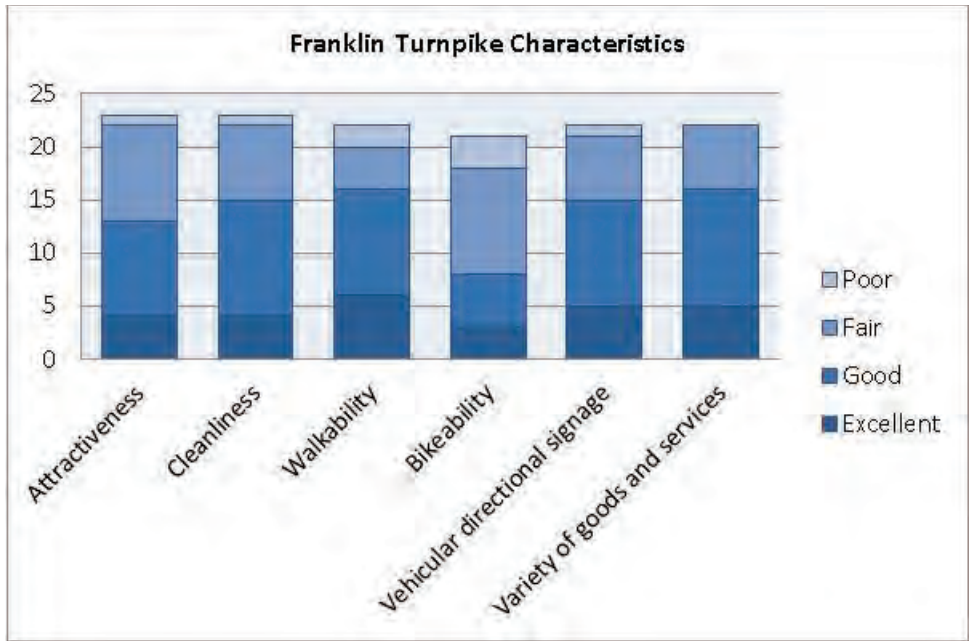
Question #15 asked business owners to rank specific characteristics of the Route 17 Corridor as excellent, good, fair or poor. The chart below shows the results. The majority of business owners ranked the corridor as “fair” with regard to attractiveness and cleanliness. However, the majority of respondents said the corridor was “poor” for walkability and bikeability.



As a follow-up to Question #15, business owners were asked to name one thing they would change about the corridor. Some of the answers included:

- Prohibit gas stations
- Less car dealers
- Less retail development
- More upscale retail
- Less gas stations
- Clean it

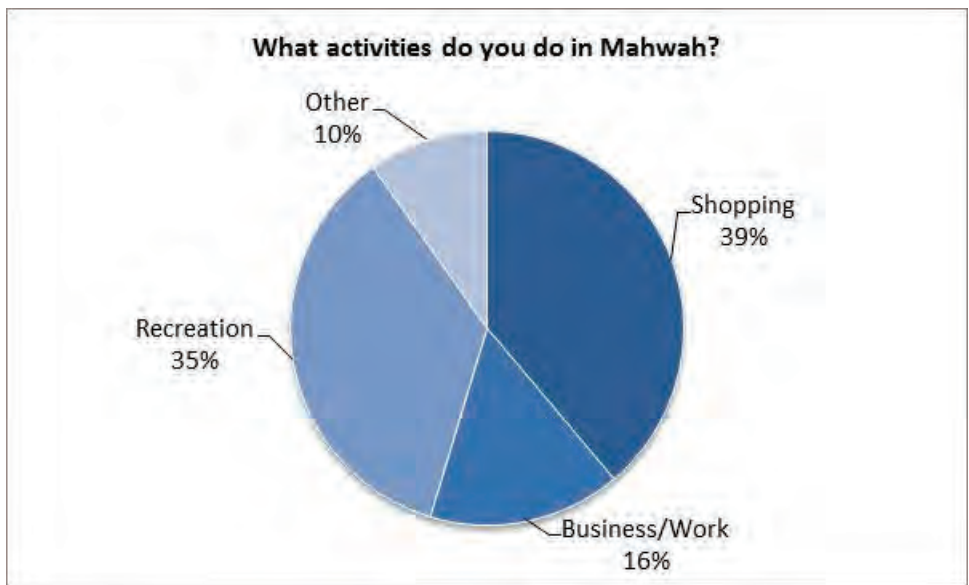
Question #18 asked business owners to rate Franklin Turnpike with regard to specific characteristics. The chart below shows the results. The majority of business owners rated Franklin Turnpike “good” for cleanliness, walkability, vehicular directional signage and variety of goods/services. Overall, Franklin Turnpike received higher marks than Route 17 for cleanliness, walkability and bikeability.



Business owners described Franklin Turnpike as congested, antiquated/old, haphazard growth and as the “downtown” of Mahwah.

Customer Survey Results

The Customer Survey generated 195 responses. When asked what activities respondents do in Mahwah 39% stated shopping and 35% said recreation. While a majority of consumers responded that they primarily shop in Mahwah, only 38% patronize Mahwah businesses daily, while 52% shop on a weekly basis.

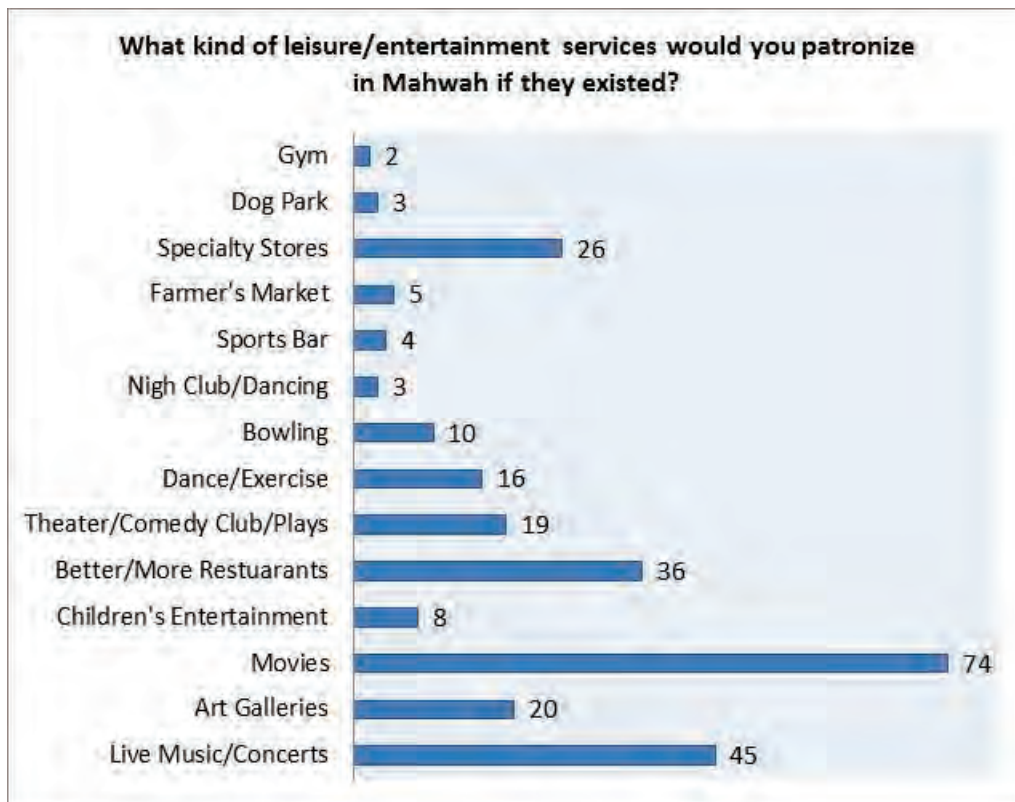


When asked what the advantages of shopping in Mahwah are, 27% of respondents stated it is the convenient location and 23% indicated the advantage is supporting local businesses. Only 5% of

consumers indicated that the advantage was fair prices. When asked what the disadvantages are to shopping in Mahwah, 29% of respondents indicated that the poor selection of goods and/or services was a major disadvantage. Limited hours were the second ranked disadvantage with 17% of total responses, while high prices ranked third with 15% of consumers.

Question #6 asked customers if they are spending an evening out of the house, do they spend that evening in Mahwah or outside of Mahwah; 85% said that they spend the night outside of Mahwah. When asked what activity they are doing on the night out, 28% said dining, 23% said movies and 21% replied that they were shopping.

Question #8 asked consumers what kind of leisure/entertainment services they would patronize in Mahwah if said services existed. Movies received the largest number of votes, with 27% of survey respondents. A total of 17% of consumers said they would like to see live music and concerts within the Township. Finally, 13% said that they would patronize better and more restaurants if they existed within the community's borders.



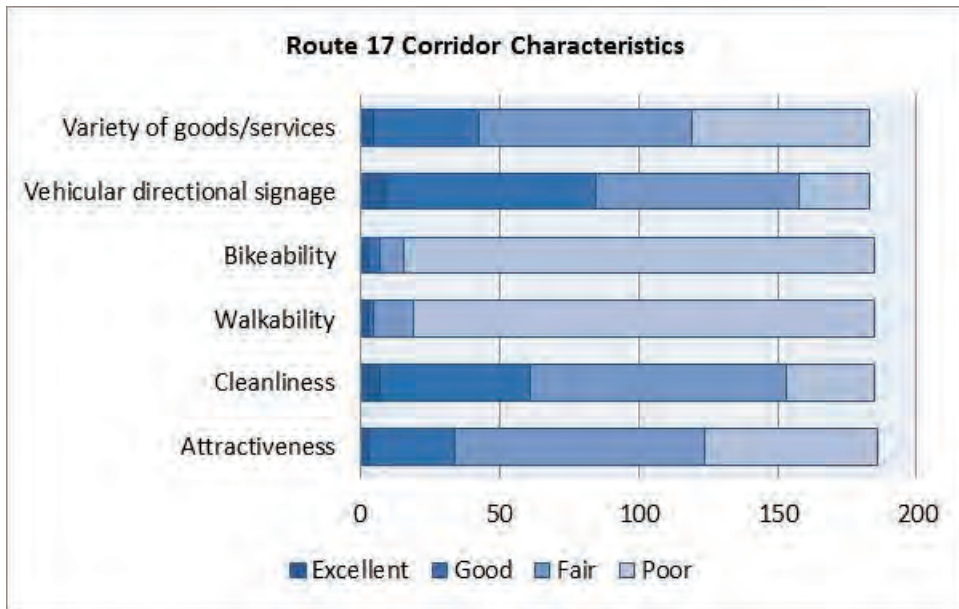
Consumers were asked what Mahwah's unknown or little-known asset is that should be emphasized to attract tourists and/or shoppers. A variety of responses were received. The top five answers were as follows:

- Parks/open space
- Ramapo College/Berrie Center
- Recreational opportunities

- Natural beauty
- Historic sites

Other notable mentions include the Mahwah Museum, Les Paul Museum and the Township’s hotels.

Questions #16 through #18 of the report focused on Franklin Turnpike and Route 17. First, respondents were asked to rank particular corridor characteristics on a scale from poor to excellent. A total of 48% of respondents felt that Route 17 is “fair” with regards to attractiveness, while 33% feel it is “poor”. Route 17 overwhelmingly was characterized as “poor” for walkability and bikeability. The chart below shows the comprehensive results for Route 17.

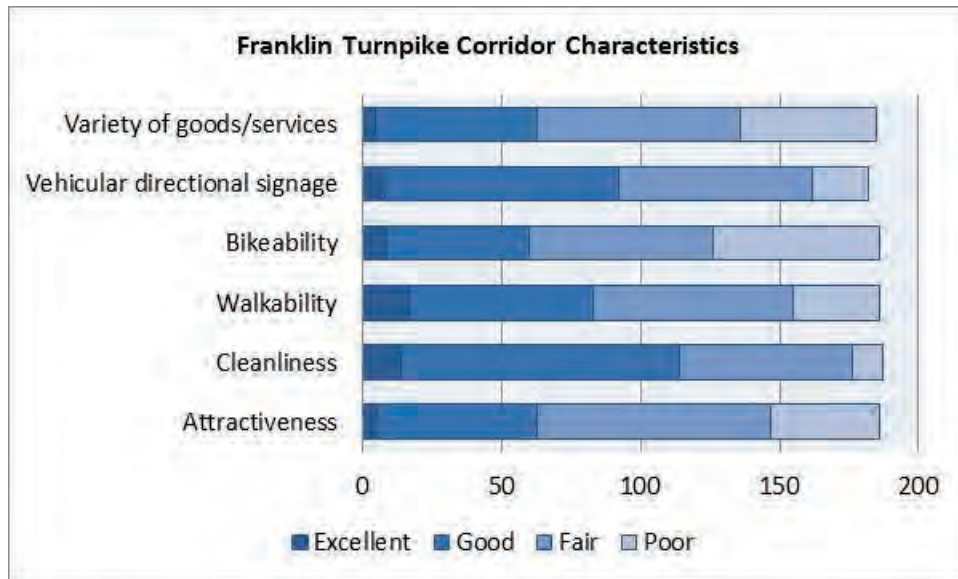


When asked to describe the Route 17 corridor to a total stranger in three words, the most popular description was “congested/traffic”. The top ten answers, in order from highest to lowest, are shown below:

- Congested/traffic
- Car dealerships
- Dangerous
- Dirty/unattractive
- Gas stations
- Confusing
- Easy access
- Shopping
- Hotels
- Dining establishments

Respondents were also asked to rank specific characteristics of the Franklin Turnpike corridor. Over 45% of customers said that Franklin Turnpike’s attractiveness is “fair”, while an additional 31% said that the

corridor is “good”. Cleanliness of the roadway was rated as “good” with 53% of respondents. Walkability and bikeability were both ranked as “fair”. The chart below shows the detailed results.



When asked to describe the Franklin Turnpike corridor to a total stranger in three words, the most popular description was “congested/traffic”. The top ten answers, in order from highest to lowest, are shown below:

- Congested/traffic
- Dirty/unattractive
- Commercial/stores
- Hodgepodge/unplanned
- Boring/nondescript
- Convenient/close
- Center of town
- Dangerous
- Gas stations
- Car dealerships

WORKSHOP RESULTS

Held on October 11, 2012 at the Mahwah Senior Center, the workshop drew over 30 participants from various boards and committees within the Township as well as many interested residents. The workshop had three breakout sessions – question and answer (“Q&A”), mapping exercises and sustainability.

Q&A Results

The Q&A session had a total of three exercises. The first exercise asked participants to list Mahwah’s economic assets and challenges as a group. Each table brainstormed a list of assets and challenges. Following the workshop, each table’s results were combined into a master list. Assets included:

- Tax difference between New York and New Jersey (i.e. shopping and gas)
- Ramapo River
- Recreation/park system
- High-tech infrastructure
- Ramapo College (employment, student consumers, idea exchange)
- Highway access
- Mass transit
- Historic heritage
- No town center
- Number of educational institutions
- Ratables
- Major corporations
- No major malls
- School system
- Religious diversity
- Preserved farmland
- Aquifers
- Senior center
- Vacant stores provide room for new businesses
- Tax rate
- Full service emergency services
- Affordable housing
- Financial stability

Figure 14: Assets and Challenges Exercise – results from Table 3.

ASSET	CHALLENGE
<ul style="list-style-type: none"> • TAX DIFF NY & NJ (SHOPPING & GAS) • PARK SYSTEM • RAMAPO COLLEGE (EMPLOYMENT, STUDENT CONSUMERS, IDEA EXCHANGE) • TRANSPORTATION (HIGHWAY ACCESSIBILITY, MASS TRANSIT - NYC) 	<ul style="list-style-type: none"> • COORDINATING TWO HIGHWAY DEPT (NY&NJ) TO RESOLVE TRAFFIC ISSUES (WHO RESPONS FOR \$\$\$) • DEVELOPMENT OPPORT ARE LIMITED (HIGHLANDS ADDS LIMITS)

TABLE 3

Challenges indicated by the participants included:

- Resolving traffic issues across State boundaries
- Lack of local transportation
- Development opportunities limited, especially by Highlands
- Traffic
- A pedestrian downtown area
- Businesses encroaching on residential area
- Vacant stores
- Neighborhood divisions
- No sidewalks and/or bike paths
- Lack of a center
- Route 17
- Convergence of two highways
- Mahwah Mall

- Route 17 and Franklin Turnpike commercial plan
- Limited business and retail in Fardale area, losing sales to Ramsey/Wyckoff
- Economic development zone
- Limited signage to direct people to business districts
- No senior housing
- Ramapo River flooding
- Safeguarding the aquifers

The second exercise asked each group two questions. What is Mahwah’s least known economic asset that could be its biggest opportunity? What three things could be done to capitalize on that asset? Each table then had roughly ten minutes to brainstorm ideas. After the workshop, each table’s results were combined into a master list. Least known economic assets and their actions included:

- Power grid, Mahwah has both PSE&G and Rockland Electric, therefore large amount of available power
 - Market Mahwah to data center
- IT and power grid
 - Economic marketing plan
 - Mahwah oriented business committee to promote Mahwah economy
- Power grid
 - Marketing to corporate data centers
 - Review zoning
 - Collaborate with power companies
- Park system
 - Advertise for eco-tourism as one could bike, hike, fish, golf, horseback ride
 - Enhance infrastructure to develop and access space
 - Develop post-recreation activity attractions – restaurants, spa, wine
- Hotels
 - Market historic assets
 - Market local businesses
 - Form partnership with hotels

It should be noted that while there were six tables, one table did not complete this exercise.

The third Q&A exercise provided each participant with a slip of paper that contained three questions for them to answer:

- Who is Mahwah’s biggest economic competitor?
- What does the competitor have that Mahwah doesn’t?
- What does Mahwah have that the competitor doesn’t?

Following the workshop, each participant’s answer for biggest competitor was tallied. Out of the 29 participants that filled out the form, 34.5% said Ramsey and 24.1% said Paramus. Manhattan, Ramapo

(New York) and Bergen County all tied for third place. As for what Mahwah has that the competition doesn't, answers included:

- Parks and open space
- IT and power grid
- Lower tax rate
- Undeveloped land
- Fresh air
- Ramapo College
- Ramapo River
- Ratables
- Traffic
- Aquifers
- A commercial business area
- Citizens that care
- A nicer environment
- Home town feel
- Corporations
- Less crime
- Community involvement

Responses for what the competitor has that Mahwah doesn't have comprised the following:

- Easy access
- Location to Fardale
- Museums and cultural centers
- More corporate headquarters
- Malls
- Traffic
- Overcrowding
- Poor ratables
- A downtown
- Hospital
- Better mass transit
- Big tax base
- Shopping and dining
- More money and lawyers
- Bike lanes
- Main street
- Shop-rite
- Specialty stores

Mapping Results

The second breakout session included two mapping exercises. The first exercise asked participants to look at the entire Township from an economic sustainability point of view. The exercise asked each table what and where they saw future opportunities within Mahwah to spur economic development, which could include sectors like tourism, knowledge, energy, etc. Each table was provided a large map of the Township and told to denote locations and details on the map. Participants were given roughly 20 minutes to complete this exercise.

Following the workshop, the results were compiled onto one map, reflecting all the areas for future economic sustainability and associated notations. The map on page 88 illustrates the results of this exercise. It should be noted that three areas, which were delineated as economic nodes, were delineated for different purposes

between tables. The first is the area between Franklin Turnpike and the railroad along the border with the Borough of Ramsey. This area was envisioned as a future lifestyle retail center by one group and as industrial by another group. The second area is located between the railroad and Route 17, also along the Ramsey border. This area was described as future retail by one table and as a technology and data node by another group. Lastly, the southern corner of Fardale was designated to remain industrial by one group and change from industrial to commercial by another group.

Figure 15: One of the mapping results from the overall Township mapping exercise.



Eco-tourism was delineated for Ramapo Valley County Reservation, Campgaw Mountain Reservation and Darlington County Park. See the map on page 88 for full results.

The second mapping exercise provided participants a choice of examining Franklin Turnpike or Route 17. Each table was provided with a set of dots, blue dots to denote parcels that need change (e.g. develop, redevelop), orange dots for parcels that need improvement (e.g. façade upgrade) and green dots for places where infill could occur (e.g. new buildings). Each table was also provided markers to write on the maps what they would do to enhance these two study areas.

The results of these maps are shown on page 89 for Franklin Turnpike and page 90 for Route 17. The majority of dots on the Franklin Turnpike map were orange (denoting parcels in need of improvement) and only four areas were marked blue for redevelopment - three properties at the corner of Miller Road and Siding Place and the Ford car dealership, just south of the intersection of Franklin Turnpike and Fox

Lane. Other comments placed on the map included the addition of trees in the A&P parking lot and using landscaping as a unifying tool for the corridor.

Participants working on Route 17 analyzed both the defined study area and also examined properties on McKee Drive and Island Road. The industrial building at the Route 17/MacArthur Boulevard interchange was marked with a blue dot, indicating that the site should be redeveloped as was the Paragon office along Lethbridge Plaza. Additionally, the contractor yard along Moffatt Road was identified as a candidate for change and the Blackman Showroom was also labeled with a blue dot.

Locations designated for infill include Block 59, Lot 18; Block 63, Lot 10.01; Block 139, Lot 3; and a portion of Block 137, Lot 6 (Stryker complex).

Sustainability Results

The last workshop exercise provided each participant with a slip of paper that asked them “How do we influence future development to be more environmentally sustainable? (e.g. green roofs, LEED standards, require bike racks, green industries, rain gardens, permeable surfaces, etc.)”. Answers included:

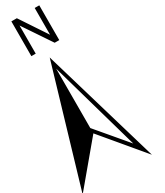
- Solar panels, especially on municipal buildings (5)
- Wind turbines (2)
- Incentives for LEED building standards (4)
- Interconnection of mass transit to interior destinations
- Low/no carbon alternative transportation
- Promote green industries (3)
- Develop solar resources (3)
- Tax incentives (2)
- Require it through the ordinance (2)
- Fueling station – hydrogen, electric and natural gas
- Encourage transit village development
- Walking and bicycle paths
- “Solar panel trees” through a neighborhood
- Continued recycling efforts
- Green roofs (2)
- Require bike racks (2)
- Rain gardens (2)
- Permeable surfaces (2)

These answers influenced the recommended strategies in Chapter 14 – Sustainable Mahwah.

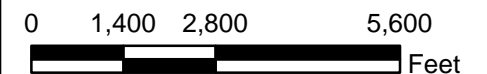
MAPPING EXERCISE #1 RESULTS

TOWNSHIP OF MAHWAH

BERGEN COUNTY
NEW JERSEY



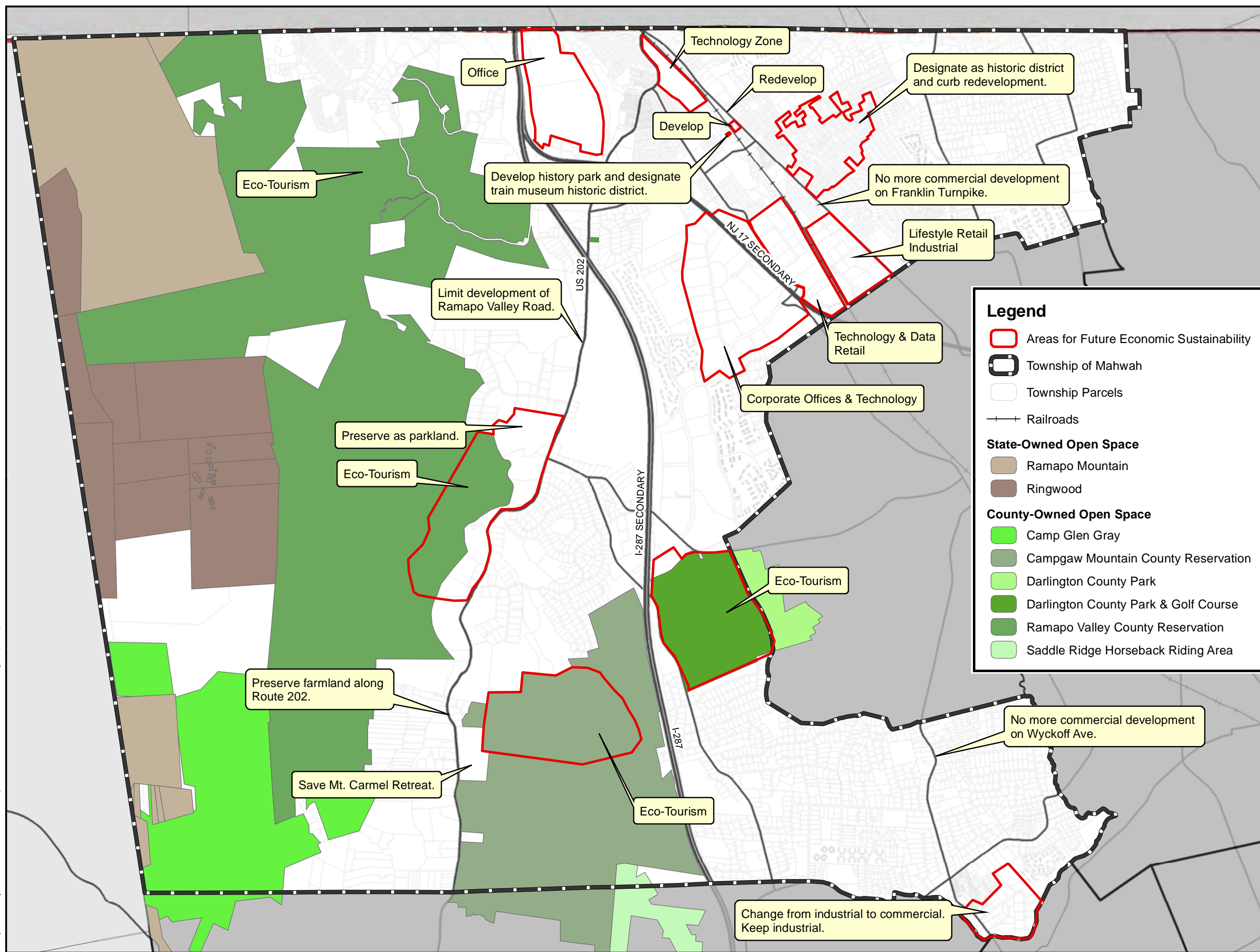
1 inch = 2,917 feet



This map was developed using NJDEP and County GIS digital data, but this secondary product has not been verified by NJDEP and is not state-authorized.



November 2013

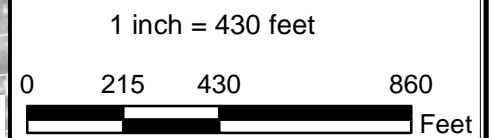


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FRANKLIN TURNPIKE: WORKSHOP RESULTS

TOWNSHIP OF MAHWAH

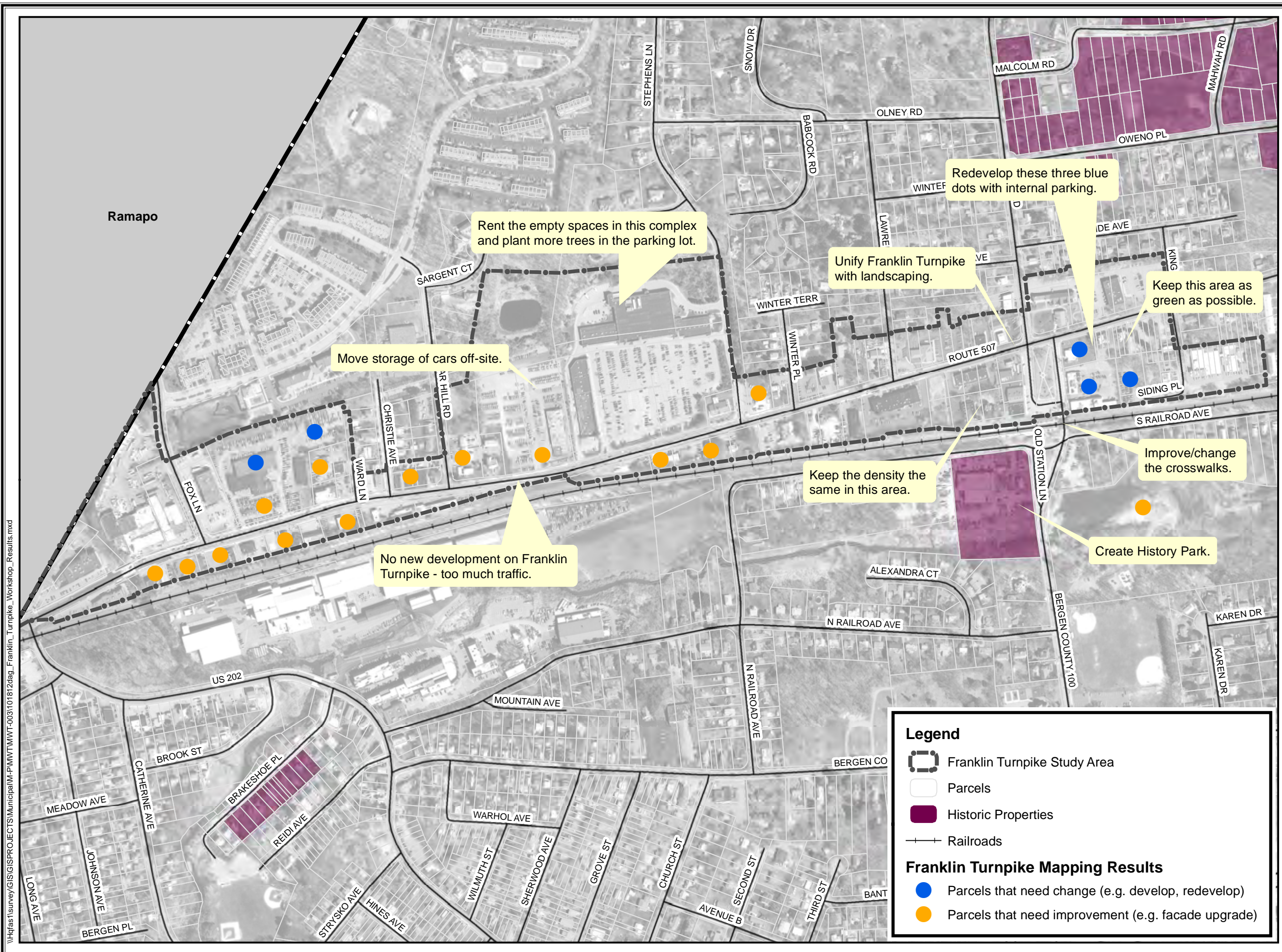
BERGEN COUNTY
NEW JERSEY



This map was developed using NJDEP and County GIS digital data, but this secondary product has not been verified by NJDEP and is not state-authorized.



November 2013



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Ramapo

Rent the empty spaces in this complex and plant more trees in the parking lot.

Move storage of cars off-site.

No new development on Franklin Turnpike - too much traffic.

Unify Franklin Turnpike with landscaping.

Keep the density the same in this area.

Redevelop these three blue dots with internal parking.

Keep this area as green as possible.

Improve/change the crosswalks.

Create History Park.

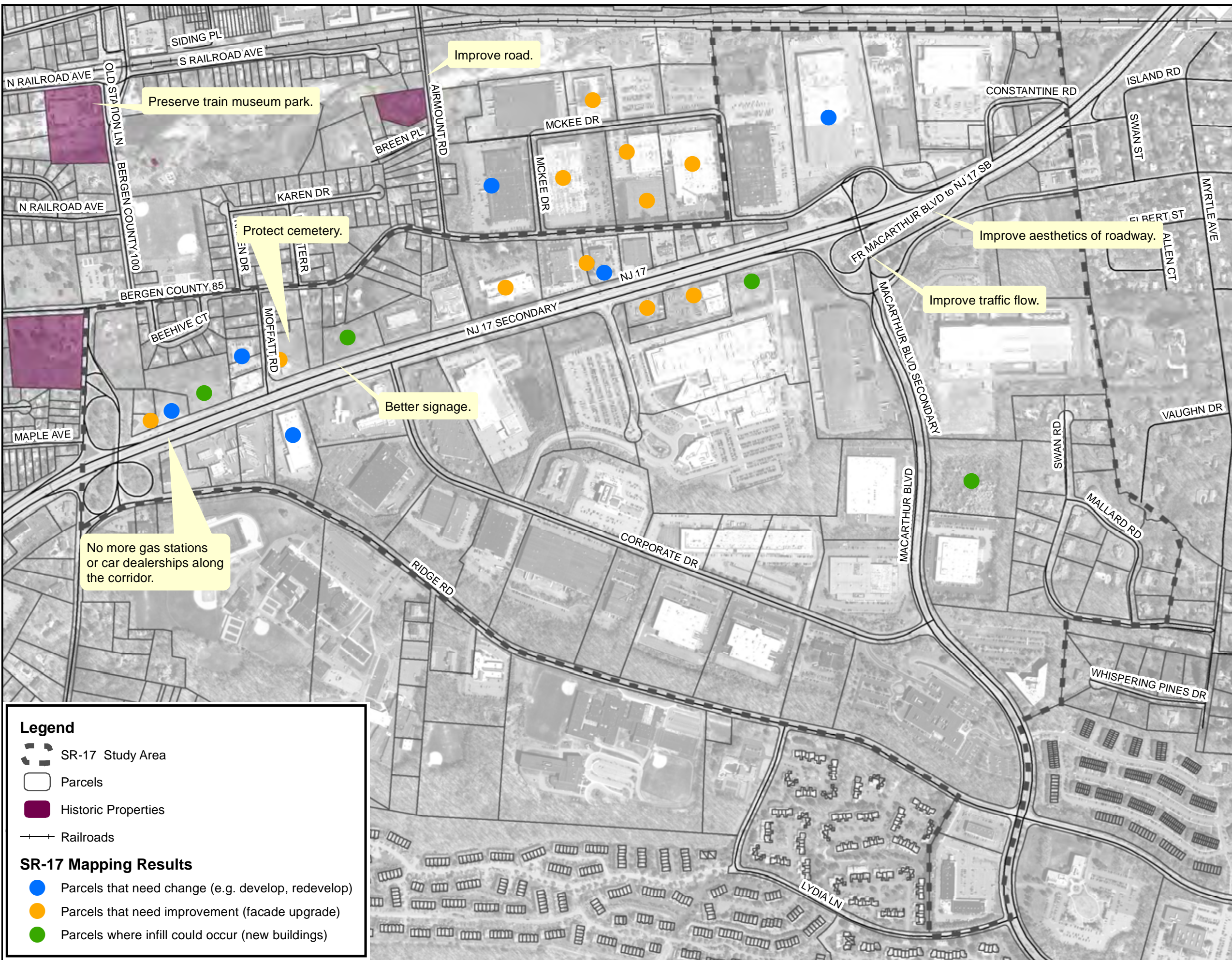
Legend

- Franklin Turnpike Study Area
- Parcels
- Historic Properties
- Railroads

Franklin Turnpike Mapping Results

- Parcels that need change (e.g. develop, redevelop)
- Parcels that need improvement (e.g. facade upgrade)

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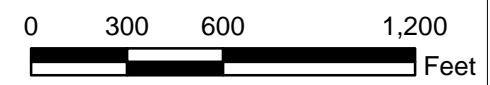
SR-17 WORKSHOP RESULTS

TOWNSHIP OF MAHWAH

BERGEN COUNTY
NEW JERSEY



1 inch = 600 feet



This map was developed using NJDEP and County GIS digital data, but this secondary product has not been verified by NJDEP and is not state-authorized.



November 2013

Legend

- SR-17 Study Area
- Parcels
- Historic Properties
- Railroads

SR-17 Mapping Results

- Parcels that need change (e.g. develop, redevelop)
- Parcels that need improvement (facade upgrade)
- Parcels where infill could occur (new buildings)

IX. FINDINGS & GOALS

This chapter summarizes the findings yielded by the study process and states the goals for future economic development in Mahwah.

FINDINGS

The project's objective was to create an economic plan to address Mahwah's challenges and to build upon its existing assets. Information received from the online surveys and the exercises completed during the workshop were also used in the creation of the goals.

Demographic & Socio-Economic

The background research revealed that Mahwah is located in an affluent area. Findings included:

- Over 48.0% of households within a 3.5 mile radius of Mahwah had an estimated household income of more than \$100,000 in 2011
- This increases to 51.2% of households when one looks at the 5 mile radius
- Each household within the 3.5 mile radius area spent an estimated average of \$53,308 in 2011 on retail goods
- The 41,186 households within a 5 mile radius spent an estimated average of \$55,137 on retail goods in 2011
- There are a number of underserved retail segments for the 3.5 mile catchment area, the top five segments include:
 - General merchandise (e.g. Costco, Target Greatland)
 - Grocery stores
 - Building materials/supplies
 - Clothing
 - Limited-service eating places

Historic Assets

Mahwah has a plethora of historic sites within its borders. There are 25 sites that the Historic Preservation Commission has review authority over. Some, but not all of these sites are listed on SHPO's list. The SHPO list includes two historic districts, one archeological site, two prehistoric sites, four bridges and 16 structures.

Participants at the workshop recommended that the Township develop a history park around the train museum, place the Cragmere section, east of Franklin Turnpike, under the purview of the Historic Preservation Commission and capitalize on the existing historic assets to make Mahwah a historic tourism destination.

Recreational Assets

With more than 7,600 acres of State and County parkland, Mahwah functions as a recreational destination for both Bergen and Passaic County residents. Park visitors can hike, bike, fish, hunt, canoe, bird watch, horseback ride, picnic, swim, cross-country ski, snow tube, snowmobile, ice fish, sled ride and camp, just to name a few of the many activities.

The public workshop revealed that residents feel that the Township should consider using these recreational assets to create a comprehensive eco-tourism plan for the municipality. Additionally, participants in the online survey overwhelming named “parks/open space” as Mahwah’s unknown or little known asset that should be emphasized to attract tourists.

Transportation Assets

The Mahwah Train Station has a much lower rate of boardings than the stations to the north and south of it, due to the limited parking. Only 100 Township-owned parking spaces exist at the train station. The online survey reflected residents’ dissatisfaction with the number of overall parking spaces and their availability. However, residents did note that accessibility to the Train Station by foot or bike is “good”. Respondents were asked if they would use the Train Station if there were more available parking spaces. Over 41.0% said “maybe”, while 33.7% said “yes”.

Coach USA runs three bus lines in Mahwah. Unfortunately, ridership data was unable to be obtained.

Franklin Turnpike

The online survey and public workshop revealed that residents see the corridor as unattractive, a hodgepodge of land uses and architectural styles and as a nondescript place. Meanwhile, the mapping exercises revealed that residents feel that the majority of buildings along the corridor only need a façade upgrade, instead of full demolition. Despite this, residents say that Franklin Turnpike is the closest place Mahwah has to a downtown or center. Furthermore, Franklin Turnpike ranks higher than Route 17 for walkability, bikeability and cleanliness.

Route 17

The six lane divided highway is a major physical divider (second to I-287). Over 91.0% of respondents to the online survey said that Route 17 is “poor” when it comes to bikeability and 89.7% said it is “poor” with regard to walkability. These ratings are likely the result of the fact that there are no sidewalks along the corridor and riding a bicycle would be highly dangerous along the high-traffic roadway. The top four words to describe Route 17 included congested/traffic, car dealerships, dangerous and dirty/unattractive.

The results from the public workshop’s mapping exercise revealed that the corridor needs better signage, improved aesthetics and better traffic flow. Four properties were designated for development/redevelopment and six were noted in need of a façade upgrade.

GOALS

Based on the findings above, five goals are recommended:

1. Build upon the Township’s success in attracting large corporations to support existing businesses and attract new, complementary businesses.
2. Diversify Mahwah’s economy by utilizing its existing parks and historic features to transform the Township into a destination for cultural/heritage tourism and outdoor recreation.
3. Encourage public and private actions and expenditures to consider sustainable strategies that will enhance residents’ quality of life and advance “Sustainable Mahwah”.

4. Transform the Franklin Turnpike corridor into a walkable, cohesive and attractive place that residents can be proud of.
5. Improve the aesthetics and safety of the Route 17 corridor.

Chapters 10 through 14 address each of the aforementioned goals and provide strategies and actions to advance these goals. Finally, Chapter 15 discusses Next Steps and a summarized Action Plan.

X. BUSINESS DEVELOPMENT & RETENTION

As discussed in Chapter II, Mahwah had 816 workplaces that employed 18,875 workers in 2009. The Township has been successful in attracting large corporations, such as Sharp Electronics, Howmedica Osteonics and Jaguar. Most of these companies are located off of or along Route 17.

Moving forward, it is Mahwah's goal to build upon prior success and support existing businesses while attracting new, complementary companies. This is important as little vacant land remains in the municipality, so future businesses will either have to utilize existing space or redevelop properties to meet their needs.

The remainder of this chapter examines five major strategies to provide guidance and advance Goal #1:

- Mahwah Economic Development Committee
- Retention & Expansion
 - Continuing business visitation program
 - Existing space inventory
 - Business appreciation events
 - Transportation options
- Attraction
 - Mahwah Economic Profile
 - Economic website
- Business-friendly zoning
 - Technology Zones
 - Fardale
- Highlands Center

Action items are highlighted in navy blue boxes to emphasize their significance.

MAHWAH ECONOMIC DEVELOPMENT COMMITTEE

Many communities have economic development committees or commissions. They range in the extent of their powers and responsibilities. Some are highly organized and meet regularly, where others are ad hoc. An Economic Development Committee ("EDC") would be helpful in advancing Goal #1. A committee of citizens with diverse backgrounds and interest in the topic of economic development are likely to make progress in achieving this goal.

Two examples of EDCs include High Bridge and Maplewood. High Bridge's EDC has five objectives:

- Help promote retention and expansion of existing businesses
- Act as a resource for new business
- Improve the Borough's tax ratable base
- Develop and maintain a database of available property and

GOAL #1

Build upon the Township's success in attracting large corporations to support existing businesses and attract new, complementary businesses.

- Promote positive economic development dialogue in Hunterdon County⁶⁰

Maplewood’s EDC is guided by a mission statement - “The Economic Development Committee (EDC) works to foster a dynamic commercial and development climate to promote economic growth and expand the commercial tax base consistent with the character of the Township. The EDC’s Retail Recruitment Program promotes proactive approaches for attracting and retaining business, with an eye toward providing shoppers with a diverse, balanced, vibrant business and service sector. The EDC solicits and cultivates sound economic development projects by acting as a liaison between prospective developers, property owners, commercial entities and real estate brokers that look to meet our residents’ needs”.⁶¹

The powers and activities of EDCs can be as extensive or limited as the Township wishes.

- ✓ The Township should consider creating an Economic Development Committee, which would be responsible for business retention and attraction and task the group with specific action items to guide their efforts.

RETENTION & EXPANSION

First and foremost in a business development and retention plan, is keeping existing businesses in Mahwah. Business retention and expansion is intended to support the Township’s existing businesses and prevent them from leaving the municipality. These existing businesses form the foundation of Mahwah’s employment opportunities and assist in stabilizing the Township’s tax base. Moreover, it is easier to attract new businesses if existing businesses are expanding and staying in the municipality.

According to the Wisconsin Economic Development Institute, “There are essentially two ways a community can assist its existing firms. The first is to provide direct assistance through management training, workforce development programs and access to capital. The second way to assist existing businesses is to deal with external barriers to business growth including overly restrictive regulatory processes, availability of space to expand, transportation and other infrastructure needs and quality of life amenities in the community”.⁶²

The Township of Mahwah has the ability to control and influence some of the aforementioned external barriers. Recommended programs and activities to reduce and/or eliminate business growth barriers include:

- Continuing business visitation program
- Existing space inventory
- Business appreciation events
- Transportation options

⁶⁰ <http://highbridge.org/government/economic-development-committee/>

⁶¹ <http://nj-maplewoodtownship.civicplus.com/index.aspx?nid=440>

⁶² A Guide to Preparing the Economic Development Element of a Comprehensive Plan, prepared by Wisconsin Economic Development Institute, Inc., August 2003.

The following sections elaborate upon each of the recommended programs and activities.

Continuing Business Visitation Program

Continuing business visitation programs are typically run by a municipality's local economic development committee or business association. This type of program sends out a committee member to each business at least two times a year to discuss business issues and concerns and future plans for expansion. These informal meetings also help to identify business growth barriers that the Township and/or EDC are unaware of. As noted on page 77, businesses feel the sign ordinance is problematic and that the Township is not business friendly. A continuing business visitation program would identify these types of issues early on and also show the business community that Mahwah does care.

This type of program encourages direct and frank dialogue. Moreover, it includes the ability to identify and work with at-risk businesses early on. This program makes businesses aware that they are a valued part of the community. It establishes an ongoing communication process. Finally, the continuing business visitation program indicates the willingness of the EDC to work with businesses and solve their problems or assist with their growth.

- ✓ Consideration should be given to creating a Continuing Business Visitation Program. This could be the responsibility of an existing official, board volunteer or the EDC (if created). This action would help to alleviate the feeling by the business community that the Township is not business friendly.

Existing Space Inventory

One responsibility of an EDC could include the maintenance of a database of available space in the Township. An existing space inventory works as a marketing tool to let the business community know where and how much existing retail, office, industrial, etc. space is available. This database could be posted on the Township's website or on a website maintained by the EDC.

For example, all vacancies should be listed and should include the following information at a minimum:

- Address
- Square footage available
- Rent
- Photographs of the building exterior (and interior if possible)
- Contact information

This information should be shared with the local real estate brokers to generate interest and limit the number of empty storefronts.

- ✓ The EDC, if formed, should be placed in charge of creating and maintaining a database of existing available retail, office and industrial space within the Township of Mahwah.

Business Appreciation Events

Some municipalities hold special business appreciation events, where they recognize new businesses, businesses that have expanded their workforce or select a business of the year. Business appreciation shows companies that they are a valued asset of the community. These types of events also demonstrate that the municipality cares about the business community and that the Township recognizes that the businesses employ residents and enhance the overall quality of life.

- ✓ In Mahwah, it is recommended that the Township recognize a business or businesses at Mahwah Day, held in September. This could be as simple as giving a paper certificate to the business or businesses.

Transportation Options

The movement of workers, customers, input materials and/or finished products are essential to the success of any business. Mahwah has the ability to control transportation options on local roads and some influence on the design of County roads.

ATTRACTION

Business attraction actions are encouraged to draw new businesses to fill vacancies within the Township. Attraction activities are designed to encourage businesses that are new or planning to relocate to choose Mahwah. Due to the Township's success in attracting large corporations and other retail businesses, attraction strategies are secondary to aforementioned retention actions.

Recommended programs and activities for attraction include the creation of a Mahwah Economic Profile and a website. The following sections provide details on each of the aforementioned programs and activities.

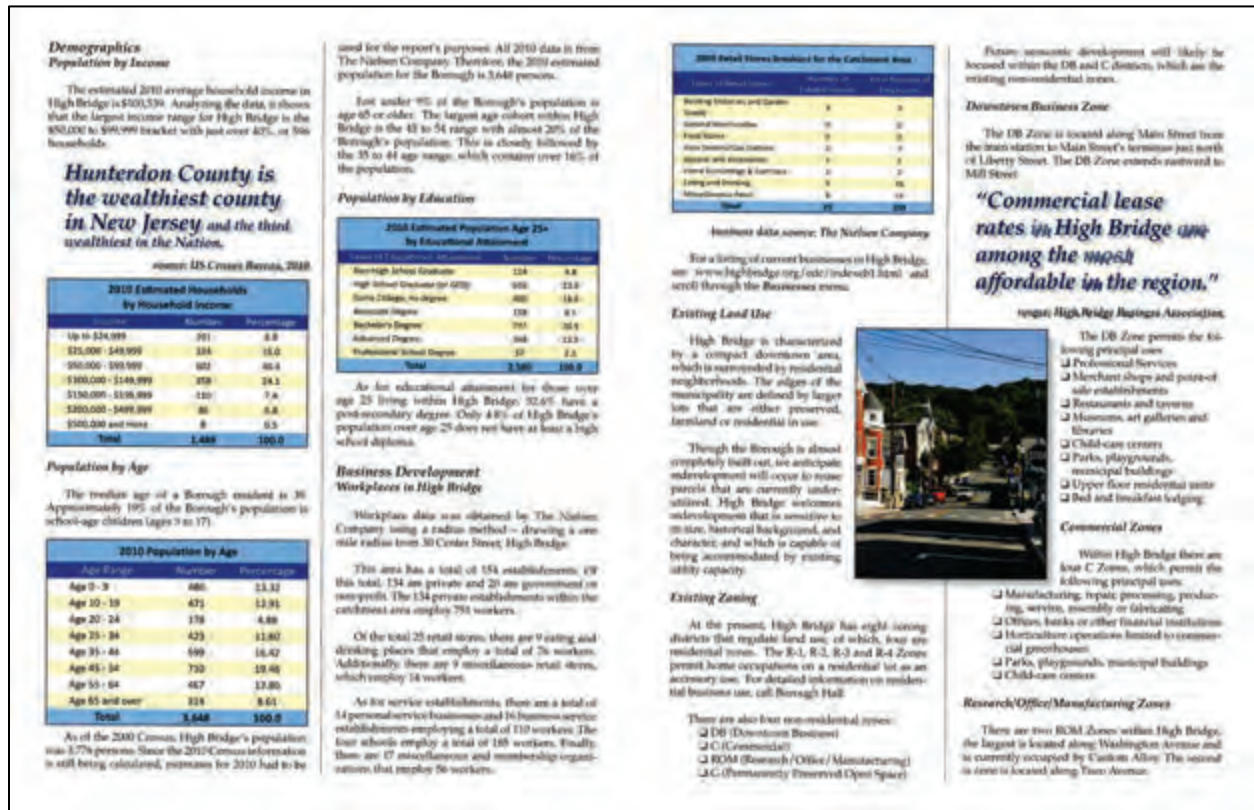
Mahwah Economic Profile

When searching for a location, companies take a number of factors into consideration. Many communities prepare an economic summary, which can be sent to companies, posted on a website, etc. The summary provides concise, valuable information to these prospective businesses. It is recommended that the Township prepare a "Mahwah Economic Profile" that contains the following information:

- Locational advantages (i.e. train, bus service, proximity to New York State, highway access)
- Existing businesses
- Available land and/or buildings
- Market potential
- Quality of life facts (crime rate, schools, recreation amenities)
- Workforce data
- Knowledge resources (nearby educational institutions)

Once completed, this profile should be placed on the Township’s website as well as any economic development website. Figure 16 on page 98 shows an example of an economic profile prepared by the Borough of High Bridge.

Figure 16: Borough of High Bridge Economic Profile



✓ The Township should prepare a “Mahwah Economic Profile”. This could be a task of the Planning Board or EDC. Once completed and approved by Council, the document should be placed on the Township’s website and any other pertinent economic development websites, such as MRCC.

Website to Distribute Economic Information

A comprehensive website should be created that acts as a one stop location for existing businesses and potential new businesses. This website should contain at a minimum:

- Existing space inventory
- Economic profile discussed above
- Information for small businesses
- Links to the Mahwah Regional Chamber of Commerce website

BUSINESS-FRIENDLY ZONING

The Township of Mahwah has control on the type of land use, amount of building space and other bulk parameters within the municipality. The strategy of business-friendly zoning is to take a step back and review the zoning ordinance with a fresh perspective – that of a business owner. This type of review examines non-residential zones and should analyze:

- Bulk standards – do they conflict with one another?
- Permitted uses – are there uses that could be added? Is more than one use permitted in a building?
- Parking requirements – is the ratio too high? Are there seas of vacant parking spaces? What about shared parking?
- Height – as the Township is in the Highlands, it may want to consider increasing the permitted height as the Highlands limits intensification of impervious coverage in certain Highlands zones.

✓ The Township should conduct a review of the current non-residential zones to determine if they are business-friendly and make the necessary changes to eliminate zoning barriers to business growth. The list above provides a good starting point for said review.

In addition to the zoning review above, the two topics below were the result of input received during the public meeting. These ideas are options to consider moving forward to assist in business retention and attraction.

Technology Zones

As shown on the Mapping Exercise #1 Results map on page 88, participants at the public meeting recommended three areas as future “Technology Zones”:

- The area known as the Mahwah Business Park, bounded by the railroad tracks, Ramapo Valley Road and North Railroad Avenue, totaling 33 acres
- The 98 acre area bounded by West Airmount Road to the north, the railroad to the east, the municipal boundary to the south and Island Road to the west
- The 300+ acre area that includes the properties along Corporate Drive, Commerce Court, Route 17 and MacArthur Boulevard

One example of a Technology Zone is the City of Long Branch, which has a High Technology Light Industrial Zone that permits the following uses on lots at least 40,000 square feet in size:

- Laboratories including biological, chemical, dental, electronic, pharmaceutical, etc.
- Office buildings for executive or administrative purposes
- Fabrication of video, radio, computer hardware and software items
- Any other light industry, which manufactures, processes or assembles products
- Warehouse and storage facilities

The State of North Carolina has been very active in the creation of Technology Zones and also provides financial incentives to attract businesses to their technology parks. The City of Charlotte permits the following uses in their Technology Zones:

- Businesses engaged in design, development, creation, for lease, sale or license of computer software, hardware, systems or of biotechnology, pharmaceutical or medical technologies, immunology and analytical biochemistry services, telecommunications or electronics
- Internet service providers
- Receivers, principals or prime contractors of identifiable federal appropriations for research and development defined in Federal Acquisition Regulations, in the areas of computer and electronic systems, computer software, applied sciences, economic, social and physical sciences⁶³

Arlington, Virginia is another noteworthy example, as their list of permitted “technology” businesses is unique. It includes any business involved in:

- Aerospace or aviation applications
- Interactive or simulated real-time use
- Instruction in the use or development of customized computer technology
- Gathering data from the internet or computerized data bases, or integrating such data
- Emergency communications, emergency service delivery and tracking
- Security training, security data collection, storage and/or analysis
- Building energy management and control systems
- Production of multi-media products
- Computerized data mapping systems
- Online financial services⁶⁴

- ✓ The Township should consider one of the following actions:
 - Adding select types of technology businesses to the permitted uses within certain non-residential zones
 - Creating a new Technology Zone in one or more of the suggested areas to encourage these types of businesses to locate in the Township.

Fardale

As shown on the Mapping Exercise #1 Results Map on page 88, participants at the public meeting had conflicting views on the future of an 80 acre section of Fardale. Fardale, located in the southeastern corner of Mahwah, was historically an agricultural community. However, today it is suburban in context. The 80 acre area identified is located along the municipal border and encompasses properties along Wyckoff Avenue, Leighton Place, Edison Road, Whitney Road and Fairmount Avenue. The area is comprised of a mixture of commercial establishments, industrial properties and vacant parcels.

⁶³ <http://www.charlottesville.org/Index.aspx?page=478>

⁶⁴ <http://virginiaallies.org/assets/files/incentives/techzonewriteup.pdf>

One group of residents said that the area should be changed from industrial to commercial, while another group said that the area should remain as industrial moving forward. Presently, the majority of the area is zoned GI80 General Industry Zone, with small sections zoned R10 and R40, which permit single-family detached homes. The GI80 zone permits research, assembly, manufacturing, public utility buildings, warehouses, health and wellness centers and the like. While commercial uses may exist, they are not permitted under the current zoning.

- ✓ This is a policy decision that the Township must make – keep the existing GI80 General Industry Zone or change the zoning to permit commercial uses as of right.

HIGHLANDS CENTER

The Township has been awarded a grant to study the feasibility of becoming a designated Highlands Center. Preliminary discussions have revealed the desire for one, if not two, distinct centers within the Planning Area.

If, after the study, the Township decides to proceed, requests and receives Center Designation from the Highlands Council, the Township may want to consider focusing future development and redevelopment into the Highlands Center(s). This would entail the possibility of creating redevelopment areas to encourage revitalization of specific areas.

The Township could use Transfer of Development Rights (“TDR”) as a means of focusing development and redevelopment into the Center(s). Mahwah could implement an intra-municipal TDR program that would use development credits from the Preservation Area (where development is severely limited) and transfer those credits to the Highlands Center(s). The Highlands Council offers funding for municipalities that wish to explore the possibility of becoming receiving zones. Up to \$40,000 may be used to fully evaluate the possibility and desirability of designating a Receiving Zone.⁶⁵

- ✓ If the Township receives Center Designation, it should consider focusing future development and redevelopment into the Center(s). This could be done through revised bulk standards and/or redevelopment areas.
- ✓ Furthermore, the Township may want to consider utilizing the Highlands Council’s TDR program to create an intra-municipal program that preserves areas within the Township’s Preservation Area and transfers those credits to the designated Center(s) where there is sufficient utility capacity and where development presently exists.

⁶⁵ http://www.state.nj.us/njhighlands/hdcbank/receiving_zone_info/TDR_FeasibilityGrant_Overview.pdf

GOAL #2

Diversify Mahwah's economy by utilizing its existing parks and historic features to transform the Township into a destination for cultural/heritage tourism and outdoor recreation.

XI. CULTURAL, HISTORIC & RECREATIONAL PLAN

As discussed in Chapter 1, this plan attempts to capitalize on the Township's historic, cultural and natural resources without compromising these assets that are central to Mahwah's history, current identity and quality of life. As a result, sustainable tourism has been selected to bolster and diversify Mahwah's economy. Sustainable tourism is an economic industry that is committed to making a low impact on the environment and local culture, while helping to generate future employment for residents and bring in tourism dollars.⁶⁶

There are many types of sustainable tourism, including nature-based, recreational, agricultural, cultural/heritage, historic and culinary. Positive impacts of sustainable tourism can include:

- Protecting historical and cultural resources
- Preserving Township history
- Increasing awareness and stewardship of natural resources
- Maintaining and enhancing the Township's character
- Increasing spending within the Township's existing establishments

The Nielsen data reveals that there is a market for tourism-related activities, as residents within a 3.5 mile radius of MacArthur Boulevard spent an estimated \$4,253 on food away from home, \$2,547 on sports and recreation activities and \$4,026 on travel during 2011. These numbers increase somewhat moving out to the five mile radius - \$4,320 on food away from home, \$2,660 on sports and recreation activities and \$4,196 on travel during 2011.⁶⁷

This chapter examines 13 strategies to provide guidance and advance Goal #2:

- Cultural/historic tourism plan
- Cultural corridor and heritage trails
- Preserve farmland
- Protect/preserve Cragmere
- Recreation/nature-based tourism plan
- Four-season destination
- Interpretive signage
- Sports clubs
- Maps/brochures
- Post-tourism partnerships

⁶⁶ http://en.wikipedia.org/wiki/Sustainable_tourism

⁶⁷ Nielsen 2011 Consumer Spending Patterns, prepared on April 23, 2012.

- Signage
- 12 month calendar of events
- Comprehensive website

CULTURAL/HISTORIC TOURISM

Home to 37 historic homes and structures, three archaeological/prehistoric sites and two historic districts Mahwah is no stranger to history and culture.⁶⁸ There are dozens of additional structures and archaeological/prehistoric sites in addition to the recognized assets, some of which have been cataloged in the 1984-1985 Bergen County Historic Sites Survey (too numerous to list here). However, many who pass through Mahwah on Route 17 or on I-287 would never know about these remarkable historic and cultural assets.

To diversify Mahwah’s economy and bring awareness to the Township’s rich history, a plan is needed to capitalize upon the existing cultural/historic assets and transform them into tourism destinations. This section examines four strategies to promote, protect and enhance the Township’s cultural/historic assets through sustainable tourism.

Cultural/Historic Tourism Plan

Cultural/heritage tourism involves traveling to experience places, artifacts and activities that represent stories and people of the past. It can involve visiting historical or cultural sites. The overall purpose is to gain an understanding and/or appreciation of the past.

There are four main steps to a successful cultural/historic tourism program, as designed by the National Trust for Historic Preservation. Step 1 is assessing the potential, which involves evaluating assets in five areas:

- Attractions – Where are they? What is their quality? Publically- or privately-owned? Are they open to the public? What’s the potential level of service?
- Visitor services – Are there places to eat, park, sleep, shop?
- Organizational capacities – What organizations are involved in tourism, preservation, arts, museums and economic development? How can they contribute to the effort?
- Protection – What protection of assets is there through local zoning ordinances, preservation ordinances, etc.? Which measures need to be strengthened? Where are the gaps?
- Marketing – Are there any existing promotional materials (i.e. maps, brochures)? Is there any existing demographic information about who comes to visit existing resources?

Step 2 is planning and organizing. This includes gaining the support of local business people, government and service organizations. Then, an organization or committee is established to create a mission, define goals and craft objectives.

Step 3 is preparing for visitors, protecting and managing resources. This is when the committee figures out how it is going to tell the “story” and make the Township hospitable to tourists. Then brochures,

⁶⁸ Note that these are just the assets listed within the Municipal Preservation Ordinance and on the New Jersey and National Registers of Historic Places listing.

maps, guides, exhibits are crafted. Additionally, continued protection of the resources needs to be reviewed and evaluated.

Step 4 is marketing for success. In order to attract tourists, a marketing plan is needed to determine how to draw them into Mahwah. A marketing plan should include four main components – public relations, advertising, graphic materials and promotions. A press kit is a great way to introduce your resources to journalists. As for graphic materials, this could include a logo, website, brochures, signs, maps, etc.⁶⁹ For more information on the four steps, see <http://www.culturalheritagetourism.org/howToGetStarted.htm>

- ✓ Using the National Trust for Historic Preservation’s Four Steps, a cultural/historic tourism plan should be crafted. This will paint a comprehensive picture of the Township’s assets and how they can (or can’t) be utilized for tourism. Additionally, it will set the stage for the following strategies.

Cultural Corridor & Heritage Trails

Cultural corridors and heritage/historic trails are sites that are typically linked together by a marked route. These corridors/trails can be guided or self-guided tours. Self-guided tours are inexpensive outings for families and allow for people to move at their own pace and spend as little or much time as they please. As Mahwah has a plethora of historic and cultural sites, more than one corridor/trail is possible.

Items that need to be considered when designing cultural corridors and historic trails include mode of travel (foot, bike, car, bus), guided or self-guided, theme, time to complete and method of interpretation (brochure, tour guide, cell phone app, etc.).

Self-guided tours are the easiest way to start a corridor/trail program. They can later be supplemented with guided tours, which require staff, coordination, etc. Additionally, a self-guided tour program could be used as a beta test for cultural/historic tourism while a Cultural/Historic Tourism Plan is being developed. Potential corridor/trail themes in Mahwah include:

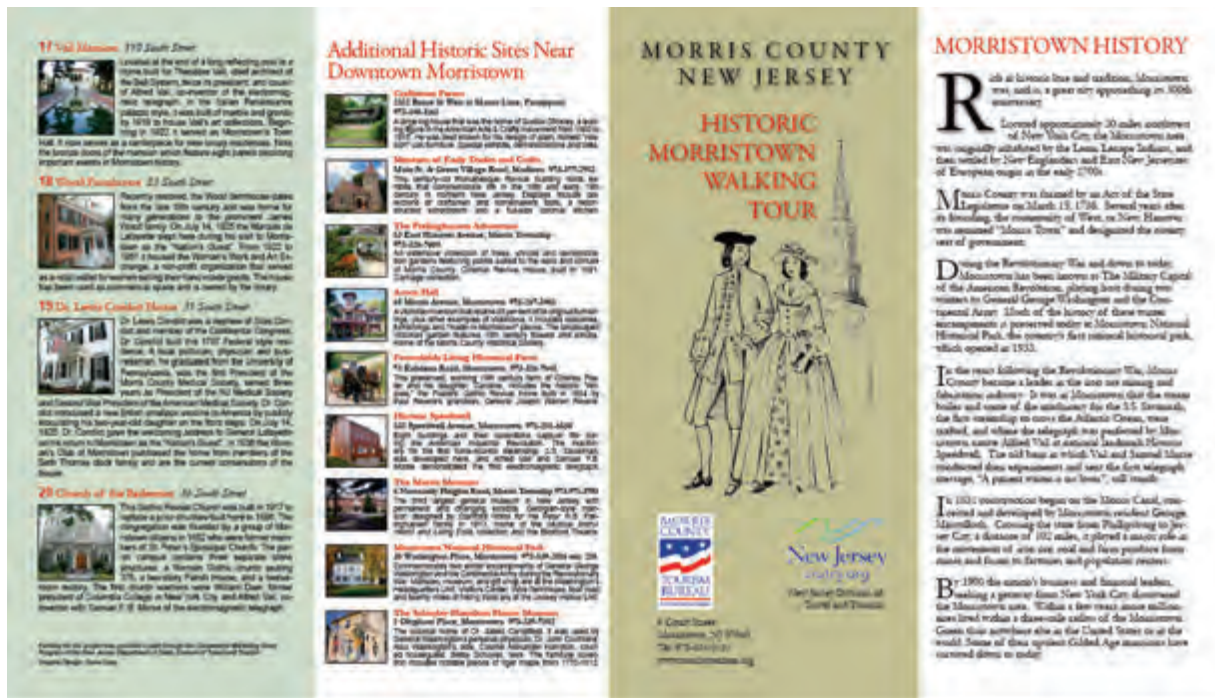
- Stone Houses of Mahwah (John Smith House, Young House, Hopper-Van Horn House, Garret Garrison House, Issac Bogert House, etc.)
- Ruins of the Past (Robert J. Davidson building ruins, Halifax Farm site, Goat Farm ruins, Sander Farm site, Darlington Rock House, etc.)
- Envable Estates (Clarence Chapman Estate, William Hand Estate, Charles Kohler Estate House, Van Horn Estate, Mayer Birch Estate, etc.)
- In George’s Shoes: The 1777 Trail (Laroe-Van Horn House, Hopper Gristmill Site, Ramapo Valley Road Bridge, John Bartholf House, etc.)

⁶⁹ <http://www.culturalheritagetourism.org/fourSteps.htm>

Depending on the type of experience one is designing, self-guided tours could merely be exterior visits with a brochure or enhanced with cell phone apps and pre-recorded descriptions of each site. Morristown has a brochure for its historic walking tour and a downloadable cell phone app, described by iTunes as:

*“Take a leisurely walk along some of Morristown's historical streets and view some of the buildings that make Morristown famous. See where Thomas Nast, the famous cartoonist, lived and created the image of Santa Claus. Are you curious to see some of the grave sites of prominent founders of Morristown? Would you like to learn more about local history and architecture? Enjoy this media rich, interactive, tour experience with a photo of each stop. Choose your own route or follow our recommended tour route that leads you through Morristown's beautiful historic district, in and around famous historical landmarks and Churches. Just tap each stop to hear professionally narrated stories with music and sound effects. Navigate the content through the detailed stop menu or tour map which links to a GPS tour map and maps application”.*⁷⁰

Figure 17: Example of walking tour brochure.⁷¹



A different example of a self-guided tour is the annual Historic Dennisville Christmas House Tour. Held the third Saturday of December, eight historic homeowners open their decorated homes to the public. The walking tour includes carolers in period costume. Tickets are sold for \$10.⁷²

⁷⁰ <https://itunes.apple.com/us/app/historic-morristown-walking/id434919136?mt=8>

⁷¹ <http://www.morristourism.org/pdf/Historic-Morris-Town-Walking-Tour.pdf>

⁷² <http://dhhoa.dennistwp.org/dhhoatour.htm>

- ✓ The Mahwah Historic Preservation Commission should work to develop at least one self-guided tour. This could be a joint effort with the Mahwah Museum Society. A self-guided corridor/trail brochure should be developed and made available on the internet and at the Mahwah Museum.
- ✓ Consideration should be given to linking the rotating exhibits at Mahwah Museum to self-guided tours. For example, a tourist could start at the current “Neighborhoods of Mahwah” exhibit at the museum and then go on a self-guided automobile tour to see one or more of the neighborhoods first-hand.

Preserve Farmland along Ramapo Valley Road

Mahwah historically was an agricultural community with dairy, horse and produce farms. With construction of Route 17 and I-287, these farms and estates were transformed into residential subdivisions and corporate parks. Today, according to the Township’s tax records, there are 21 properties within Mahwah that are classified as qualified farmland. These parcels total 425.43 acres and are mainly located along Ramapo Valley Road. The majority of these farms are in the Preservation Area as shown on the map on page 26.

There are three preserved farms in the Township; Green Valley Farm on Bear Swamp Road, Mahrappo Farm on Ramapo Valley Road and Kohout Farm on Campgaw Road.

One way to preserve not only the land, but Mahwah’s agrarian history would be to create a living history farm. This could be done in partnership with a “friends” society or in conjunction with Bergen County’s Park Department. Agritourism, defined as touring agricultural areas to see farms and often to participate in farm activities, is gaining popularity in New Jersey. These activities can include picking fruit, navigating a corn maze, feeding animals, riding horses, churning butter and even wine tasting. A living history farm in Mahwah could not only be a popular tourist destination, but also a learning resource for the Township’s school children.

Two examples of living farms include Fosterfield’s Living Historical Farm just outside of Morristown and Historic Longstreet Farm in Holmdel. The 200 acre Fosterfield property is owned and operated by the Morris County Park Commission.

2013 Qualified Farmland Properties			
Block	Lot	Address	Acreage
1	145	Mountain Land	65.17
1	146	Mountain Land	32.42
1	147	Bear Swamp Rd	47.27
1	185	11 Fox River Cr	4.75
12	24	18 Split Rock Rd	6.30
17	11	Ramapo Valley Rd	17.23
18	22	795 Darlington Ave	8.60
19	12	800 Ramapo Valley Rd	9.58
19	16	800 Ramapo Valley Rd	44.50
19	18	888 Ramapo Valley Rd	9.00
24	1	200 Stabled Way	32.39
25	14	1174 Ramapo Valley Rd	8.00
25	18.02	Ramapo Valley Rd	16.72
25	25	1056 Ramapo Valley Rd	6.60
25	37	1010 Ramapo Valley Rd	8.00
120.01	133	85 Airmont Ave	22.47
126	129	22 Masonicus Rd	9.00
139	25	Myrtle Ave	6.96
147	23	558 Campgaw Road	44.47
154	44	Old Oak Dr	14.00
154	54	Vanderbeck Ln	12.00
Total			425.43

The farm has animals, crops, period furnishings and machinery. Staff is dressed in period attire and performs daily chores. The farm holds educational events and special programs for visitors. School education programs are also held throughout the year. Farm admission is \$6 for adults and \$4 for children.⁷³ In 2012, 23,822 tourists visited Fosterfields.⁷⁴ Using the conservative admission fee (\$4), it generated at least \$95,288 in revenue in 2012. This revenue stream could be used to pay for expenses, such as utility costs, farm animal feed and staffing.

Listed on the National Register of Historic Places, Longstreet Farm offers first-hand experience of daily life in the 1890s. The farm offers year-round activities and special events. Visitors can view the animals, tour the restored farmhouse and watch demonstrations. The farm is owned by the Monmouth County Park System and admission is free.⁷⁵ In 2012, a total of 118,251 people visited Longstreet. This number includes tourists as well as child attending one of their summer camp sessions.⁷⁶

- ✓ To preserve its agrarian history, Mahwah should consider purchasing a farm (with or without assistance from the County) and convert the property into a living history farm. Ideal candidates would have a number of farm buildings, farmhouse and some type of historical significance.
- ✓ After the property has been purchased, research would need to be conducted to determine the property's period of historical significance and then restoration of the property to its historical significance would have to be completed. For example, Longstreet Farm's historical significance was dated to the 1890's. Therefore, the farmhouse was restored back to the 1890's and the staff dons clothing appropriate to the period.
- ✓ Then, marketing could begin to attract visitors to the farm. This could include school groups on field trips and general public educational sessions.

Designate Cragmere as a Historic Asset & Curb Redevelopment

As mentioned in the Cultural/Historic Tourism Plan section, protection of historic resources is essential for a successful tourism program. Information received during the project process indicated that residents want to see some type of historic designation for the Cragmere neighborhood and also a curbing of redevelopment.

The "Cragmere in the Ramapos" neighborhood (also known as Cragmere Park) was built in 1909. A unique community, Cragmere "had its own roads, water system, recreation club and even a horse and buggy to take New York commuters to the station and back".⁷⁷ Cragmere is generally located east of Franklin Turnpike, south of Miller Road, west of East Mahwah Road and north of Airmount Road.

⁷³ <http://friendsoffosterfields.org/>

⁷⁴ Telephone call from Fosterfield's Living Historical Farm, December 13, 2013.

⁷⁵ <http://www.monmouthcountyparks.com/page.aspx?id=2530>

⁷⁶ Telephone call from Debra at Longstreet Farm, December 18, 2013.

⁷⁷ <http://www.mahwahmuseum.org/lecture.cfm?page=8>

The majority of homes in Cragmere were built between 1909 and 1930. The 2013 Comprehensive Plan listed 33 homes within Cragmere that have been identified as historic per the Mahwah Historic Preservation Commission. However, these homes have not been designated as historic sites by the municipal ordinance or the State. In addition to the sites identified by the Mahwah Historic Preservation Commission, there are a number of other sites identified by the Bergen County Historic Sites Survey in Cragmere, including the Bugg House, J. Winter Building and Cobblestone Gates.⁷⁸ These historic resources are not under the municipal historic ordinance, nor are they on the State or National Register.

Figure 18: Bugg House on Oweno Road in Cragmere.



Beyond the historic character of Cragmere is the rustic design and layout of the neighborhood. The 2013 Comprehensive Master Plan recognizes the uniqueness of Cragmere and states that “a principal goal of this plan is to preserve and protect the residential character and existing density”.⁷⁹

In order to safeguard Cragmere for future generations, preservation efforts should originate at the municipal level. One way to protect the Cragmere neighborhood is to understand the historic development parameters – typical lot size, front and side yard setbacks, height and massing. Then utilize that information to develop an ordinance specific to the neighborhood, which will assist in guiding additions to existing homes, infill development and tear down/rebuilds. Design guidelines could also be crafted to guide the scale, massing and architecture of additions and new homes. This would result in homes that reflect the character of the neighborhood.

⁷⁸ Township of Mahwah Comprehensive Master Plan, prepared by Burgis Associates, Inc., page 100.

⁷⁹ Ibid, page 12.

A second strategy is to designate select homes or the neighborhood as a historic district. The Township could add select homes to their historic preservation ordinance, work with homeowners to apply for a Certification of Eligibility (“COE”) issued by the state or apply for a Multiple Property Submission (MPS). MPS is the nomination of groups of properties related by historical association or theme, but which are not contiguous.

- ✓ Working with the Historic Preservation Commission, the Township should evaluate how to best protect and preserve the unique character of Cragmere. One option is to craft an ordinance specific to the neighborhood, which would guide additions, infill development and new homes. This would curb incompatible redevelopment within the neighborhood.
- ✓ In addition to or separate from a new zoning ordinance, the Township should consider (at a minimum) adding the 33 homes identified by the Historic Preservation Commission to the municipal historic preservation ordinance. The five homes/structures listed by the Bergen County Historic Sites Inventory should also be evaluated for inclusion.
- ✓ The municipality should determine if it wants to apply for individual COEs, a MPS and/or designation of a historic district.

RECREATION/NATURE-BASED TOURISM

With over 7,600 acres of County and State parkland, Mahwah is truly Bergen County’s parkland. State-owned facilities within the Township include Ringwood State Park and Ramapo Mountain State Forest, while County-owned facilities include RVCR, Campgaw Mountain County Reserve and Darlington County Park. In 2012, over 589,500 people visited Ringwood and Ramapo Mountain. As for the County-owned facilities, more than 135,000 visitors, skied, tubed, swam, camped or golfed within Mahwah. As the numbers show, there is already recreation and nature-based tourism occurring within Mahwah without any real comprehensive marketing.

According to Eastwick Marketing, a trail user tourist spends \$11 to \$19 a day (items such as food and gas).⁸⁰ However, if that trail user tourist becomes an overnight visitor, the daily amount spent increases to \$190 a person (for hotel, meals, etc.) By capitalizing on the Township’s existing recreation and natural assets, it can supplement existing business’ sales (i.e. restaurants, hotels, etc.) and create new markets (i.e. bike shop, outfitters, rental facilities, etc.), diversifying Mahwah’s economy.

This section focuses on three strategies to promote, protect and enhance Mahwah’s recreational and natural assets through sustainable tourism.

Recreational/Nature-Based Tourism Plan

Recreational tourism involves traveling to participate in active or passive recreational activities. Outdoor recreation tourism can include biking, fishing, hiking, golfing, camping, swimming, canoeing, snow

⁸⁰ Presentation by Eastwick Marketing on October 20, 2013.

shoeing, cross country skiing, etc. This type of tourism fosters a greater appreciation for our natural habitats. Meanwhile, nature-based tourism is an outdoor experience and learning opportunity related to bio-diversity, landscape and wildlife (i.e. bird watching, fall foliage viewing, etc.).

The four steps cited on pages 103 through 104 for a successful cultural/historic tourism program can be adapted for a recreational/nature-based tourism program.

Step 1, assessing the potential, would entail evaluating the existing parks in three areas. Evaluation of Protection mechanisms and organizational capacities is not required, as each park is under the jurisdiction of the County or State and thus protected.

- Attractions – Where are the parks? What is the quality of the trails, swim areas, picnic areas, etc.?
- Visitor services – Are there restroom facilities? Is there sufficient parking? Is there good identifying signage?
- Marketing – Are there any existing promotional materials (i.e. maps, brochures)? Is there any existing demographic information about who comes to visit existing resources?

Step 2 is planning and organizing. This includes gaining the support of the County and State park officials, local angler/hiking/biking clubs, etc .

Step 3 is preparing for visitors, protecting and managing resources. At this point an assessment needs to be conducted of what resource materials exist (i.e. brochures, maps, etc.). If the resource materials don't exist, they need to be created. Additionally, continued protection of the resources needs to be reviewed and evaluated.

Step 4 is marketing for success. In order to attract tourists, a marketing plan is needed to determine how to draw them into Mahwah. A marketing plan should include four main components – public relations, advertising, graphic materials and promotions. A press kit is a great way to introduce your resources to journalists. As for graphic materials, this could include a logo, website.

- ✓ Using the National Trust for Historic Preservation's Four Steps, a recreational/nature-based tourism plan should be developed. This will paint a comprehensive picture of the State and County parks and open space facilities and how they can be enhanced for tourism purposes. Additionally, it will set the stage for the following strategies.

Four-Season Destination

When most people think about the five State/County parks in Mahwah they probably think that Campgaw is for skiing, RVCR is for hiking and Darlington is for golfing. However, the State/County parks offer a four-season destination with multiple activities each season. The diagram on page 111 shows the activities available each season in the various parks.

- ✓ Mahwah should work in conjunction with park staff to market its State/County parkland as a four-season destination. A good example is the website for Greer, Arizona: <http://greerarizona.com/todo/>

Winter

Ski/Snow Tube (Campgaw)
 Camp (Glen Gray)
 Hunt (Ringwood & Ramapo Mt.)
 Snowmobile (Ringwood)
 Ice Fish (Ringwood & Ramapo Mt.)
 Sledding (Ringwood)
 Cross-Country Ski (Ringwood, Ramapo Mt. & RVCR)

Spring

Camp (Glen Gray, RVCR, Camgaw)
 Fish (Ringwood, Ramapo Mt., Darlington, RVCR, Campgaw)
 Hike (Ringwood, Ramapo Mt., RVCR, Campgaw)
 Mountain Bike (Ringwood & Ramapo Mt.)
 Horseback Ride (Ringwood & Ramapo Mt.)
 Picnic (Ringwood, Darlington, Camgaw)
 Bird Watch (Ramapo Mt. & Darlington)
 Canoe/Kayak (Ramapo Mt., &RVCR)
 Golf (Darlington)

Summer

Swim (Ringwood, &Darlington)
 Camp (Glen Gray, RVCR, Camgaw)
 Fish (Ringwood, Ramapo Mt., Darlington, RVCR, Campgaw)
 Hike (Ringwood, Ramapo Mt., RVCR, Campgaw)
 Mountain Bike (Ringwood & Ramapo Mt.)
 Horseback Ride (Ringwood & Ramapo Mt.)
 Picnic (Ringwood, Darlington, Camgaw)
 Bird Watch (Ramapo Mt. & Darlington)
 Canoe/Kayak (Ramapo Mt., &RVCR)
 Golf (Darlington)

Fall

Camp (Glen Gray, RVCR, Camgaw)
 Fish (Ringwood, Ramapo Mt., Darlington, RVCR, Campgaw)
 Hike (Ringwood, Ramapo Mt., RVCR, Campgaw)
 Mountain Bike (Ringwood & Ramapo Mt.)
 Horseback Ride (Ringwood & Ramapo Mt.)
 Picnic (Ringwood, Darlington, Camgaw)
 Bird Watch (Ramapo Mt. & Darlington)
 Canoe/Kayak (Ramapo Mt., &RVCR)
 Golf (Darlington)

Interpretive signage

Interpretive signage communicates information about, provides an explanation of or describes the historical significance of a location, structure or object. (See the example on the next page.) The purpose of interpretive signage is to enhance and enrich the visitor experience. The benefits of interpretive signage include that it provides information without the requirement of staff, the message is consistent and the sign is viewable 24 hours a day.

Things to consider when thinking about interpretive signs:

- Text should be at a 7th to 9th grade reading level
- The use of jargon or technical terms should be avoided
- Supplement the text with maps, pictures, etc.
- Use color and images to attract the audience

As interpretive signage enhances the tourist experience, it should be added to key locations within the Township’s State and County Parks.



- ✓ Township representatives should work with the applicable State and County Park staff to see if it is possible to add interpretive signage to certain appropriate locations within the individual parks to enhance the visitor experience.

Mountain Bike/Hike/Fishing Clubs

Sports clubs and associations are a great way to spread the word about the Township’s recreational assets. Some groups will also post information to their website, such as maps, which helps to advertise Mahwah as a recreational destination.

Fishing

Fishing is permitted in Ringwood State Park, Ramapo Mountain State Forest and RVCR. The Ramapo River is often stocked with trout by the Division of Fish and Wildlife. Darlington allows fishing, but it is a catch and release program. The Township should work with local angler clubs and other state fishing organizations to publicize this asset.

Mountain Biking

Mountain biking in Mahwah is currently limited to Ringwood and Ramapo Mountain, however, much interest has been expressed in permitted mountain biking in certain portions of RVCR. Mahwah should work with the Jersey Off-Road Bicycle Association (“JORBA”) to promote the mountain bike facilities within Mahwah.

Hiking

With over 19 miles of hiking in RVCR alone, there is no shortage of trails. Moreover, the New York-New Jersey Trail Conference is relocating its headquarters to the Darlington Schoolhouse on Ramapo Valley Road, just north of the RVCR main parking lot. Mahwah should work with the Trail Conference (<http://www.nynjtc.org>), New Jersey Hiking (<http://www.njhiking.com/nj-hikes.php>) and New Jersey

Trails (<http://njtrails.org/index.php>) to get these trails on their respective websites and market Mahwah as a hiking destination.

Skiing

The New Jersey Ski Council (<http://www.newjerseyskicouncil.org/AboutNJSCMain.html>) promotes amateur skiing and sponsors competitions. Nationally, there is the U.S. Recreational Ski Association and National Ski Council Federation. These may be good contacts for advice on promotion and events to increase Mahwah’s presence as a ski destination.

- ✓ The Township should reach out to the aforementioned associations and clubs to promote the various outdoor activities in Mahwah; upload maps and brochures to the respective websites and market the Township in general.

Maps & Brochures

The key to a successful recreational/nature-based tourism program are maps and brochures. Tourists like to evaluate destinations before they visit (hence the explosion of websites like www.tripadvisor.com) and if they can’t find easily accessible information they are likely to seek out another location. Furthermore, maps and brochures allow the Township to showcase some of the unique features (i.e. scenic views and rare rock formations) of their parkland. Finally, maps and brochures could combine the five individual State and County parks into comprehensive themes.

Some examples of brochures could include:

- Bird Watching – which would detail the various viewing locations in Darlington and Ramapo Mountain State Forest and the types of birds typically seen
- Winter Activities – which would list the snow-related activities in Campgaw, Glen Gray, Ringwood, Ramapo Mountain and RVCRC
- Water Sports – which would detail the fishing, canoeing and kayaking opportunities, access points, features along the way and rental locations

- ✓ The Township should work with the State and County Park representatives to create themed brochures and maps for Mahwah-specific activities.

Parking Issue at Ramapo

Bergen County is currently undertaking a Ramapo Mountains County Park Management Plan study. One of the issues identified during the course of the study was insufficient parking. RVCRC’s main parking lot off of Route 202 contains 228 spaces. Weekend usage reaches capacity on Saturdays from May to October. Sundays see more intensive demand, with the parking lot reaching capacity and turning over twice on Sundays eight months out of the year.⁸¹

⁸¹ Email from Todd Cochran, Bergen County Parks Department, December 10, 2013.

If out-of-town visitors driving to RVCR arrive to the trailhead parking, find no available spaces and no signage to guide them to alternative parking areas – it is a cultural, historical and recreational tourism deterrent as the park contains all three tourism aspects.) According to the August 2013 Ramapo Mountains County Park Management Plan Newsletter, the County is evaluating a number of alternatives, which include low-impact parking lots, public transportation, parking off Bear Swamp Road and Skyline Drive.⁸²

- ✓ Township representatives should continue to be involved with the Ramapo Mountains County Park Management Plan study as it progresses in 2014. Essential to any tourism experience is the ability to access the destination. If tourists are unable to find parking in the main lot they won't be able to enjoy the historic, cultural and recreational assets within RVCR.

POST-TOURISM ACTIVITY PARTNERSHIPS

As mentioned under the Cultural/Historic Tourism Plan, visitor services are essential. Is there somewhere to grab a sandwich after your hike in RVCR? Where can a couple stay that wants to hike on a Saturday and kayak down the Ramapo River on Sunday? What visitor services are present that can transform a day trip into an overnight trip and increase revenue spent in Mahwah?

Visitor services or post-tourism activities include places to eat, sleep, shop and relax. This can consist of restaurants, hotels, stores, spas, etc. Mahwah has a number of hotels and eateries, which it could work with to create post-tourism activity partnerships. The following sections provide guidance on how to foster these partnerships. (Note that this is not a comprehensive list of partnerships.)

Hotels

Mahwah has a variety of hotels, located mainly on or close to Route 17:

- Homewood Suites on Corporate Drive
- Hampton Inn & Suites on Corporate Drive
- Comfort Suites on Route 17
- Double Tree on Route 17
- Super 8 on Route 17
- Fairfield Inn on Ramapo Valley Road
- Courtyard on Route 17
- Sheraton on International Boulevard

These hotels are a tourism amenity, which could offer themed packages that include spa services, historic tours, tickets to an event at the Berrie Center, etc. Additionally, by posting these packages on their respective websites, the hotels are marketing Mahwah's assets. Hotels could partner with Darlington Golf Course to package a round of golf and/or golf lessons, with Campgaw to bundle a family ski weekend, with the Mahwah Museum to package museum tickets and a self-guided tour or with the Berrie Center to bundle a concert. They could take it a step further, as some hotels have, and package a

⁸² <http://www.co.bergen.nj.us/DocumentCenter/View/1961>

one night stay, dinner at a local restaurant and then tickets to a performance (New Brunswick’s hotels have done this with the State Theater and downtown restaurants). The options are endless, however, the hotels may not know that some of these venues exist or know who to call to start a conversation about a partnership. This is where the Township can be the link between the hotels and the assets.

- ✓ The Township should consider hosting a meeting to introduce the hotel providers to the various assets (venues) in the municipality and see if the hotel providers are interested in one or more post-tourism partnerships.

Restaurants

Within the Township there are a number of eateries and restaurants that provide a variety of dining options. However, an out-of-town hiker or golfer may not know where to grab a sandwich or have a five-star dinner. For example, a sandwich shop would be a good partner for RVCR or the Darlington swim area. Meanwhile, a sit-down restaurant would be a good partner for the golf course or the Berrie Center. Once again, the restaurant could integrate the partnership by posting something to the effect of “hikers, stop by Sam’s Sandwich Shoppe for a protein packed sandwich before hitting the trail”, provide directions from the restaurant to RVCR and/or a link to trail maps. On the recreation side, there could be pamphlets or menus posted at the new visitor center (New Jersey New York Trail Conference) or near the trailhead or entrance to the respective facility. This same partnership could be created between the Berrie Center and some of Mahwah’s finer dining establishments.

- ✓ The Township should consider hosting a meeting to introduce the various eateries and restaurants to the various recreational, historic and entertainment assets in the municipality and see if the eateries/restaurants are interested in one or more post-tourism partnerships.

SIGNAGE

Signage is important in a tourism plan. It aids out-of-town visitors in finding specific locations or a place to park. It can be informative and interesting. It also helps to “brand” a specific area (such as a downtown) or an entire municipality. The following sections discuss three types of signage that will bolster a tourism plan.

Way-finding Signage

The purpose of way-finding signage is to assist in orienting people as to where they are relative to particular

Figure 19: Example of way-finding signage in Lambertville, NJ



destinations. Way-finding signage educates visitors about parking locations, trails, museums, open space areas and historical places. Many municipalities are using way-finding signage as a marketing and branding element. Some municipalities also install large maps of particular or special areas to assist with orientation. Two different examples are shown on this page and the prior page. The image on page 115 is from Lambertville, New Jersey where way-finding signage has been installed along the D&R Canal Trail to draw hikers and cyclists off the trail and into the downtown’s shops and restaurants. The center image is from Pier Village in Long Branch, New Jersey. It provides information on parking, recreation areas and shopping venues.

Figure 20: Example of way-finding signage in Pier Village, Long Branch, NJ



- ✓ It is recommended that Mahwah undertake a comprehensive way-finding signage study to determine needs and issues related to this topic. Way-finding signage has the ability to increase tourism and business revenues by improving awareness of commercial, recreational and historical assets, while encouraging exploration of the Township.

Historic Markers

Historic markers are key for cultural and heritage trails. They aid in orienting tourists who attempt self-guided tours and provide valuable information about the historic resource. However, very few of Mahwah’s existing State and National Register or municipally-designated resources have a historic marker. Bear Swamp Road Bridge (Cleveland Bridge), the Cragmere Cobblestone Gate, American Brake Shoe Foundry, Hopper Gristmill Site, Laroe-Van Horn House, the Ackerman House and the Mahwah Station are resources with known historic markers.



- ✓ The Mahwah Historic Preservation Commission should work with the appropriate authorities to install historic markers in front of every historic resource – State and National Register as well as locally-designated assets within the Township.

Gateways

A gateway is a point of entrance. Many municipalities are installing gateways along the major roadways that cross their border. These gateways vary from signs to archways to landscaped areas. Gateways provide a sense of arrival and also signify that the driver is entering a special place.

For example, Ramapo Valley Road (Route 202) is a historically important road, which was used by George Washington's army in 1777 and other times during the revolution. Furthermore, the road contains numerous historical estates, homes and structures. A gateway recognizing the historic importance of the road and entrance into Mahwah could be installed at the Oakland Borough and New York State border. Other potential gateways could include Franklin Turnpike, Darlington Avenue and Wyckoff Avenue signifying entrance into the Township from the Borough of Ramsey (see example to the right of a municipal gateway sign). Gateways could also be installed along Pulis Avenue and Campgaw Road from Franklin Lakes Borough.

Figure 21: Example of a gateway sign in Mahwah, NJ



- ✓ The Township should consider installing gateways on Ramapo Valley Road, Franklin Turnpike, Darlington Avenue, Wyckoff Avenue, Pulis Avenue and Campgaw Road as noted in the text above. Gateways would provide recognition and signify entrance into the Township.

MONTHLY CALENDAR OF EVENTS

To bolster tourism there should be a central website that shows the calendar of events for the entire municipality, including the parks, museum, historic sites, etc. This would avoid the need to go onto each individual website to find out what event, if any, is occurring.

In addition, regularly scheduled events are needed to keep a steady stream of tourists coming into the Township. Some ideas of events include:

Mahwah History (or Heritage) Day

One great example of a history/heritage day is Belvidere's Victorian Days held every September. This two day event draws thousands to the small town of Belvidere for crafts, arts, music, home tours, street performers, re-enactors and food.⁸³

A Mahwah History Day could coordinate with the cultural/historic tourism plan. This event could be held in the spring or fall (April or October) and could offer visitors historical tours, re- enactors, food and/or

⁸³ <http://www.victorianbelvidere.com/>

music. The event “headquarters” could be the Mahwah Museum with smaller events/activities at select historic sites.

Taste of ...

Food events are growing rapidly in the United States. Taste of ... festivals are exploding around the country – Taste of Arlington, Taste of Tribeca and Taste of Chicago are just a few. These events typically bring together local restaurants, wineries and/or breweries, for a unique culinary experience. Usually held in the street or in a park, these events sell tickets, where the proceeds go back into the community.

The Mahwah Regional Chamber of Commerce holds an annual Taste of the Region and Business Showcase, which the Township could work to partner with or use as an example to create their own. The Township’s version of this festival could include restaurants from the Township and/or surrounding municipalities.

- ✓ The Township should consider creating a 12 month calendar of events to be hosted on a new comprehensive tourism website. This could be done through an internship program with the high school or Ramapo College.

COMPREHENSIVE WEBSITE

A comprehensive historic, cultural and recreational website is needed to be a one-stop resource center. This website should include information for visitors on what to see, where to stay and where to eat. In today’s era, the internet is the way people obtain information on destinations, services, etc. It is important to the success of the cultural, historical and recreational tourism plans that a comprehensive website be created to provide information to potential visitors.

The website could include special pages on Mahwah’s history, recreational opportunities and cultural assets. It could also include an interactive map that shows asset location, address, hours of operation, etc.

Some excellent examples include Princeton’s and Somerville’s websites. Princeton’s website (<http://www.visitprinceton.org>) has links to events, restaurants, historic sites, etc. The website has a clean layout and is easy to navigate. The website boasts stunning pictures of the Borough, events and historic places. Somerville’s website (<http://findsomerville.com/>) includes a downtown savings link, a page on the Town’s history and an extensive calendar of events on the homepage. Both of these websites are high-quality examples to emulate.

Finally, the Borough should reach out to Highlands Tourism, who manages the website <http://highlandstourism.org/index.html>. This website lists things to do, events and recreational activities within the Highlands Region. Under day trips, the site lists hiking the Ramapo Mountain State Forest. Bergen County hosts a tourism website (<http://www.co.bergen.nj.us/index.aspx?NID=9>), which lists entertainment venues, outdoor activities and historical attractions. They also have a page on historic walking tours, which Mahwah could request that its self-guided walking tours (once developed)

be added to. Finally, there is a list of cultural and historic sites, which does mention the Mahwah Museum, but does not mention any of the other great historic sites in Mahwah.

- ✓ The Township should consider creating a comprehensive tourism website using the Princeton and Somerville websites as inspiration. This could be done through an internship program with the high school or Ramapo College.
- ✓ The Township should reach out to Highlands Tourism to add cultural, historical and recreational assets in Mahwah to the list of places to visit. Additionally, it should contact the Bergen County Tourism Department to have them add key historic sites to their list of cultural and historic places.

XII. SUSTAINABLE MAHWAH

“Sustainable Mahwah” is both a concept and the name for the Township’s Green Team, whose purpose is to advocate municipal sustainability and carry out the mission of Sustainable Jersey. While growth is inevitable in a place like Mahwah, future development and redevelopment must be completed in a manner that respects the surrounding environment and is built for the long-term. Furthermore, decisions are made every day in both the public and private sector that impact the Township’s landscape, air quality, water resources and overall quality of life. The concept of “Sustainable Mahwah” is not just a goal, it is an incremental process impacted by the everyday actions of residents, workers, developers and municipal officials.

This chapter examines seven strategies to provide guidance and advance Goal #3:

- LEED certification
- LEED-ND
- SITES rating
- NAHBGreen
- Potential redevelopment sites
- Solar panels
- Increased alternative mode opportunities

LEED CERTIFICATION

Leadership in Energy and Environmental Design (“LEED”) is a recognized green building certification rating system. LEED provides third-party verification that a new or renovated building was designed and built using strategies and materials to lower a building’s environmental footprint. LEED was developed by the U.S. Green Building Council and is a “voluntary rating system that encourages buildings to do better, but does not add significant cost”.⁸⁴ LEED has eight rating systems for projects that want to achieve LEED certification. The rating systems are:

- New Construction and Major Renovations
- Existing Buildings Operations and Maintenance
- Commercial Interiors
- Core and Shell Development
- Retail
- Schools
- Neighborhood Development
- Healthcare

⁸⁴ <http://www.usgbc.org/articles/leed-facts>

GOAL #3

Encourage public and private actions and expenditures to consider sustainable strategies that will enhance residents’ quality of life and advance “Sustainable Mahwah”.

Within each rating systems there are five main credit categories:

- Sustainable sites
- Water efficiency
- Energy and atmosphere
- Materials and resources
- Indoor environmental quality

LEED “provides building owners and operators with a framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions”.⁸⁵ Furthermore, LEED has been constantly improving its manuals and guidelines to keep up with technology and trends. Presently, there are four levels of LEED certification – certified, silver, gold and platinum.

- ✓ Goal #13 of the 2013 Comprehensive Master Plan states, “to promote the conservation of energy and the use of renewable energy sources”. As per the report, “the Township recognizes that much of our energy is consumed in or by the use of buildings and therefore seeks to achieve this goal as opportunities arise with new construction or significant alterations to existing buildings. The Township particularly supports the design, construction and operation of buildings meeting the Leadership in Energy and Environmental criteria”. (*Township of Mahwah Comprehensive Master Plan, prepared by Burgis Associates, Inc., page 14.*)
- ✓ The Township encourages new non-residential and residential development to seek LEED certification. In an attempt to educate residents and business owners within the community, the Township will add a section to the Township webpage, most likely under Sustainable Mahwah, which explains LEED and its benefits.
- ✓ The Township should consider adding some of the LEED requirements to their zoning ordinance, such as bike parking requirements, tree planting standards, shared parking provisions and façade design standards for non-residential zones.

LEED-ND

The Township has been awarded a grant to study the feasibility of becoming a designated Highlands Center. Preliminary discussions have revealed the desire for two distinct centers within the Planning Area.

If, after the study, the Township decides to proceed and requests and receives Center Designation from the Highlands Council, it may want to consider LEED-Neighborhood Development (“LEED-ND”) for portions of or the entirety of the Highlands Center. LEED-ND incorporates the principles of smart growth, urbanism and green building into a system for neighborhood design, which can be applied to entire neighborhoods, portions of neighborhoods or multiple neighborhoods.

⁸⁵ <http://www.usgbc.org/articles/about-leed>

There are five credit categories for LEED-ND:

- Smart location and linkage
- Neighborhood pattern and design
- Green infrastructure and buildings
- Innovation and design process
- Regional priority credit

Within the categories there are a total of 12 prerequisites that are required to gain certification. One of these conditions includes “smart location”, which requires the neighborhood to be served by existing water and sewer infrastructure and new development to be on infill sites, near transit or have nearby neighborhood assets. Another prerequisite is “walkable streets”, which provides parameters for entry locations, building height, sidewalks and building design.

- ✓ If the Township moves ahead and receives Highlands Center Designation, it may want to consider amending the municipal zoning ordinance to add some of the LEED-ND requirements to the Center or portions of the Center. This could include bike parking and storage requirements, bicycle network parameters, sidewalk requirements, tree planting standards, shared parking provisions and façade design and entry standards for non-residential zones.

SUSTAINABLE SITES INITIATIVE

The Sustainable Sites Initiative (“SITES™”) is an effort by the American Society of Landscape Architects that began in 2005. SITES was created to “promote sustainable land development and management practices that can apply to sites with and without buildings including, but not limited to the following:

- Open spaces such as local, state and national parks, conservation easements and buffer zones and transportation rights-of-way.
- Sites with buildings including industrial, retail and office parks, military complexes, airports, botanical gardens, streetscapes and plazas, residential and commercial developments and public and private campuses”.⁸⁶

The major difference between SITES and LEED is that SITES’ guidelines have the ability to provide parameters for parcels without buildings, whereas LEED is triggered by building construction and development. The 2009 guidelines manual lists ten principles of a sustainable site:

- Do no harm
- Precautionary principle
- Design with nature and culture
- Use a decision-making hierarchy of preservation, conservation and regeneration
- Provide regenerative systems as intergenerational equity
- Support a living process

⁸⁶ <http://www.sustainablesites.org/about/>

- Use a systems thinking approach
- Use a collaborative and ethical approach
- Maintain integrity in leadership and research
- Foster environmental stewardship⁸⁷

The 2009 manual has a ranking system with 51 credits based on the aforementioned principles, which can yield up to 250 points. (It should be noted that a new manual is expected to be released shortly.) In order to be SITES recognized a project must achieve at least 100 points. There are four levels of SITES ranking that range from one star to four stars. Similar to LEED, there are prerequisites and credit categories. The nine credit categories include:

- Site selection
- Pre-design assessment and planning
- Site design – water
- Site design – soil and vegetation
- Site design – materials selection
- Site design – human health and well-being
- Construction
- Operations and maintenance
- Monitoring and innovation⁸⁸

✓ The Township encourages new buildings and major non-building related projects to refer to the SITES prerequisites and credits for sustainable ideas.

NAHBGREEN

The National Association of Home Builders (“NAHB”) Green differs from LEED and SITES in that it only focuses on residential buildings. NAHB offers educational resources, green standards and green building advocacy.

In 2007, NAHB and the International Code Council (ICC) partnered to establish a national standard for green home building. The result of this partnership was the ICC 700 National Green Building Standard, which is the “first and only residential green building rating system to undergo the full consensus process and receive approval from the American National Standards Institute (“ANSI”)”.⁸⁹ The ICC 700 was published in 2008 and an update was approved in 2012. The 2012 update makes the standards easier to understand and implement and include a number of important changes including restructured scoring for remodeling and incentives for development and lot design.

⁸⁷ *The Sustainable Sites Initiative: Guidelines and Performance Benchmarks 2009*. Available at <http://www.sustainablesites.org/report>. Page 7.

⁸⁸ Ibid, page 10.

⁸⁹ <http://www.nahb.org/generic.aspx?genericContentID=194279>

The NAHBGreen standards can be used for rating new and remodeled single- and multi-family buildings as well as residential subdivisions. There are six core green building categories that projects can receive points for:

- Lot design, preparing and development
- Resource efficiency
- Energy efficiency
- Water efficiency
- Indoor environmental quality
- Operation, maintenance and building owner education

There are four rating levels for NAHBGreen – bronze, silver, gold and emerald. Points to attain these certifications range from 231 (bronze) to 641 (emerald).

- ✓ The Township encourages new homes and new residential subdivisions, as well as residential remodels to consider and refer to the ICC 700 National Green Building Standard for sustainable ideas.

SOLAR PANELS

In November of 2009, Governor Corzine signed into law S1303, as P.L. 2009, c. 146, which added the definition of inherently beneficial use to the Municipal Land Use Law and expanded the inherently beneficial use status to include, wind, solar and photovoltaic facilities. As per S1303, inherently beneficial use means “a use which is universally considered of value to the community because it fundamentally serves the public good and promotes the general welfare. Such a use includes, but is not limited to, a hospital, school, child care center, group home, or a wind, solar or photovoltaic energy facility or structure”.⁹⁰ The bill also defined wind, solar or photovoltaic energy facility as “a facility or structure for the purpose of supplying electrical energy produced from wind, solar, or photovoltaic technologies, whether such facility or structure is a principal use, a part of the principal use, or an accessory use or structure”.⁹¹

Then in April of 2010, Senate Bill S921 was signed into law as P.L. 2010, c. 4. This bill prohibits municipalities from including solar panels in any calculation of impervious surface or impervious cover. However, the base or foundation of the panel may be counted in impervious calculations.⁹²

A search of Mahwah’s Revised General Ordinances for the word “solar” or words “solar panel” yields no results. The Township’s code does not address solar panels; therefore, to accomplish the goal of a “Sustainable Mahwah”, the Township should develop an ordinance to address this alternative energy technology. Crafting this ordinance would advance Goal #13 of the 2013 Comprehensive Master Plan

⁹⁰ http://www.njleg.state.nj.us/2008/Bills/PL09/146_.PDF

⁹¹ Ibid.

⁹² http://www.njleg.state.nj.us/2010/Bills/PL10/4_.PDF

and provide residents and businesses with the variance-free option of installing solar panels as an alternative energy source.

- ✓ This action item is taken directly from the 2013 Comprehensive Master Plan. “The Township also recognizes the need to encourage the use of alternative energy sources as a means to conserve non-renewable resources. As such, the Township policy shall be to establish an ordinance to encourage the potential use of solar energy for residential and business properties in Mahwah. This will be accomplished by encouraging solar energy collectors as an accessory use in all of the Township’s zone districts. It is recommended that the Mayor and Council examine building height regulations to encourage solar panel infrastructure on rooftops”. (*Township of Mahwah Comprehensive Master Plan, prepared by Burgis Associates, Inc., page 14.*)

INCREASE ALTERNATIVE MODE OPPORTUNITIES

According to the 2009 Economic Census, 18,875 persons worked within the Township. If each of those workers drive alone to work that equals 18,875 cars driving into and around Mahwah, excluding the traffic passing through to other destinations. In order to reduce energy consumption, decrease car exhaust and subsequently air pollution and increase consumer choice, existing transportation modes within the Township need to be enhanced and new modes need to be explored. Transportation choices impact both the public sector (municipal vehicle fleet and operations budget) and the private sector (how does one get to and from work) and directly impact our environment. According to the Union of Concerned Scientists, “transportation is the largest single source of air pollution in the United States”.⁹³ Therefore, both Township residents and non-resident workers impact the Township’s quality of life by their travel behaviors.

The following sections look at five different transportation modes and how the Township can influence and change travel behaviors of both its residents and workers.

Train Transportation

As discussed in Chapter V, Mahwah has a New Jersey Transit station at the intersection of Railroad Avenue and East Ramapo Avenue, which links Mahwah to Secaucus Junction and New York Penn Station. Boardings at the Mahwah station are low compared to stations to the north and south. The average weekday boardings in 2011 were 210. This is more than double the existing Township-owned parking spaces at the train station (100 spaces).

The public workshop and online survey revealed that residents are dissatisfied with the amount of parking at the train station and a third of online survey respondents said they would utilize the train if more parking were available. In order to understand how many more residents might utilize rail as an alternative to their personal car, one needs to determine how many residents work within an accessible distance from the rail line.

⁹³ http://www.ucsusa.org/clean_vehicles/why-clean-cars/air-pollution-and-health/cars-trucks-air-pollution.html

According to the 2007 Journey to Work data, 1,015 Mahwah residents commuted to Manhattan. Another 865 residents traveled to Ramsey, 380 traveled to Ridgewood, 210 traveled to Allendale and 145 commuted to Secaucus – all of which are along the rail line. (Note there are other towns along the rail line, but these are the top five municipalities along the route.) If only 10% of those workers decided to commute via train instead of car, it would equal 262 boardings, which is more than the station experienced in 2011.

In addition to Mahwah residents using the train line to commute out, there are workers who travel to Mahwah that could utilize the rail line. According to the 2007 Journey to Work data, a total of 1,430 workers from Paterson, Ramsey, Manhattan and Clifton travel to Mahwah for work. If only 10% of those employees switched to the train, it would equal 143 additional daily boardings. Therefore, a very conservative estimate of potential train station utilization would be 405 daily boardings.

But Mahwah's average daily boards was only 210 in 2011, while Suffern had four times more boardings and Ramsey Route 17 had 3.6 times more boardings. This indicates that there is demand for the rail services, but something is deterring potential riders from boarding at Mahwah. Based on the information gathered, there are five main deterrents to boarding at Mahwah's station:

- Shortage of available parking.
- For the non-resident worker, the ability to get from the train station to their place of work.
- Lack of a sidewalk and bicycle network to get to and from the train station safely.
- Absence of bicycle parking.
- Lack of a kiss'n'ride.

The following sections discuss each of the issues and describe potential solutions to change travel behavior and increase ridership at the Mahwah station.

Shortage of Available Parking

The Township of Mahwah owns four lots on the northwest corner of the intersection of North Railroad Avenue and Old Station Lane, which total just over 11 acres. Presently, the properties house the DPW, the historic train station and two small parking lots for the Mahwah station (see Figure 22 on page 127). It is possible that the properties could be reconfigured to add additional parking spaces by condensing the DPW parking area. North Railroad Avenue could also be turned into a one-way to allow for on-street parking.

Figure 22: Train station and associated parking lots.⁹⁴



First/Last Mile Problem

The first/last mile problem is a transportation planning term. The “first mile problem” is defined as the difficulty a rider has traveling from their starting location (typically their home) to the transit stop. The “last mile problem” is defined as the difficulty a rider has getting from the transit stop to their final destination. The last mile problem impacts workers, who live outside of Mahwah along the railroad line, but cannot walk to their place of employment from the Mahwah station.

Traditional solutions to the first/last mile problem include jitneys and bicycling sharing programs. Jitney service can solve both the first and last mile problem. Jitney service could connect Mahwah’s residential neighborhoods to the train station. Jitney service has worked effectively in Maplewood, New Jersey, which also has limited parking at the train station. The Township of Maplewood operates three jitney lines that connect its residential neighborhoods to the train station. The routes operate from 6am until 9am and then again from 5pm until 9pm.⁹⁵ It should be noted that in 2012, Maplewood’s jitney service provided 80,000 one-way rides.⁹⁶ Figure 23 on page 128 shows the jitney lines, which cover the majority the municipality.⁹⁷

⁹⁴ Map courtesy of www.bing.com

⁹⁵ <http://www.twp.maplewood.nj.us/DocumentCenter/Home/View/924>

⁹⁶ <http://maplewood.patch.com/groups/politics-and-elections/p/maplewood-to-increase-jitney-fees>

⁹⁷ Map courtesy of <http://maplewood.patch.com/groups/editors-picks/p/interactive-maplewood-jitney-map>

Figure 23: Maplewood Jitney Service Routes



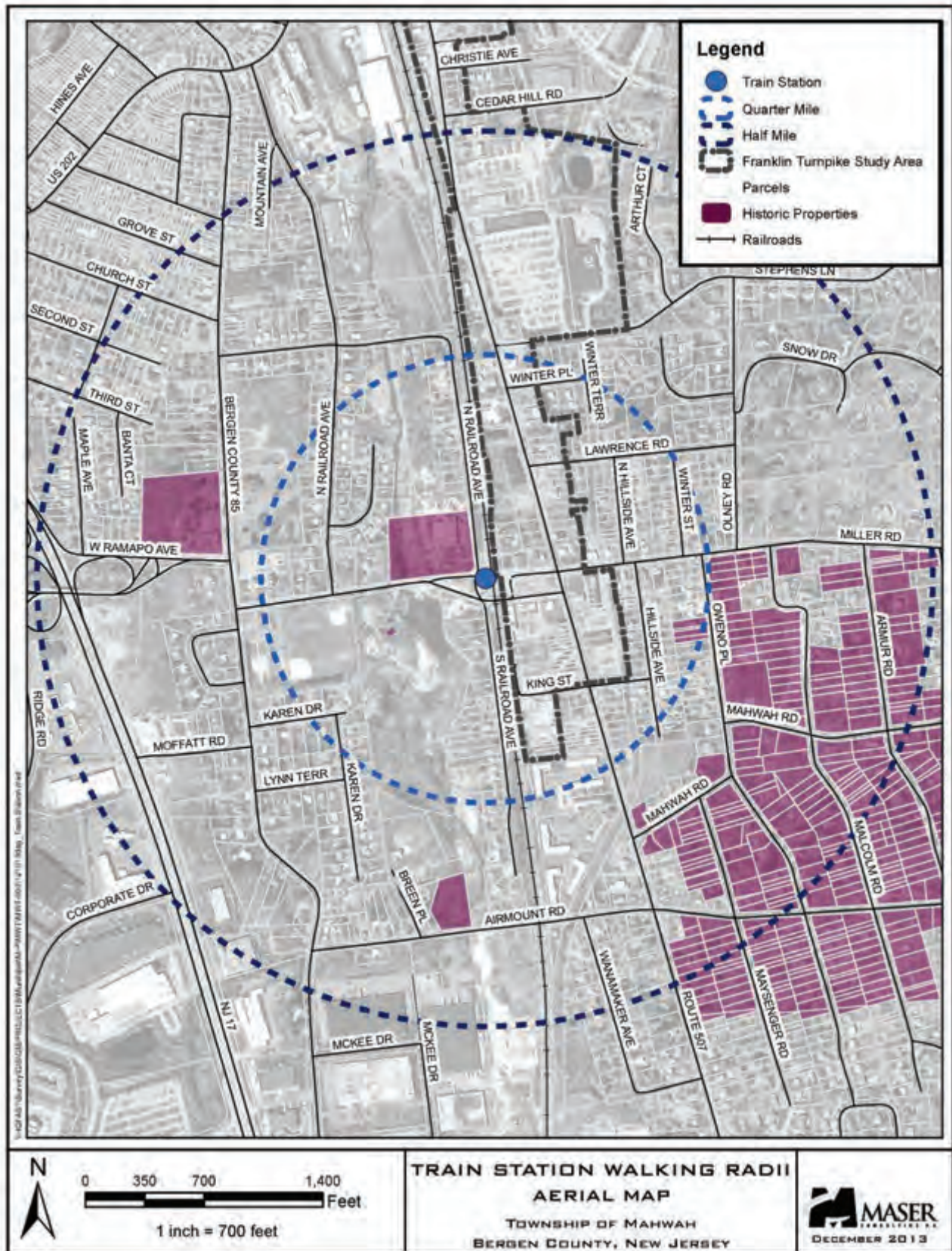
Jitney service could also connect employees commuting into Mahwah to their place of work. For example, jitney service could stop at major employment centers such as Corporate Drive, MacArthur Boulevard, Commerce Court and Island Road.

Bicycle sharing programs are a service in which bicycles are made available for shared use to individuals on a short term basis. The main purpose is transportation – to get people from point A to point B. In New Jersey, Red Bank, Hoboken and Jersey City have implemented bike share programs. The most widely known program is New York City’s Citi Bike. Citi Bike has 6,000 bikes and hundreds of stations. Pricing varies, as there are annual memberships, seven-day access passes and 24-hour passes.⁹⁸ A bicycle sharing program could be useful for those workers who don’t want to or can’t walk from the train station to their place of employment.

Lack of a sidewalk and bicycle network.

Most transit riders are willing to walk up to a quarter mile, which equates to roughly a five minute walk to use transit. Some riders will walk or bike up to a half mile to get to the transit stop; this translates into a ten minute walk. As the map on page 129 shows, the five minute walking radius stretches north along Franklin Turnpike to Winter Place and south to the Mall and Starview Garden Apartments. Walking west, one can almost reach Island Road. Eastward, a pedestrian could walk to Oweno Place. A ten minute walk encompasses the A&P Shopping Plaza to the north, part of the Cragmere neighborhood to the east, McKee Drive to the south and the Route 17/Ramapo Avenue interchange to the west. It should be the Township’s priority to create a contiguous sidewalk network within the five minute

⁹⁸ <http://citibikenyc.com>



walking area and a bicycle network, which would safely link potential transit riders to their home and/or place of employment.

Absence of bicycle parking.

The Mahwah station presently has no bicycle parking. Based on this information it is suggested bicycle racks be added.

Lack of a kiss'n'ride.

The Mahwah station presently has no kiss'n'ride. However there does not appear to be a demand or need for a formal area designated for this. There is a large covered kiss'n'ride drop-off area at the Route 17 Station in Ramsey at the Mahwah border.

- ✓ In order to understand commuter preferences and needs, the Township should undertake a survey. This survey could be conducted online, handed out at the train station, distributed to major employers, etc. The survey would ask questions such as “would you utilize the Mahwah train station if it had more parking?”, “would you utilize the Mahwah train station if there was a jitney service that connected your home/workplace to the train station?”, etc. Once the survey results are tabulated, the Township could make informed decisions on the following actions.
- ✓ If the survey indicates that more parking is needed, the Township could evaluate if the DPW complex could be reconfigured to add additional parking. Additionally, it could evaluate turning North Railroad Avenue into a one-way street and adding on-street parking.
- ✓ If the survey indicates that train riders would utilize a jitney service then the Township could undertake a study to determine the most cost-efficient and effective routes.
- ✓ If the survey indicates that a bicycle sharing program is desired and has sufficient interest, then the Township could analyze potential funding options, station locations, etc.
- ✓ The Township should immediately commence a pedestrian and bicycle network study for the five minute walking area surrounding the train station. This is in line with the 2013 Comprehensive Master Plan’s Objective #11, which declared that the Township should prepare a Bicycle and Pedestrian Element to address the need to provide sidewalks in heavily traveled areas of the Township. The study should examine where there are gaps in the sidewalk system, where there are hazardous street crossings and what streets are appropriate for shared travel lanes and where exclusive bike lanes could be added.
- ✓ The Township should address the shortage of bicycle parking at the train station, by adding racks for at least a dozen bicycles.
- ✓ Kiss'n'Ride. Is there a need for Kiss'n'Ride?

Bus Transportation

Coach USA runs three lines within Mahwah that take residents to New York City, Ramsey, Ridgewood, Allendale, Paramus, etc. Ramapo College runs a shuttle to and from the Ramsey Route 17 train station and also has a shuttle that goes to and from local shopping centers.

However, there is no intra-municipal bus service. In 2007, 2,240 Mahwah residents worked within the Township. Using the Census data for transportation mode used to get to work, this means that 78.0% or 1,745 of those workers drove alone to work. One way to reduce car trips within the municipality would be to provide an intra-municipal bus service. This would be similar to the jitney concept, but instead of linking the train station to homes and workplaces, it would link homes directly to workplaces.

- ✓ In order to update and verify the 2007 Journey to Work data, the Township should undertake a survey similar to the train station survey or conduct it in concert with the train station survey. This survey could be online, distributed to major employers, etc. The survey would ask questions such as “do you live and work in Mahwah?”, “would you utilize an intra-municipal bus system if it existed?”, “would you utilize an intra-municipal bus system if the bus stop was less than a five minute walk from your house and your place of work?” Once the survey results are tabulated, the Township could make informed decisions on the following actions.
- ✓ If the survey indicates that Mahwah residents would utilize an intra-municipal bus service then the Township could undertake a study to determine the most cost-efficient and effective routes.

Car Transportation

There are certain instances where vehicular trips cannot be transferred to other modes and reduced. For example, the Township of Mahwah manages a fleet of vehicles that facilitate the provision of municipal services. There are cars and trucks for inspectors, DPW workers, police, etc. While the number of trips cannot be reduced or transferred to another mode, the type of vehicle used (i.e. electric, hybrid, more fuel efficient) can minimize the negative environmental impacts and reduce operating costs by reducing emissions and improving energy efficiency. The Township has 73 DPW vehicles, 33 police vehicles and 53 inspector/other vehicles. None of these are green vehicles.

Westwood Borough and Woodbridge Township are two examples of New Jersey green fleet programs. As a pilot project, Westwood purchased a hybrid Ford Escape in October 2007 for the police department. The hybrid saved 14 gallons of fuel per 12 hour shift. That translated to a savings of \$403 per week and \$20,997 per year. The hybrid vehicle paid for itself in 11.5 months.⁹⁹

Woodbridge started a “biodiesel fuel program with a \$65,500 grant from the New Jersey Board of Public Utilities (BPU) which helped the Township’s Department of Public Works to install an above-ground

⁹⁹ <http://www.sustainablejersey.com/actions-certification/actions/#/open/action/84>

biodiesel fuel tank”.¹⁰⁰ The Township purchased six vehicles, two dump trucks and two garbage trucks for the biodiesel pilot program. The goal is to reduce hydrocarbon emissions by using biodiesel fuel.¹⁰¹

- ✓ The Township has the ability to consider sustainable strategies, such as alternative fuel vehicles, when purchasing new cars and trucks for its various departments. As part of the Sustainable Jersey program, and a priority action for Bronze and Silver certification, the Township could conduct a Fleet Inventory. This would evaluate the municipal fleet to understand where efficiency could be improved. The resulting report would include strategies for greening the fleet, including specific efficiency targets. (Mahwah would receive Sustainable Jersey points for this action.)
- ✓ When buying new vehicles, the Township could purchase hybrid, flexible fuel, natural gas, propane and/or electric vehicles. (Mahwah would receive Sustainable Jersey points for this action.) This would reduce emissions and also save money in operating costs.
- ✓ If the Township is interested in electric vehicles, it could apply to Sustainable Jersey for a grant to construct an electric vehicle charging station at the DPW building or municipal building. Past recipients have received \$10,000 to \$25,000 to construct the charging station.

Cycling & Walking Transportation

Goal #11 of the 2013 Comprehensive Master Plan is “to ensure that traffic and pedestrian circulation issues are affirmatively addressed on a local and regional scale”. Furthermore Objective #11 states “the Township should prepare a Bicycle and Pedestrian Element. This element should specifically address the need to provide sidewalks in certain heavily traveled areas of the municipality. The Township should identify those corridors that are appropriate for sidewalk construction. In addition, the Township’s sidewalk fund should be used in to construct sidewalks where they are most needed”.¹⁰²

In addition to the pedestrian and bicycle network comments discussed above for the train station area, it is evident that pedestrian and circulation issues are a top priority of the Township as it was one of 17 goals in the most recent Comprehensive Master Plan. The Township has the ability to influence and change travel behavior for pedestrians and cyclists on municipal roadways by constructing sidewalks, adding bike lanes and lowering speed limits.

A recent planning concept, known as “complete streets”, may be useful to the Township of Mahwah. A complete street is a street designed to enable access for all users, including pedestrians, cyclists, motorists and transit riders of all ages and abilities. There is no single design treatment for a complete street, as each is unique and responds to its surrounding environment and context. Complete streets can include sidewalks, exclusive bike lanes, bus lanes, mass transit stops, safe street crossings, curb

¹⁰⁰ Ibid.

¹⁰¹ Ibid.

¹⁰² Township of Mahwah Comprehensive Plan, prepared by Burgis Associates, Inc., page 13.

extensions, narrower travel lanes, etc.¹⁰³ It should be noted that the complete streets concept does not apply to every type of roadway, for example, I-287 will and should never be a complete street.

The benefits of complete streets include improved safety, better connections, promotion of healthy lifestyles and reduced traffic congestion. In 2009, the New Jersey Department of Transportation (“NJDOT”) approved a complete streets policy, the purpose of which was to:

"To create and implement a Complete Streets policy in New Jersey through the planning, design, construction, maintenance and operation of new and retrofit transportation facilities within public rights of way that are federally or state funded, including projects processed or administered through the Department's Capital Program".¹⁰⁴

NJDOT’s website has a number of resources to assist municipalities that wish to implement a complete street policy, for more information go to:

<http://www.state.nj.us/transportation/eng/completestreets/resources.shtm>

- ✓ The Township should commence a pedestrian and bicycle network study for the five minute walking area surrounding the train station. This is in line with the 2013 Comprehensive Master Plan’s Objective #11, which declared that the Township should prepare a Bicycle and Pedestrian Element to address the need to provide sidewalks in heavily traveled areas of the Township. The study should examine where there are gaps in the sidewalk system, where there are hazardous street crossings and what streets are appropriate for shared travel lanes and where exclusive bike lanes could be added. This study could be used as a pilot study for the rest of the municipality.
- ✓ The Township should review and discuss the complete streets concept and determine if they want to adopt a complete streets policy. This would guide future design, construction and maintenance of Township roadways.
- ✓ The objective of preparing a Bicycle and Pedestrian Element should be expanded to be a Circulation Plan Element that would address not only cyclists and pedestrians, but also mass transit riders. This would look at the circulation network, user amenities and traffic calming for the entire Township.

¹⁰³ <http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/complete-streets-faq>

¹⁰⁴ <http://www.state.nj.us/transportation/eng/completestreets/policy.shtm>

XIII. FRANKLIN TURNPIKE ECONOMIC DEVELOPMENT NODE

BACKGROUND

Franklin Turnpike, also known as CR-507, runs in a north-south fashion through the Township of Mahwah. It runs relatively parallel to Route 17 and is used by both local and through traffic (the two roadways actually intersect in the Borough of Ramsey). Franklin Turnpike is a two lane road with turn lanes in certain areas to aid in right-hand and left-hand turn movements.

According to the NJDOT, Franklin Turnpike had an annual average daily traffic count (“AADT”) of 15,406 in August of 2010. This count was taken between Christie Avenue and Cedar Hill Avenue at milepost 28. Of the AADT, roughly 12,000 were passenger cars and 150 were buses.¹⁰⁵ In February of 2010, a count was taken in front of the Ramsey Square Shopping Center (between Spring Street/Hilltop Road and Route 17) at milepost 25.9. At this location the AADT was 21,339 for Franklin Turnpike.¹⁰⁶

The Franklin Turnpike study area totals roughly 65.5 acres and is just over one mile in length. The aerial map on page 135 shows the study area.

Land Use

As shown in the table below, the overwhelming majority of the Franklin Turnpike study area is commercial in nature. This is reflected on the map on page 136. Over 69.0% of the study area is classified as commercial by the tax records. Commercial uses include a supermarket, restaurants, gasoline stations, offices and automobile dealers. The second largest land use is residential with 6.8 acres or 10.4% of the study area. Roughly 5.5 acres of the study area is classified as industrial. Industrial uses include Ruton Plastic Bags, Foods By George and Feuersenger Electric. Finally, there are eight lots classified as “vacant” by the tax data; however all eight lots are actually parking lots for adjacent commercial or industrial uses. Therefore, there are no vacant lots presently within the Franklin Turnpike study area.

One of the land use issues that this section of Franklin Turnpike has is shallow lot depth, especially on the west side, which is constrained by the railroad line. On Block 68, lot depth ranges from 32 to 95 feet. On Block 71, lot depth ranges from 40 to 249 feet. Additionally, overall lot size is much smaller on the west side of Franklin Turnpike as compared to the east side.

2011 Land Use		
Land Use	Acres	% of Total
Residential	6.8	10.4%
Commercial	45.5	69.5%
Industrial	5.5	8.4%
Municipal	3.5	5.3%
Vacant	3.5	5.4%
Apartment	0.8	1.1%
Total	65.5	100.0%

¹⁰⁵ http://www.state.nj.us/transportation/refdata/roadway/traffic_counts/

¹⁰⁶ http://www.state.nj.us/transportation/refdata/roadway/traffic_counts/

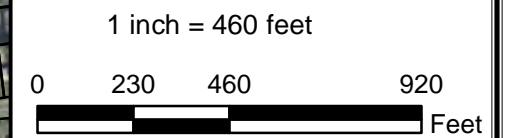
GOAL #4

Transform the Franklin Turnpike corridor into a walkable, cohesive and attractive place that residents can be proud of.

Franklin Turnpike Study Area: Aerial





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MAHWAH**

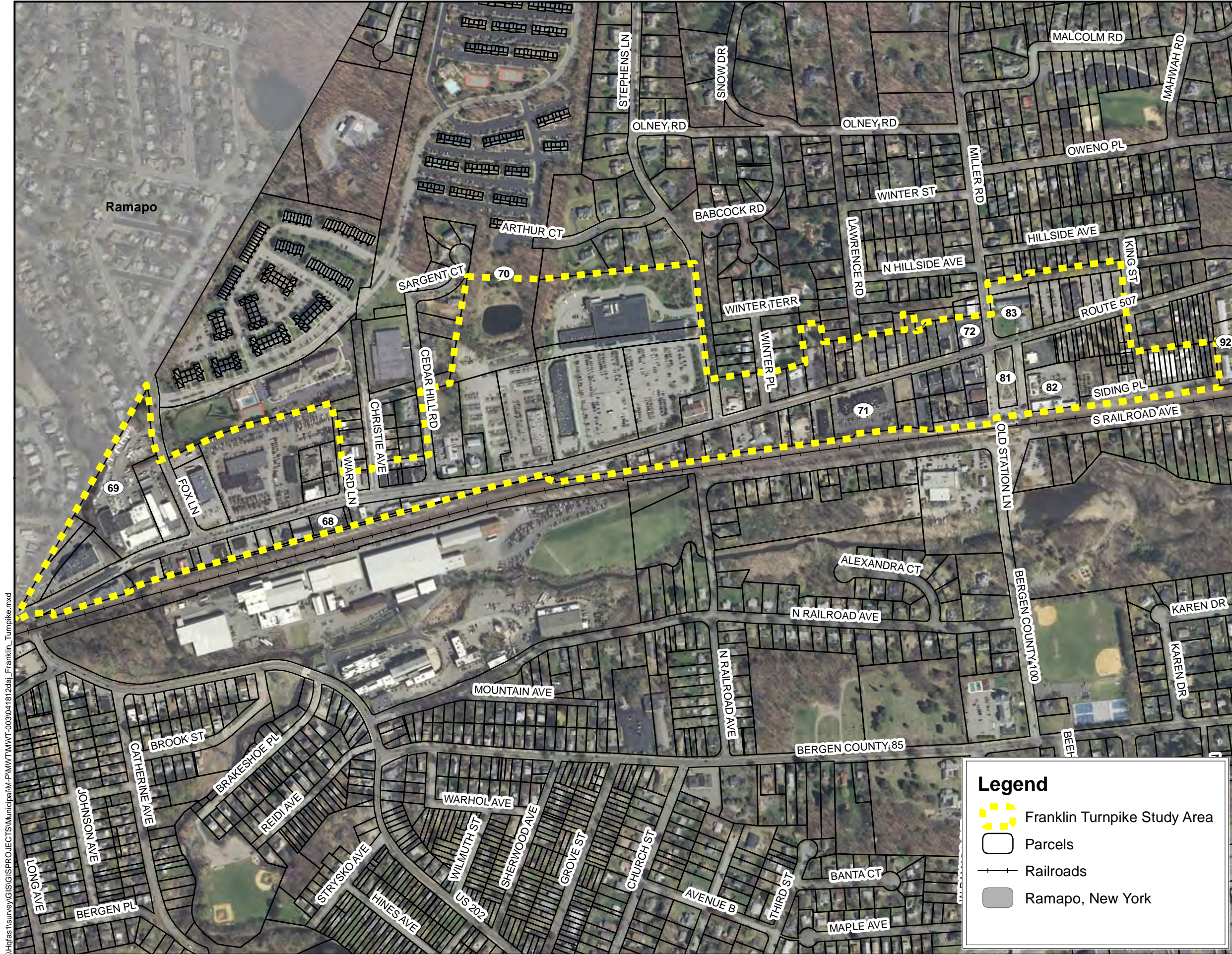
BERGEN COUNTY
NEW JERSEY



DIGITAL SPATIAL DATA SOURCES:
 - BERGEN COUNTY GEOGRAPHIC INFORMATION SYSTEM
 - NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS, OFFICE OF SMART GROWTH
 - NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION, BUREAU OF GEOGRAPHIC INFORMATION
 - UNITED STATES DEPARTMENT OF AGRICULTURE, NATURAL RESOURCES CONSERVATION SERVICES
 - NEW JERSEY OFFICE OF INFORMATION TECHNOLOGY, OFFICE OF GIS

Legend

-  Franklin Turnpike Study Area
-  Parcels
-  Railroads
-  Ramapo, New York



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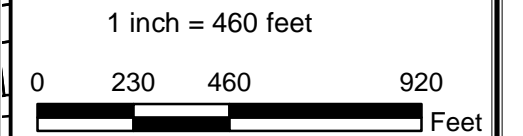


JANUARY 2014

Franklin Turnpike Study Area: Land Use Analysis

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NEW JERSEY



DIGITAL SPATIAL DATA SOURCES:
 - BERGEN COUNTY GEOGRAPHIC INFORMATION SYSTEM
 - NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS, OFFICE OF SMART GROWTH
 - NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION, BUREAU OF GEOGRAPHIC INFORMATION
 - UNITED STATES DEPARTMENT OF AGRICULTURE, NATURAL RESOURCES CONSERVATION SERVICES
 - NEW JERSEY OFFICE OF INFORMATION TECHNOLOGY, OFFICE OF GIS



JANUARY 2014

Legend

Franklin Turnpike Study Area

Parcels

Railroads

2011 Parcels Tax Classification

Vacant (1)

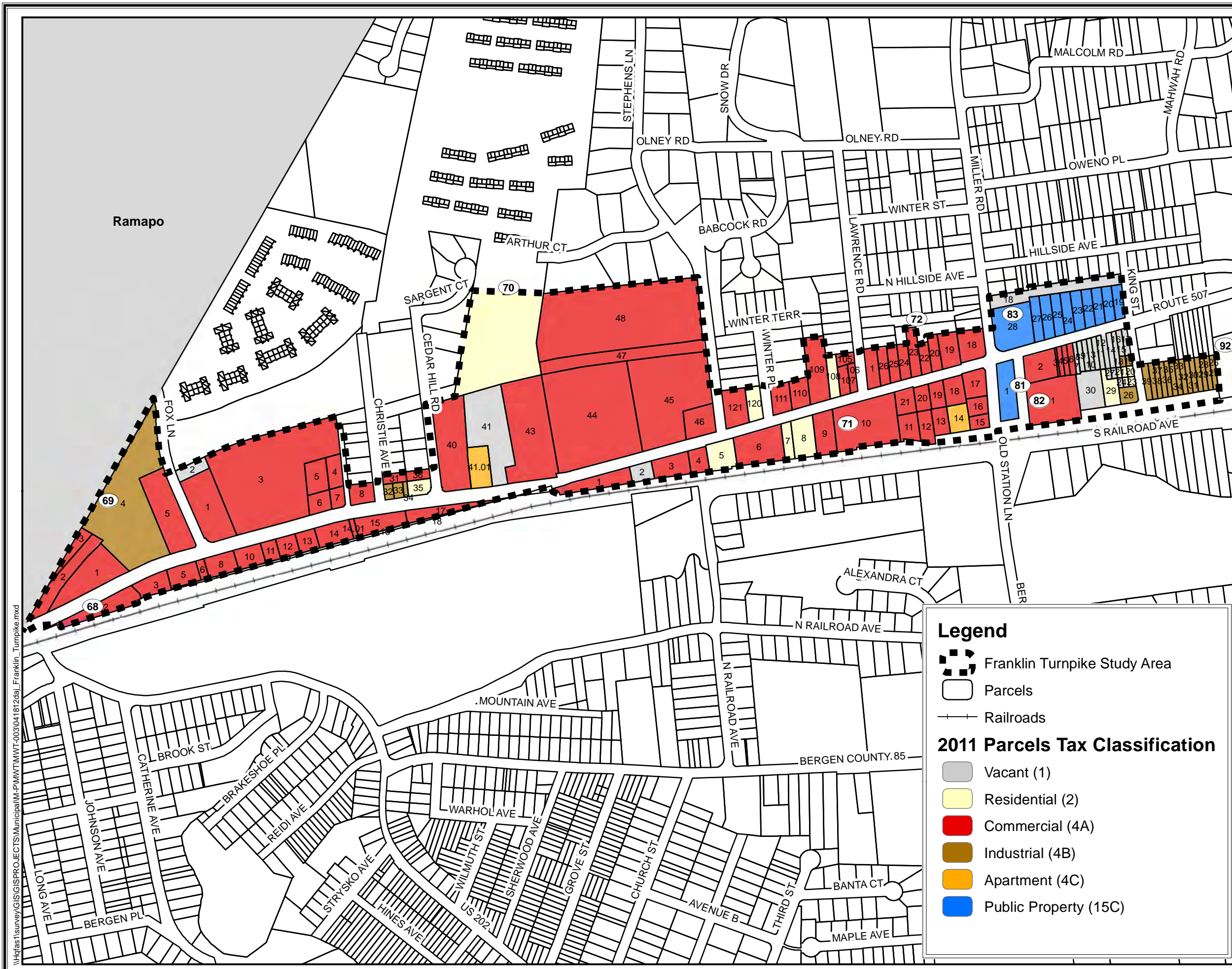
Residential (2)

Commercial (4A)

Industrial (4B)

Apartment (4C)

Public Property (15C)



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Zoning

There are a total of seven zones within the Franklin Turnpike study area as shown on the map on page 138. The B12 Zone covers the majority of the study area. A total of 29.7 acres or 76.0% of the study area is zoned B12. The B12 Zone permits a variety of uses including automobile service, banks, delis, department stores, florists, food stores, offices, gas stations and restaurants. These uses must be located on at least a 12,000 square foot lot. The B10 Zone is south of Stephens Lane and encompasses roughly 10 acres of the study area. The B10 Zone permits antique shops, bakeries, banks, delis, drugstores, dry cleaning, food stores, laundry establishments, offices, restaurants and repair stores on parcels at least 10,000 square feet in size.

The A&P Shopping Center is zoned B200. The B200 Zone permits retail stores, auto supply sales, banks, movie theaters, offices, grocery stores and planned commercial developments and requires a minimum lot size of 200,000 square feet. The B200 Zone covers 14.7 acres or 18.8% of the study area.

Several lots within the study area are zoned ML1 or ML2 – Mount Laurel Housing Districts, which permit multi-family inclusionary development. Roughly 4.2 acres of the study area is zoned R15, which permits single-family detached homes on lots that are a minimum of 15,000 square feet.

The GI80 Zone fronts on South Railroad Avenue and encompasses 1.4 acres. This zone permits research laboratories; manufacture and assembly of electronics, instruments and tools; light manufacturing operations; etc. on lots that are at least 80,000 square feet.

ASSESSED VALUATION

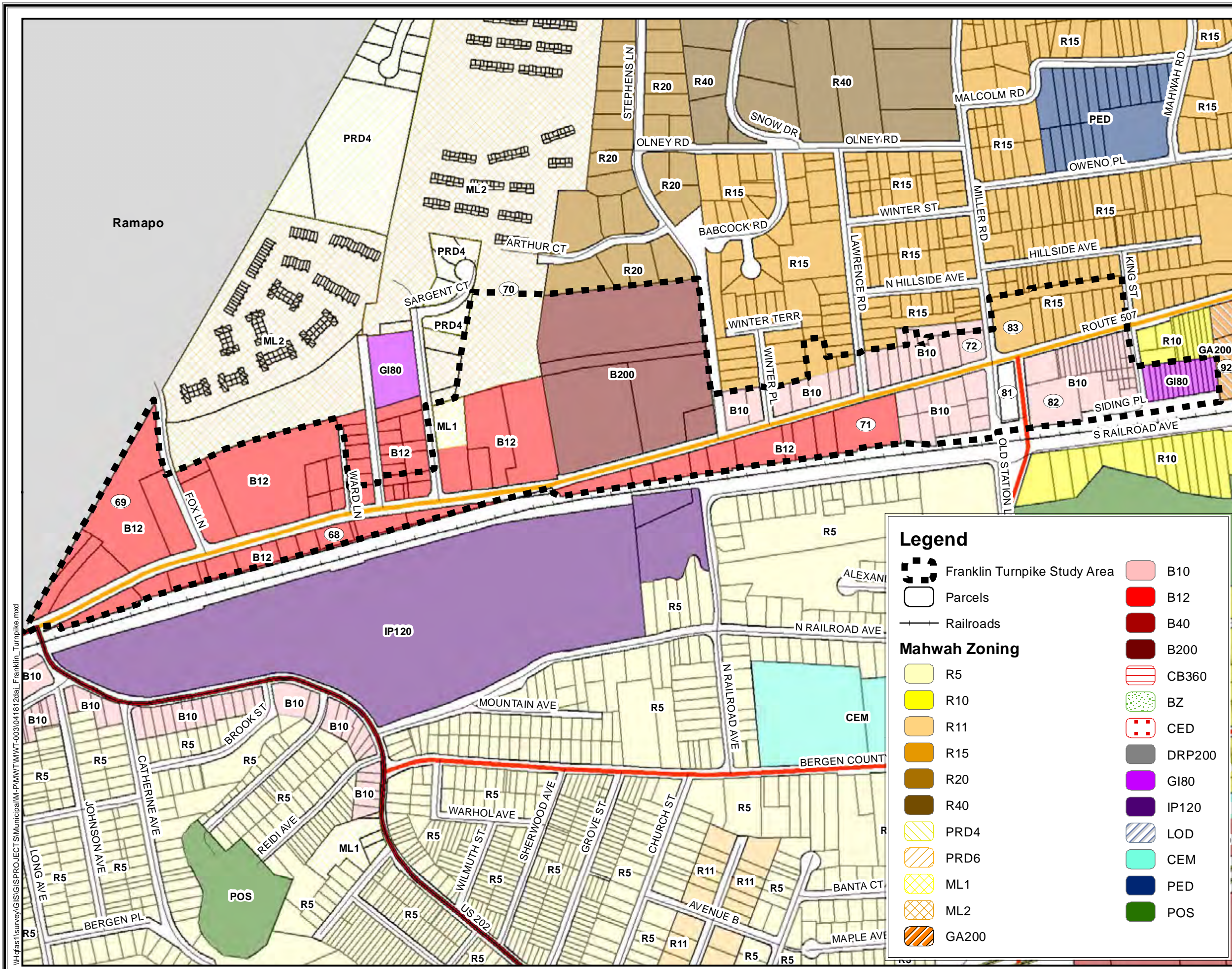
The tables on pages 139 through 141 show the land use and assessed value for each of the properties within the study area. In 2011, the Franklin Turnpike study area had a land value of almost \$44.8 million and an improvement value of \$53.9 million. This totals to an overall assessed value of \$98.7 million.

It should be noted that a number of changes have occurred on Block 82 since the 2011 tax data was compiled. Lots 10 through 17 are now vacant as the owner has demolished all the structures on the properties.

Franklin Turnpike Study Area: Zoning Analysis

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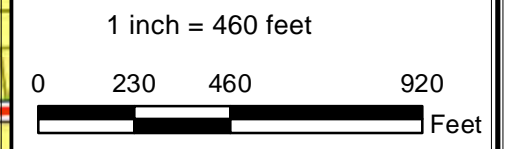


Legend

- Franklin Turnpike Study Area
- Parcels
- Railroads

Mahwah Zoning

	R5		B10
	R10		B12
	R11		B40
	R15		B200
	R20		CB360
	R40		BZ
	PRD4		CED
	PRD6		DRP200
	ML1		GI80
	ML2		IP120
	GA200		LOD
			CEM
			PED
			POS



DIGITAL SPATIAL DATA SOURCES:

- BERGEN COUNTY GEOGRAPHIC INFORMATION SYSTEM
- NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS, OFFICE OF SMART GROWTH
- NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION, BUREAU OF GEOGRAPHIC INFORMATION
- UNITED STATES DEPARTMENT OF AGRICULTURE, NATURAL RESOURCES CONSERVATION SERVICES
- NEW JERSEY OFFICE OF INFORMATION TECHNOLOGY, OFFICE OF GIS



JULY 2012

\\hcas\survey\GIS\PROJECT\S\Municipal\M-F\MW\T\MW-T-003\041812\daj.Franklin_Turnpike.mxd

2011 Franklin Turnpike Land Use & Assessed Value						
Block	Lot	Address	Tax Code	Land Value	Improvement Value	Total Value
68	2	10 Franklin Tpk.	Commercial	\$658,000	\$247,100	\$905,100
68	3	20 Franklin Tpk.	Commercial	\$373,900	\$196,200	\$570,100
68	5	40 Franklin Tpk.	Commercial	\$450,000	\$70,200	\$520,200
68	6	-	Commercial	-	-	\$0
68	8	44 Franklin Tpk.	Commercial	\$488,000	\$712,300	\$1,200,300
68	10	46 Franklin Tpk.	Commercial	\$420,300	\$165,600	\$585,900
68	11/12	48 Franklin Tpk.	Commercial	\$442,500	\$57,500	\$500,000
68	13	60 Franklin Tpk.	Commercial	\$300,000	\$489,700	\$789,700
68	14/14.01	62 Franklin Tpk.	Commercial	\$600,000	\$100,100	\$700,100
68	15	72A Franklin Tpk.	Commercial	\$614,200	\$185,900	\$800,100
68	17	100 Franklin Tpk.	Commercial	\$470,500	\$1,370,000	\$1,840,500
SUBTOTAL				\$4,817,400	\$3,594,600	\$8,412,000
69	1/2/3	17 Franklin Tpk.	Commercial	\$2,482,900	\$3,498,500	\$5,981,400
69	4	27-33 Franklin Tpk.	Industrial	\$1,325,300	\$1,755,200	\$3,080,500
69	5	35 Franklin Tpk.	Commercial	\$1,451,400	\$824,100	\$2,275,500
SUBTOTAL				\$5,259,600	\$6,077,800	\$11,337,400
70	1	45 Franklin Tpk.	Commercial	\$1,398,300	\$191,300	\$1,589,600
70	2	Fox Ln.	Vacant	\$268,900	\$0	\$268,900
70	3	55 Franklin Tpk.	Commercial	\$1,857,000	\$4,561,000	\$6,418,000
70	4/5	1 Ward Ln.	Commercial	\$536,200	\$73,000	\$609,200
70	6	67 Franklin Tpk.	Commercial	\$339,800	\$570,300	\$910,100
70	7	Franklin Tpk.	Commercial	\$210,800	\$22,300	\$233,100
70	8	75 Franklin Tpk.	Commercial	\$348,500	\$101,500	\$450,000
70	19	-	Residential	-	-	\$0
70	31	106 Christie Ave.	Commercial	\$136,100	\$15,900	\$152,000
70	32/33/34	79 Franklin Tpk.	Industrial	\$361,400	\$356,300	\$717,700
70	35/36	85 Franklin Tpk.	Residential	\$233,900	\$203,600	\$437,500
70	40	93 Franklin Tpk.	Commercial	\$1,171,300	\$228,700	\$1,400,000
70	41.01	95 Franklin Tpk.	Apartment	\$430,400	\$421,700	\$852,100
70	41	97 Franklin Tpk.	Vacant	\$1,102,900	\$0	\$1,102,900
70	43	99 Franklin Tpk.	Commercial	\$857,900	\$3,030,200	\$3,888,100
70	44	115 Franklin Tpk.	Commercial	\$8,124,500	\$16,430,900	\$24,555,400
70	45/47/48	Owned by 44				
70	46	141 Franklin Tpk.	Commercial	\$666,500	\$934,700	\$1,601,200
SUBTOTAL				\$18,044,400	\$27,141,400	\$45,185,800
70.02	105/106	Owned by 107				
70.02	107	173 Franklin Tpk.	Commercial	\$408,200	\$242,000	\$650,200
70.02	108	169 Franklin Tpk.	Residential	\$226,700	\$141,500	\$368,200
70.02	109	165 Franklin Tpk.	Commercial	\$487,500	\$123,500	\$611,000

2011 Franklin Turnpike Land Use & Assessed Value, continued

Block	Lot	Address	Tax Code	Land Value	Improvement Value	Total Value
70.02	110	161 Franklin Tpk.	Commercial	\$349,200	\$367,100	\$716,300
70.02	111	159 Franklin Tpk.	Commercial	\$249,100	\$32,700	\$281,800
70.02	120	153 Franklin Tpk.	Residential	\$231,800	\$212,500	\$444,300
70.02	121	149 Franklin Tpk.	Commercial	\$428,000	\$322,900	\$750,900
SUBTOTAL				\$2,380,500	\$1,442,200	\$3,822,700
71	1	132 Franklin Tpk.	Commercial	\$407,700	\$132,500	\$540,200
71	2	Franklin Tpk.	Vacant	\$196,000	\$0	\$196,000
71	3	140 Franklin Tpk.	Commercial	\$457,400	\$97,600	\$555,000
71	4	142 Franklin Tpk.	Commercial	\$253,800	\$207,600	\$461,400
71	5	146 Franklin Tpk.	Residential	\$239,000	\$115,600	\$354,600
71	6	150 Franklin Tpk.	Commercial	\$680,800	\$510,500	\$1,191,300
71	7	160 Franklin Tpk.	Residential	\$196,900	\$45,700	\$242,600
71	8	162 Franklin Tpk.	Residential	\$231,700	\$112,000	\$343,700
71	9	164 Franklin Tpk.	Commercial	\$581,100	\$628,900	\$1,210,000
71	10	180 Franklin Tpk.	Commercial	\$1,216,400	\$2,206,000	\$3,422,400
71	11/12	Owned by 18	Commercial	-	-	-
71	13	1 Scherer Pl.	Commercial	\$195,800	\$254,600	\$450,400
71	14	5 Scherer Pl.	Apartment	\$199,500	\$372,900	\$572,400
71	15	7 Miller Rd.	Commercial	\$195,700	\$1,105,200	\$1,300,900
71	16	9-15 Miller Rd.	Commercial	\$218,400	\$564,300	\$782,700
71	17	200 Franklin Tpk.	Commercial	\$286,300	\$314,400	\$600,700
71	18/19/20	190 Franklin Tpk.	Commercial	\$960,600	\$741,700	\$1,702,300
71	21/22	Owned by 18				
SUBTOTAL				\$6,517,100	\$7,409,500	\$13,926,600
72	1	177 Franklin Tpk.				
72	20/22/23	Owned by 1	Commercial	\$872,600	\$303,700	\$1,176,300
72	24/25/26	Owned by 1				
72	18	197 Franklin Tpk.	Commercial	\$358,700	\$492,600	\$851,300
72	19	195 Franklin Tpk.	Commercial	\$329,200	\$321,200	\$650,400
SUBTOTAL				\$1,560,500	\$1,117,500	\$2,678,000
81	1	Franklin Tpk.	Public Property	\$601,600	\$0	\$601,600
SUBTOTAL				\$601,600	\$0	\$601,600
82	1	6 E. Ramapo Ave.	Commercial	\$1,009,700	\$1,090,300	\$2,100,000
82	2	4 E. Ramapo Ave.	Commercial	\$422,900	\$340,200	\$763,100
82	3/4	216 Franklin Tpk.	Commercial	\$338,700	\$168,600	\$507,300
82	5/6/7	Owned by 4				
82	8/9	220 Franklin Tpk.	Residential	\$186,900	\$98,100	\$285,000
82	10/11	222 Franklin Tpk.	Residential	\$200,800	\$14,200	\$215,000

2011 Franklin Turnpike Land Use & Assessed Value, continued						
Block	Lot	Address	Tax Code	Land Value	Improvement Value	Total Value
82	12	224 Franklin Tpk.	Residential	\$225,500	\$14,700	\$240,200
82	13/14/15	Owned by 12				
82	16/17	228 Franklin Tpk.	Residential	\$189,200	\$15,700	\$204,900
82	18/19	9 King St.	Industrial	\$90,000	\$64,100	\$154,100
82	20-25, 27, 28	7 King St.	Residential	\$173,100	\$80,400	\$253,500
82	26	3 King St.	Industrial	\$67,600	\$307,800	\$375,400
82	29	9 Siding Pl.	Residential	\$218,800	\$14,000	\$232,800
82	30	Siding Pl.	Vacant	\$203,000	\$0	\$203,000
SUBTOTAL				\$3,326,200	\$2,208,100	\$5,534,300
83	18	Miller Rd.	Vacant	\$160,100	\$0	\$160,100
83	19/20	225 Franklin Tpk.	Public Property	\$359,600	\$0	\$359,600
83	21/22	221 Franklin Tpk.	Public Property	\$328,500	\$2,120,000	\$2,448,500
83	23/24/25	Franklin Tpk.	Public Property	\$544,400	\$550,000	\$1,094,400
83	26/27	Owned by 23				
83	28	100 Miller Rd.	Public Property	\$376,300	\$1,280,000	\$1,656,300
SUBTOTAL				\$1,768,900	\$3,950,000	\$5,718,900
92	26/27/28	Owned by 39	Industrial	\$485,100	\$1,018,100	\$1,503,200
92	29/30/31	Owned by 39				
92	32/33/34	Owned by 39				
92	35/36/37	Owned by 39				
92	38/39	39 Sidling Pl.				
SUBTOTAL				\$485,100	\$1,018,100	\$1,503,200
TOTAL				\$44,761,300	\$53,959,200	\$98,720,500

PUBLIC INPUT

Public input was solicited regarding Franklin Turnpike through the online survey and during the public workshop. The online survey and public workshop revealed that residents see the corridor as unattractive, a hodgepodge of land uses and architectural styles and as a nondescript place. Meanwhile, the mapping exercises revealed that residents feel that the majority of buildings along the corridor only need a façade upgrade, instead of full demolition. Despite this, residents say that Franklin Turnpike is the closest place Mahwah has to a downtown or center. Furthermore, Franklin Turnpike ranks higher than Route 17 for walkability, bikeability and cleanliness.

Goal #4 is the result of Franklin Turnpike’s existing conditions and the information received from the public:

Transform the Franklin Turnpike corridor into a walkable, cohesive and attractive place that residents can be proud of.

The words walkable, cohesive and attractive are the direct response to address the top ten descriptions residents gave to Franklin Turnpike:

- Walkable
 - Congested/traffic
 - Dangerous
 - Center of town
 - Convenient/close
- Cohesive
 - Hodgepodge/unplanned
 - Commercial/stores
- Attractive
 - Boring/nondescript
 - Dirty/unattractive
 - Gas stations
 - Car dealerships

Franklin Turnpike is no stranger to discussion. In fact, it was one of three areas that were specifically analyzed by the 2013 Comprehensive Master Plan. The ten page examination looked at land use, opportunities and constraints, visual analysis and zoning regulations of the entire length of the corridor. The study concludes that the existing bulk regulations do not promote a pedestrian environment and need to be modified. It also recommends consideration of shared parking, design standards and reduced impervious coverage.

The following sections examine seven strategies to provide guidance and transform Franklin Turnpike.

- Contiguous sidewalk network
- Streetscape improvements
- 20 Year Vision
- Consistent bulk standards
- Review the zoning
- Architectural design guidelines
- Incentivizing investment

Continuous Sidewalk Network

The 2013 Comprehensive Master Plan calls for sidewalks improvements along the Franklin Turnpike corridor, which is reflected by the information received from the residents. In order to make the Franklin Turnpike Economic Node walkable, there has to be a continuous sidewalk network, which does not presently exist. Secondly, intersections should have safe pedestrian crossings with crosswalks, pedestrian signals, etc. Goal #11 of the 2013 Comprehensive Master Plan is “to ensure that traffic and pedestrian circulation issues are affirmatively addressed on a local and regional scale”.¹⁰⁷ Furthermore Objective #11 states “the Township should prepare a Bicycle and Pedestrian Element. This element

¹⁰⁷ Township of Mahwah Comprehensive Master Plan, prepared by Burgis Associates, Inc., page 13.

should specifically address the need to provide sidewalks in certain heavily traveled areas of the municipality. The Township should identify those corridors that are appropriate for sidewalk construction. In addition, the Township's sidewalk fund should be used in to construct sidewalks where they are most needed".¹⁰⁸

Discussed further in Chapter 14, under the topic of "Train Transportation", is the recommendation that the Township should immediately commence a pedestrian and bike network study for the ¼ mile radius around the train station. It is recommended that the study examine where there are gaps in the sidewalk network and where there are hazardous street crossings.

In addition to the ¼ mile radius around the train station, a portion of the Franklin Turnpike study area is also within a ¼ mile of the Coach USA bus stop at the intersection of Fox Lane and Franklin Turnpike. Therefore, it is imperative to make it safe to walk to the train, but also to the bus stop and to the various establishments along the corridor.

- ✓ The Township should work in conjunction with the Planning Board and Zoning Board of Adjustment to ensure that all new applications within the Franklin Turnpike study area include sidewalks along all street frontages and work to limit curb cuts.
- ✓ The objective of preparing a Bicycle and Pedestrian Element should be expanded to be a Circulation Plan Element that would address not only cyclists and pedestrians, but also mass transit riders. This would look at the circulation network (i.e. the sidewalk network), user amenities (i.e. bus shelters), traffic calming (i.e. speed tables for intersections to slow traffic), etc.
- ✓ For immediate impact, the Township may want to consider using a portion of its sidewalk fund to install sidewalks where none currently exist, but pedestrian traffic is evident (i.e. worn path in grass).

Streetscape Improvements

To increase walkability and attractiveness of the corridor streetscape improvements are necessary. These improvements include sidewalks, crosswalks, street trees, street lights and street furniture.

Installation of sidewalks is a beginning, but they have to be installed in a manner that encourages walking. Pedestrians feel most comfortable when there is a buffer between themselves and moving vehicles. This could include on-street parking or a landscape strip. Due to the narrow right-of-way width of Franklin Turnpike, this would likely be a landscape strip that could be supplemented with trees.

Crosswalks are important means of safely crossing from one side to the other of Franklin Turnpike. Existing crosswalks along the corridor are only distinguished by painted white lines. Many studies have shown that two simple white lines across the roadway are not as effective as other types of crosswalks

¹⁰⁸ Township of Mahwah Comprehensive Master Plan, prepared by Burgis Associates, Inc., page 13.

as far as safety and visual delineation are concerned. The signalized intersections in the study area (Ramapo Valley Road, Fox Lane, Stephens Lane and Miller Road) should receive immediate improvement. These crosswalks should be reconstructed, at a minimum, with a textured surface. Additional options include raised crosswalks, speed tables, etc. In addition to the crosswalks, bump-outs or curb extensions should be considered for those recommended intersections to decrease the amount of roadway that one has to cross.

Trees provide shade for pedestrians, beautify the corridor and improve air quality. Currently, the corridor contains very few street trees. Trees are an essential element of a streetscape and they should be planted along the entire length of the corridor.

In addition to trees, the corridor could be enhanced with planters, rain gardens and landscaped bulb-outs to “green” the corridor and enhance its attractiveness.

Street lighting works to provide safe movement through the corridor both on foot and in an automobile. It improves pedestrian safety and is essential to one’s feeling of security. Providing a well-lit retail corridor is essential to creating a positive and safe image of the Franklin Turnpike corridor after dark that extends the hours of economic activity.

Street furnishings provide visual unity and should be regularly spaced and aligned with trees and street lights where possible. Furnishings can allow for creativity and branding of either the Township or the Franklin Turnpike corridor. As mentioned in the 2013 Comprehensive Master Plan, a street furniture palette should be defined for the corridor to eliminate the hodgepodge appearance. The Township should select a color palette and then trash cans, benches, etc. and then when applications come before one of the boards, the applicant can be directed to the selected street furnishings.

- ✓ The Township should work with the County to design a long-term vision for Franklin Turnpike. This should include a streetscape improvement plan that addresses sidewalk placement, crosswalk improvements, street trees, etc.
- ✓ The Township should request improved crosswalks at its signalized intersections to increase pedestrian safety and reduce potential automobile/pedestrian conflict. However, the Township does have control over the municipal side roads and can improve the crosswalks immediately.
- ✓ If the County allows, the Township should require new development to plant street trees between the sidewalk and cartway. Street lighting should also be required to be installed between the sidewalk and cartway at regular intervals along the length of the corridor.
- ✓ Finally, the Township should select a color palette for street furnishings and the type of trash cans, benches, etc. Then, when applications are before one of the boards, the applicant, if required to install, will know exactly what is being required. Consistent street furnishings will help to alleviate the hodgepodge appearance of Franklin Turnpike.

20 Year Vision

Question #6 of the online survey asked customers if they are spending an evening out of the house, do they spend that evening in Mahwah or outside of Mahwah; 85% said that they spend the night outside of Mahwah. When asked what activity they are doing on the night out, 28% said dining, 23% said movies and 21% replied that they were shopping.

Question #8 asked consumers what kind of leisure/entertainment services they would patronize in Mahwah if said services existed. Movies received the largest number of votes, with 27% of survey respondents. A total of 17% of consumers said they would like to see live music and concerts within the Township. Finally, 13% said that they would patronize more restaurants if they existed within the community's borders.

The consumer survey is affirmed by the data from The Nielsen Company, which revealed that there is a \$22.4 million opportunity gap for limited-service eating establishments within 3.5 miles of MacArthur Boulevard. This increases to a \$25 million opportunity gap within the five mile catchment area. Additionally, there is a \$3.7 million opportunity gap within the five mile catchment area for full-service restaurants.¹⁰⁹

Based on the resident responses and The Nielsen Company data there is a desire and demand for additional restaurants. This, coupled with the leisure/entertainment service responses, indicates there is a need somewhere within the Township for a "restaurant row" or entertainment district, which could have a movie theater, live concert and music venues, restaurants, etc.

A good example of an entertainment area is New Brunswick. On Livingston Avenue there are three theaters adjacent to one another – State Theatre, George Street Playhouse and Crossroads Theatre. Three blocks away is the Stress Factory Comedy Club. Within two blocks of the theaters there are more than a dozen restaurants, which range from pizza shops to five-star eateries.

As a long-term or 20 year vision, Franklin Turnpike could be transformed into an entertainment area. With a streetscape connecting individual properties and improving the appearance of the corridor, over time properties could be converted from gas stations and repair shops to restaurants, concert venues, theaters, etc.

- ✓ If the Township agrees with the long-term vision for Franklin Turnpike, it should evaluate existing permitted uses in each of the business zones along the corridor and determine where it would be appropriate to permit theaters, concert/live music venues, comedy clubs, etc. (It should be noted that restaurants are permitted in the B-10, B-12 and B-200 Zone.)

¹⁰⁹ Limited-service restaurants are defined as establishments that serve patrons while seated via wait staff. Full-service restaurants are defined as establishments where patrons order and are served while seated and pay after eating.

Consistent Bulk Standards

One of the reasons for the hodgepodge or unplanned appearance of Franklin Turnpike is the three different business zones and their three different sets of bulk requirements (see table below). The main drivers of the varied appearance include minimum lot size, minimum front yard setback and minimum side yard setback. As the chart below shows, the minimum lot size ranges from 200,000 square feet in the B-200 Zone to just 10,000 square feet in the B-10 Zone. Minimum lot width ranges from 300 feet to only 50 feet. Another major difference that impacts the streetscape view is the minimum front yard setback. This parameter varies from a minimum of 75 feet to 40 feet to only 10 feet. This staggered setback causes the streetscape to have a gap appearance (like a missing tooth) as if buildings are absent or misplaced. Finally, the side yard setbacks also differ, which means varying gaps between buildings and property lines.

Franklin Turnpike Zoning					
Zone	Minimum Lot Size (sf)	Minimum Lot Width	Minimum Front Yard	Minimum Side Yard (one side)	Minimum Side Yard (both)
B-200	200,000	300'	75'	40'	75'
B-12	12,000	80'	40'	15'	30'
B-10	10,000	50'	10'	10'	20'

To create a “cohesive appearance” the Township should consider a consistent minimum and maximum front yard setback for all the business zones. This would help to define the streetscape and also orient buildings to the street, not to a sea of parking. Uniform side yard setbacks should also be crafted for all three business zones, as the setbacks impact the streetscape.

- ✓ To create a “cohesive appearance” the Township should consider a consistent minimum and maximum front yard setback for all the business zones along Franklin Turnpike. This would help to define the streetscape and also orient buildings to the street, not to a sea of parking. If the goal is to create a pedestrian-oriented environment that is more attractive, a minimum and maximum parameter is needed to guide new development.
- ✓ Uniform side yard setbacks should also be crafted for all three business zones, as the setbacks impact the streetscape.

Review the Zoning

The online survey asked residents to use three words to describe the Franklin Turnpike corridor to a total stranger. “Gas stations” ranked ninth, while “car dealerships” ranked tenth. Many times respondents said “too many gas stations” or “too many car dealerships”. It was clear from the survey that residents were not thrilled about the plethora of dealerships and gas stations along the corridor.

Based on the information gathered and the fact that residents desire a walkable, attractive corridor, car-oriented business such as gas stations, car dealerships, repair shops, etc. are not consistent with the vision for Franklin Turnpike. The Township has two options. The first is to remove car-oriented uses as

permitted land uses from the Franklin Turnpike. The second is to make them conditional uses with parameters to ensure that they are pedestrian-friendly, aesthetically pleasing and oriented to the street. Requirements may include sidewalks, landscaping, buildings closer to the street with parking and services to the rear, no out-doors storage, etc.

- ✓ The Township needs to make a policy decision with regard to car-oriented businesses along Franklin Turnpike. The first option is to remove these types of businesses as permitted uses from Franklin Turnpike. The second alternative is to make them conditional uses with parameters to ensure that the business is pedestrian-friendly, aesthetically pleasing and oriented to the street. Conditions could include sidewalks, landscaping and/or landscape buffers, parking and services behind the building, no out-doors storage, etc.

Architectural Design Guidelines

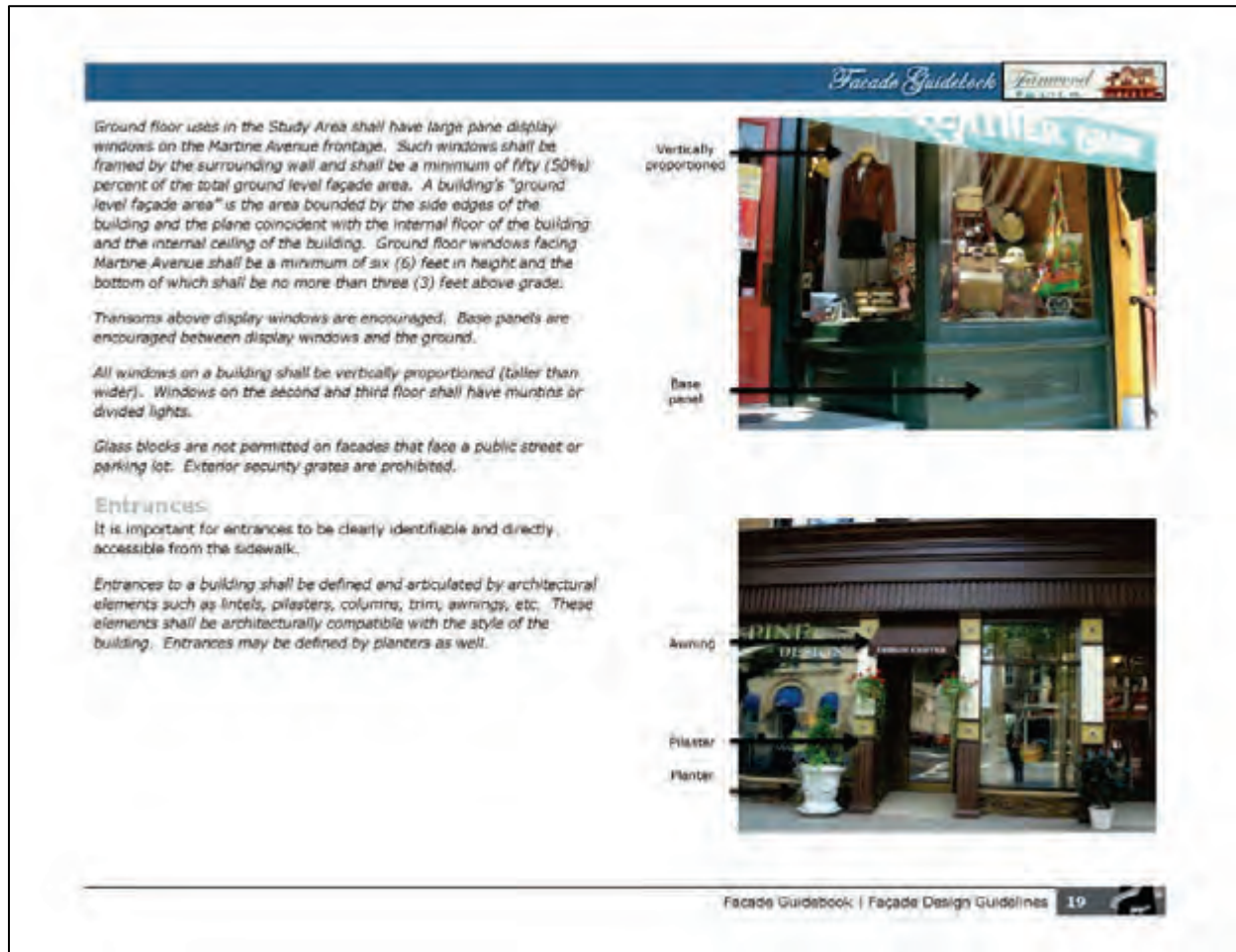
Many of the buildings along the corridor are non-descript, boring and, in some cases, down-right unattractive. Additionally, there are a number of buildings that look grimy, which is likely due to their age. These conditions are the reasons why “dirty/unattractive” and “boring/non-descript” were the second and fifth highest descriptors for Franklin Turnpike in the online survey.

To improve the aesthetics of the corridor the Township should consider architectural design guidelines to guide new development and rehabilitation of existing structures. Architectural design guidelines can range from general and flexible to detailed and specific. The purpose of this type of guideline is to enhance the appearance of the study area and to create buildings that invigorate Franklin Turnpike. Good guidelines include photographs, illustrations and other graphics to visually demonstrate what is desired. An example is shown on the following page.

- ✓ The Township should prepare architectural design guidelines to guide new development and rehabilitation of existing structures for the length of Franklin Turnpike. Typical topics include:
 - Orientation
 - Materials
 - Scale and Articulation
 - Transparency
 - Entrances
 - Roofs

Additional sections could address items such as awnings, signage, lighting, etc.

Figure 24: Example of façade guidelines from Fanwood, NJ



Incentivizing Investment

The creation and implementation of architectural design guidelines is a start, but how does the Township encourage existing property owners to upgrade their unattractive properties? One way is through tax abatement, where the Township would grant an abatement of taxes on the improvements made to the building for a period of five years. In order to implement this option, the Township would first need to go through the process of designating the Franklin Turnpike study area as an "area in need of rehabilitation", which would then allow for the five year tax abatements to be granted. Under this scenario the loss of tax money is offset in varying degrees as the improvements result in higher assessed values.

A second option is through a façade grant program, where public funds are used to assist property owners in the exterior revitalization of their buildings. One example of this can be found in Gloucester Township, NJ, which created a façade improvement grant program to provide 50% of the cost of an approved project up to a maximum grant of \$15,000. The purpose of the program is to provide for

building improvements that contribute to the physical, economic and aesthetic enhancement of the downtown area.¹¹⁰

- ✓ To jump start the revitalization of Franklin Turnpike, the Township may want to consider designating all or a portion of the corridor as an “area in need of rehabilitation”, which would then allow for a five year tax abatement on exterior façade improvements.
- ✓ A second option to incentive investment is through a façade grant program, which would rely on public funds to assist property owners in exterior upgrades.

CONCEPTUAL VISION

The map on page 150 shows the conceptual vision for Franklin Turnpike. This illustrative diagram represents the aforementioned strategies and shows what the corridor could potentially look like in the future. The map illustrates upgraded intersections in orange, which would provide improved pedestrian crossings of the roadway. A contiguous sidewalk system is depicted, which would link each of the individual parcels with one another and also surrounding residents to the Coach USA bus stop and the Mahwah Train Station. Trees are illustrated as green dots, which would be planted along Franklin Turnpike to improve the appearance of the streetscape. Finally, white boxes depict where redevelopment or infill has occurred over time. These white boxes show locations that were previously gas stations or car dealerships, which have been transformed into entertainment-oriented spaces and venues. Some locations are also infill, built on oversized parking lots or prior car dealership parking areas.

New buildings constructed along the corridor would reflect the design guidelines and new streetscape furniture would be color coordinated, bringing recognition to the corridor. With these changes, a future survey of residents would not result in Franklin Turnpike being called “boring/non-descript” or “dirty/unattractive”, instead residents would refer to it as “vibrant”, “walkable” and “charming”.

¹¹⁰ <http://www.glotwp.com/news/announcements/facade.html>

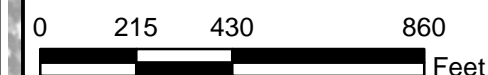
FRANKLIN TURNPIKE: CONCEPTUAL VISION

TOWNSHIP
OF
MAHWAH

BERGEN COUNTY
NEW JERSEY



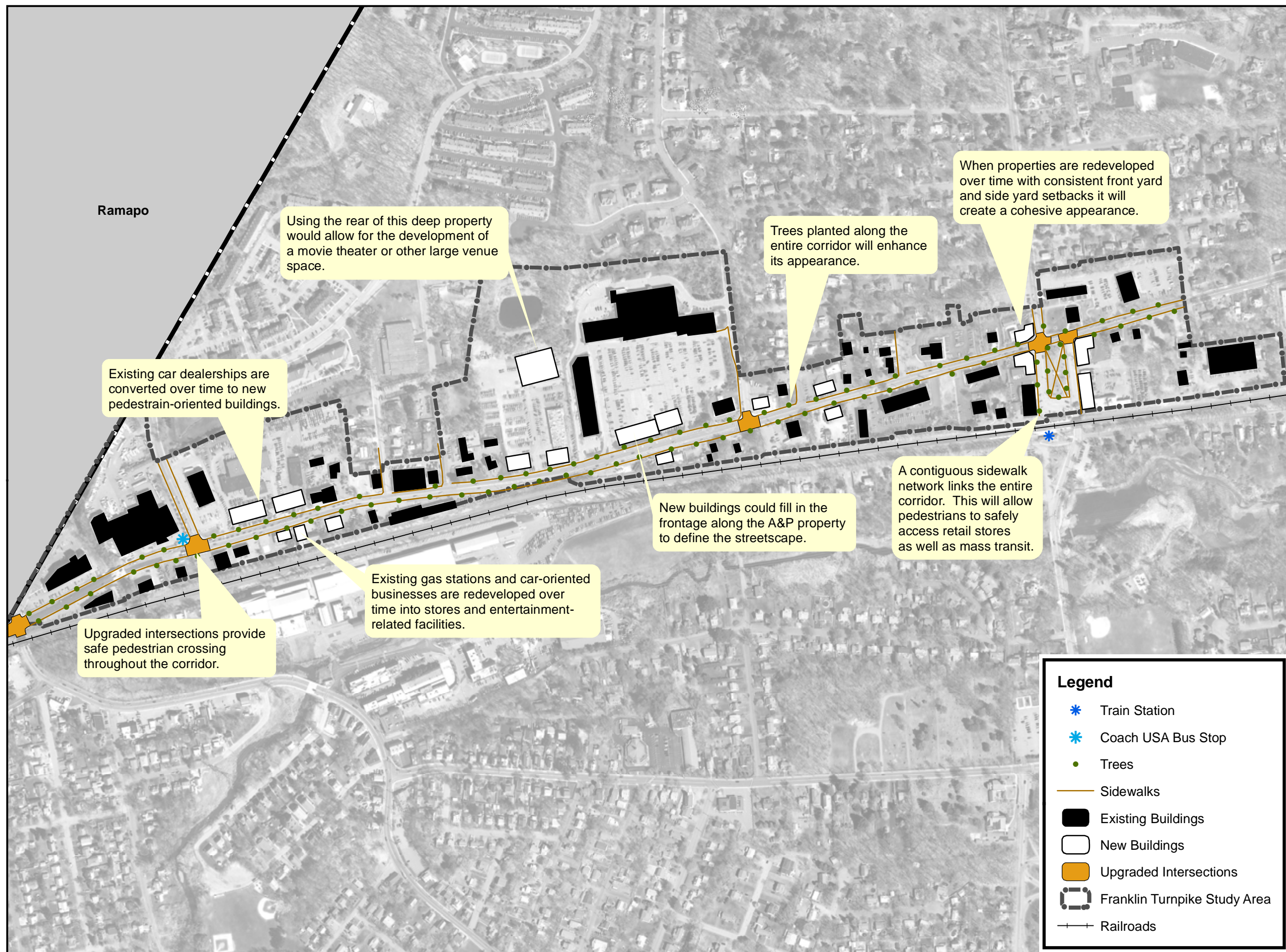
1 inch = 430 feet



This map was developed using NJDEP and County GIS digital data, but this secondary product has not been verified by NJDEP and is not state-authorized.



December 2013



Ramapo

Using the rear of this deep property would allow for the development of a movie theater or other large venue space.

Trees planted along the entire corridor will enhance its appearance.

When properties are redeveloped over time with consistent front yard and side yard setbacks it will create a cohesive appearance.

Existing car dealerships are converted over time to new pedestrian-oriented buildings.

A contiguous sidewalk network links the entire corridor. This will allow pedestrians to safely access retail stores as well as mass transit.

New buildings could fill in the frontage along the A&P property to define the streetscape.

Existing gas stations and car-oriented businesses are redeveloped over time into stores and entertainment-related facilities.

Upgraded intersections provide safe pedestrian crossing throughout the corridor.

Legend

- Train Station
- Coach USA Bus Stop
- Trees
- Sidewalks
- Existing Buildings
- New Buildings
- Upgraded Intersections
- Franklin Turnpike Study Area
- Railroads

XIV. ROUTE 17 ECONOMIC DEVELOPMENT NODE

GOAL #5

Improve the aesthetics and safety of the Route 17 corridor.

BACKGROUND

In 1995, the Township of Mahwah retained Kasler Associates to prepare a “Route 17 Corridor Study” Master Plan Amendment. The study area stretched from the Mahwah/Ramsey border to the West Ramapo Avenue interchange, which is approximately 1.3 miles in length. A total of 389 acres or 2.4% of the Township’s land area was encompassed by the study area.¹¹¹ The purpose of the study was to identify if modifications to the zoning code or map were in order.

The report was divided into a number of sections, which reviewed land use, properties with variances, need for retail services, proposed development, projected traffic volumes, assessed valuation of the study area, goals/objectives and zoning recommendations. This report looks at the changes in land use, zoning and assessed valuation between 1995 and 2011.

In 2009 and 2012 the NJDOT conducted traffic counts for Route 17, just south of Mountainside Road at milepost 26.25. In 2009, the AADT was 72,400, which increased to 76,314 in 2012. The 2012 AM peak volume was 8,140 vehicles and the AM peak hour was 7:45AM to 8:45AM. The PM peak was 4,437 vehicles with the peak hour between 5:00PM and 6:00PM.¹¹²

LAND USE

According to the land use section of the 1995 report, the study area had 137 acres of vacant land in 1995. Therefore, 35.2% of the study area was vacant. The majority of the study area was industrial, with 189 acres or 48.6% of the total land area. Office uses composed almost 20 acres or 5.1% of the study area in 1995.¹¹³ The table below shows the breakout of the various uses.

Since 1995, there have been some large developments constructed within the study area. The map on page 153 shows the 2011 land uses within the study area, based on 2011 tax data. Also shown on this map are the parcels that were vacant in 1995 (shown in black hatching). It should be noted that the Home Depot complex on Block 64 is colored industrial – this is an error within the tax data that the tax assessor intends to remedy. The property should be noted as commercial. Since 1995, the size of the study area has actually been reduced by roughly four acres due to road construction. The number of residential acres has more than doubled since 1995 with the construction of a new residential development on Swan and Mallard Road.

1995 Land Use		
Land Use	Acres	% of Total
Residential	16.82	4.3%
Commercial	17.66	4.5%
Industrial	188.95	48.6%
Office	19.86	5.1%
Municipal	8.79	2.3%
Vacant	137.01	35.2%
Total	389.09	100.0%

¹¹¹ Route 17 Corridor Study, prepared by Kasler Associates, April 10, 1995, page 1.

¹¹² http://www.state.nj.us/transportation/refdata/roadway/traffic_counts/

¹¹³ Route 17 Corridor Study, prepared by Kasler Associates, April 10, 1995, page 4.

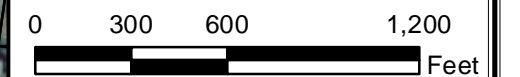
SR-17 Study Area: Aerial

**TOWNSHIP
OF
MAHWAH**

BERGEN COUNTY
NEW JERSEY



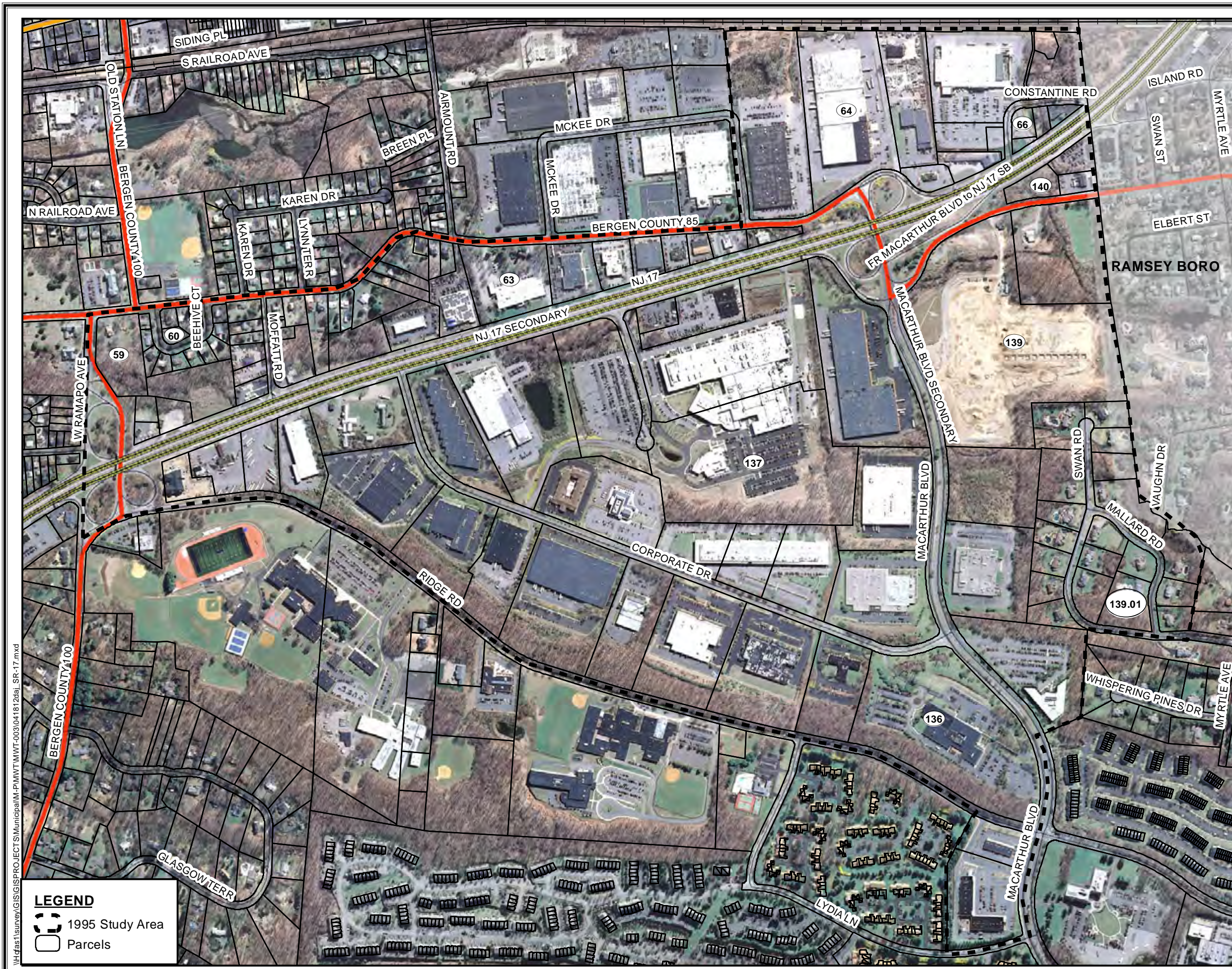
1 inch = 600 feet





DIGITAL SPATIAL DATA SOURCES:
 - BERGEN COUNTY GEOGRAPHIC INFORMATION SYSTEM
 - NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS, OFFICE OF SMART GROWTH
 - NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION, BUREAU OF GEOGRAPHIC INFORMATION
 - UNITED STATES DEPARTMENT OF AGRICULTURE, NATURAL RESOURCES CONSERVATION SERVICES
 - NEW JERSEY OFFICE OF INFORMATION TECHNOLOGY, OFFICE OF GIS



July 2012



LEGEND

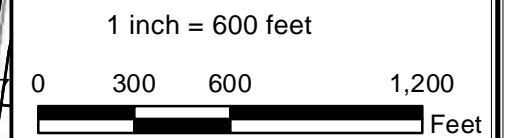
-  1995 Study Area
-  Parcels

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SR-17 Study Area: Land Use Analysis

TOWNSHIP
OF
MAHWAH

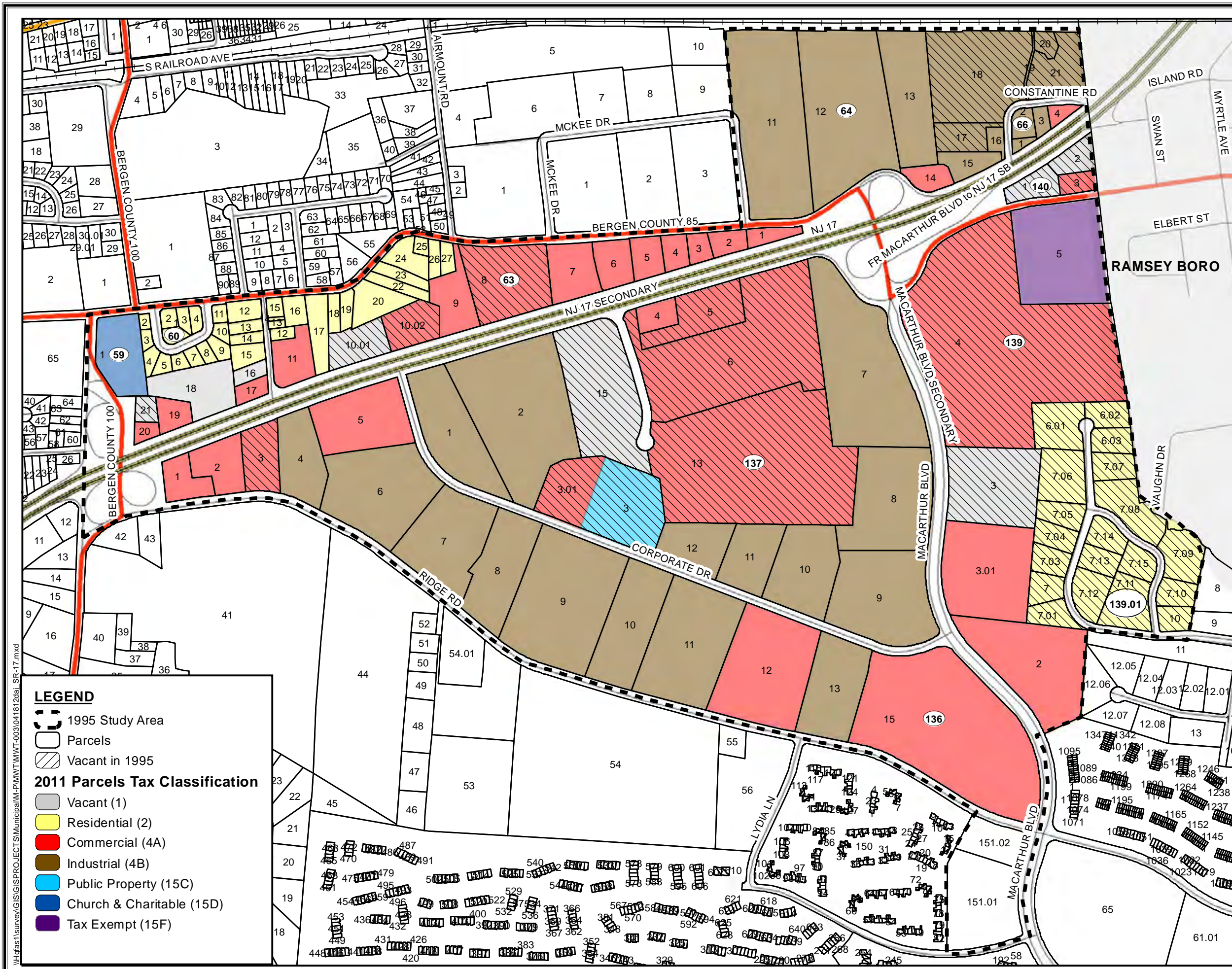
BERGEN COUNTY
NEW JERSEY



DIGITAL SPATIAL DATA SOURCES:
 - BERGEN COUNTY GEOGRAPHIC INFORMATION SYSTEM
 - NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS, OFFICE OF SMART GROWTH
 - NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION, BUREAU OF GEOGRAPHIC INFORMATION
 - UNITED STATES DEPARTMENT OF AGRICULTURE, NATURAL RESOURCES CONSERVATION SERVICES
 - NEW JERSEY OFFICE OF INFORMATION TECHNOLOGY, OFFICE OF GIS



July 2012



LEGEND

- 1995 Study Area
- Parcels
- Vacant in 1995

2011 Parcels Tax Classification

- Vacant (1)
- Residential (2)
- Commercial (4A)
- Industrial (4B)
- Public Property (15C)
- Church & Charitable (15D)
- Tax Exempt (15F)

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These parcels were vacant during the 1995 study. The amount of commercial acreage has increased substantially over the past 16 years. It should be noted that the 2011 tax data does not separate retail establishments from offices, they are grouped together. Therefore, for comparison purposes, one must add the line items of office and commercial from the 1995 Land Use table. In 1995, there was only 37 acres commercial land within the Route 17 study area; in 2011 this number was 164 acres.

It should be noted that the decrease in acres of municipal land is due to the fact that the 1995 report classified Block 139, Lot 5, which is owned by the Ramsey Water Company, as municipal. Whereas, Mahwah’s 2011 tax records classify the same piece of property as 15F, which is tax exempt.

Vacant land has decreased since 1995, when it totaled 137 acres. In 2011, there were only 23 vacant acres of property, on eight properties, within the study area. However, when one looks at on-the-ground conditions of the eight properties, not all eight are truly vacant. For example, Block 56, Lot 16 is a parking area for adjacent Lot 15. Block 137, Lot 15 is a very large parking lot for adjacent Lot 6, which houses the Howmedica Osteonics Corporation. Finally, Block 140, Lot 2 is a parking lot for a car dealership across the municipal border in Ramsey.

Subtracting the land area of these three parcels reduces the vacant acreage from 23.3 acres to 13.2 acres.

Four of the eight properties that were vacant in 1995 remain vacant today; this includes Block 59, Lot 21, Block 63, Lot 10.01, Block 139, Lot 3 and Block 140, Lot 1. One property, Block 59, Lot 18 had an industrial building on the property in 1995, but today is vacant. The table to the right shows the breakout of land use within the study area in 2011.

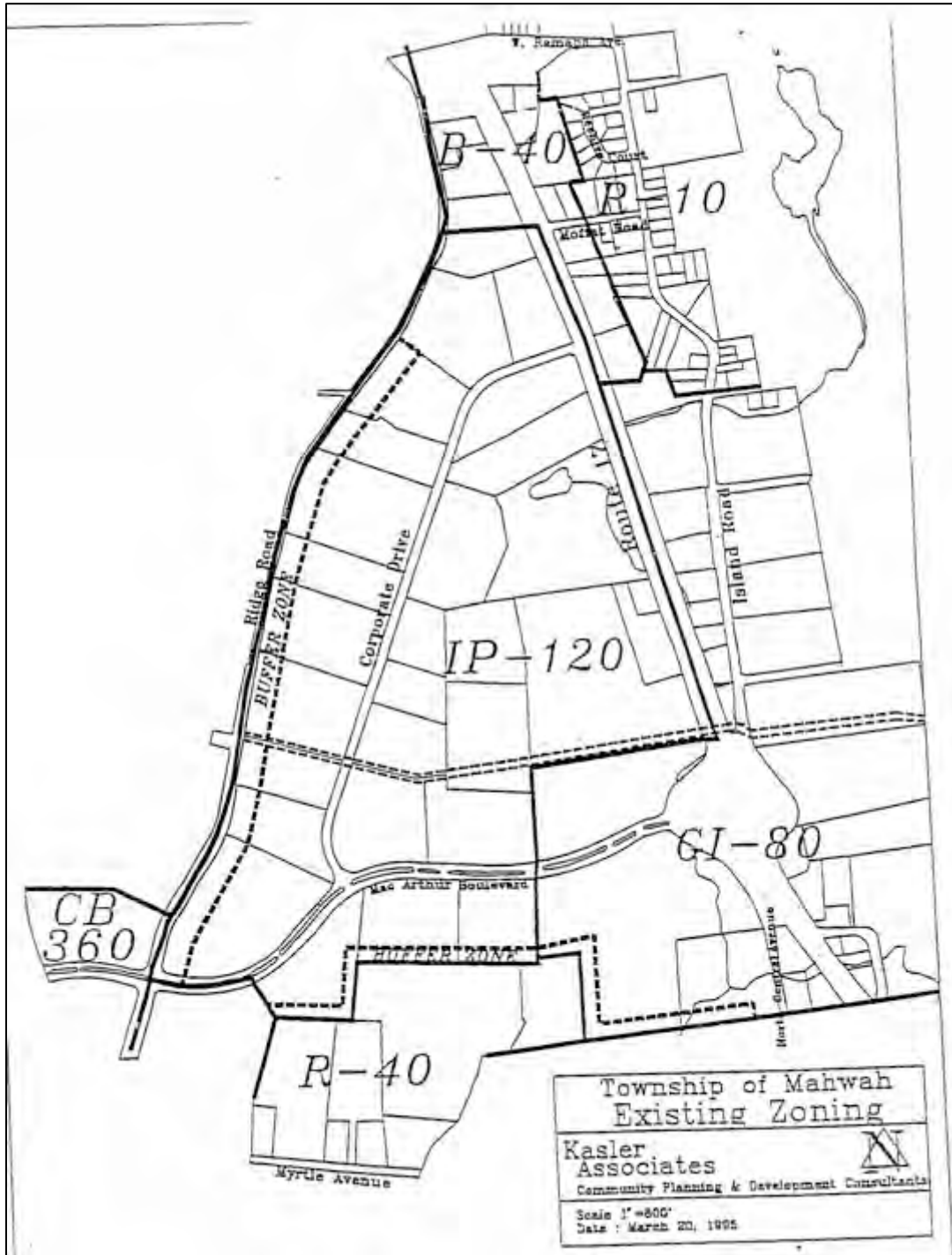
2011 Land Use		
Land Use	Acres	% of Total
Residential	38.78	10.1%
Commercial	164.05	42.6%
Industrial	142.7	37.0%
Municipal	4.99	1.3%
Church	3.22	0.8%
Tax Exempt	8.29	2.2%
Vacant	23.3	6.0%
Total	385.33	100.0%

ZONING

In 1995, the majority of the study area (52.97%) was zoned IP120, which permitted industrial park type development on a minimum of three acres. Nearly 30% of the study area was zoned GI80.¹¹⁴ This zone centered on the MacArthur Boulevard and Route 17 interchange and stretched along the northbound side of Route 17. The GI80 zoned permitted industrial uses on 80,000 square foot lots. Figure 25 shows the location of this and the other zones within the study area in 1995. The southern portion of the study area, along Mallard and Swan Road, was zoned R40 in 1995 and remains so today. The northern edge of the study area, around the West Ramapo Avenue interchange, was zoned B40. The B40 zone permits highway business uses on a minimum lot size of 40,000 square feet. Finally, the residences along Beehive Court and Island Road, were zoned R10 and remain in the same zone today.

¹¹⁴ Route 17 Corridor Study, prepared by Kasler Associates, April 10, 1995, page 6.

Figure 25: 1995 Zoning Map



Since 1995, the B40 Zone has been expanded south. There is a second B40 Zone centered on the Home Depot development as shown on the map on page 156. The GI80 Zone has been removed from the northwest and southwest corners of the MacArthur Boulevard interchange and replaced with the IP120 Zone.

ASSESSED VALUATION

In 1995, the Route 17 study area had a total assessed value of \$172,983,800. Industrial development within the study area had a value of \$105.4 million, roughly 58.0% of the total value. In 2011, the study area had an assessed valuation of \$498.5 million. The tables on pages 158-161 show each lot within the study area, its 1995 total value, 1995 land use, 2011 total value and 2011 land use. Cells highlighted in green denote a change in land use. Blocks that have seen the largest increases in value include Block 63, which is located on the northbound side of Route 17 between MacArthur Boulevard and Island Road. This block increased from almost \$6.0 million in 1995 to over \$51.8 million in 2011. Block 137, located on the southbound side of Route 17 north of MacArthur Boulevard, increased in value from \$58.2 million in 1995 to \$148.8 million in 2011. Block 139 saw a six fold increase in value. This area increased from \$22.7 million to \$141.5 million over the 16 year period.

REDEVELOPMENT & INFILL OPPORTUNITIES

There are only four truly vacant properties within the Route 17 study area. Block 139, Lot 3 is the largest with roughly 6.4 acres. The site is located on the south side of MacArthur Boulevard. Entirely forested, there is also a stream that runs along the parcel's eastern portion. Figure 26 below shows the site outlined in red.

Figure 26: Block 139, Lot 3¹¹⁵



¹¹⁵ Image courtesy of www.bing.com

SR-17 1995 and 2011 Land Use & Value Comparison

Block	Lot	Address	1995 Land Use	1995 Total Value	2011 Tax Code	2011 Total Value
59	1	114 Island Rd.	Residential	-	15D	\$1,266,300
59	2	130 Island Rd.	Residential	\$169,700	Residential	\$397,000
59	3	6 Beehive Ct.	Residential	\$176,800	Residential	\$417,700
59	4	10 Beehive Ct.	Residential	\$190,300	Residential	\$417,000
59	5	12 Beehive Ct.	Residential	\$186,700	Residential	\$436,000
59	6	14 Beehive Ct.	Residential	\$182,400	Residential	\$412,500
59	7	18 Beehive Ct.	Residential	\$186,900	Residential	\$417,000
59	8	22 Beehive Ct.	Residential	\$184,500	Residential	\$450,200
59	9	24 Beehive Ct.	Residential	\$182,300	Residential	\$417,800
59	10	26 Beehive Ct.	Residential	\$174,100	Residential	\$427,800
59	11	148 Island Rd.	Residential	\$168,900	Residential	\$367,300
59	12	152 Island Rd.	Residential	\$139,800	Residential	\$366,700
59	13	107 Moffatt Rd.	Residential	\$172,700	Residential	\$415,200
59	14	111 Moffatt Rd.	Residential	\$160,000	Residential	\$376,100
59	15	113 Moffatt Rd.	Residential	\$184,600	Residential	\$670,100
59	16	Moffatt Rd.	Industrial	\$106,000	Vacant	\$286,200
59	17	261 SR-17	Commercial	\$340,700	Commercial	\$750,400
59	18	251 SR-17	Industrial	\$672,000	Vacant	\$1,932,000
59	19	241 SR-17	Commercial	\$322,000	Commercial	\$917,200
59	20	231 SR-17	Commercial	\$254,700	Commercial	\$334,500
59	21	SR-17	Vacant	\$82,200	Vacant	\$399,500
SUBTOTAL				\$4,237,300		\$11,874,500
60	1	5 Beehive Ct.	Residential	\$196,600	Residential	\$426,500
60	2	1 Beehive Ct.	Residential	\$168,100	Residential	\$382,700
60	3	140 Island Rd.	Residential	\$170,000	Residential	\$370,200
60	4	142 Island Rd.	Residential	\$169,800	Residential	\$364,800
SUBTOTAL				\$704,500		\$1,544,200
63	1	391 SR-17	Commercial	\$320,500	Commercial	\$750,200
63	2	385 SR-17	Commercial	\$621,100	Commercial	\$1,492,600
63	3	375 SR-17	Commercial	\$428,800	Commercial	\$1,348,600
63	4	373 SR-17	Commercial	\$553,000	Commercial	\$1,642,700
63	5	371 SR-17	Industrial	\$1,253,500	Commercial	\$2,227,300
63	6	1 Lethbridge Pl.	Office	\$3,175,700	Office	\$5,204,000
63	7	345 SR-17	Office	\$1,911,000	Commercial	\$6,347,900
63	8	333 SR-17	Vacant	\$1,001,500	Commercial	\$9,990,600
63	9	319 SR-19	Industrial	\$1,252,500	Commercial	\$10,562,200
63	10.01	295 SR-17	Vacant	\$421,000	Vacant	\$1,505,000
63	10.02	305 SR-17	Vacant	\$490,000	Commercial	\$3,650,200
63	11	275 SR-17	Commercial	\$275,000	Commercial	\$900,200
63	12	112 Moffatt Rd.	Residential	\$170,700	Residential	\$376,800
63	13	Owned by M McGowan	Residential	\$108,400	Residential	-
63	14	108 Moffatt Rd.	Residential	-	Residential	\$273,200

SR-17 1995 and 2011 Land Use & Value Comparison, continued

Block	Lot	Address	1995 Land Use	1995 Total Value	2011 Tax Code	2011 Total Value
63	15	158 Island Rd.	Residential	\$132,100	Residential	\$317,800
63	16	162 Island Rd.	Residential	\$184,600	Residential	\$351,600
63	17.01	168 Island Rd.	Residential	\$246,700	Residential	\$582,800
63	17.02	170 Island Rd.	Residential	-	Residential	\$598,700
63	18	174 Island Rd.	Residential	\$172,800	Residential	\$390,400
63	19	176 Island Rd.	Residential	\$184,100	Residential	\$399,700
63	20	180 Island Rd.	Residential	\$209,300	Residential	\$480,400
63	22	182 Island Rd.	Residential	\$180,900	Residential	\$392,900
63	23	183 Island Rd.	Residential	\$168,600	Residential	\$375,900
63	24	184 Island Rd.	Residential	\$143,000	Residential	\$389,200
63	25	186 Island Rd.	Residential	\$158,200	Residential	\$335,500
63	26	188 Island Rd.	Residential	\$72,800	Residential	\$490,700
63	27	190 Island Rd.	Residential	\$75,200	Residential	\$499,700
			SUBTOTAL	\$5,961,800		\$51,876,800
64	11	91 McKee Dr.	Industrial	\$7,000,000	Industrial	\$7,876,700
64	12	301 Island Rd.	Industrial	\$7,875,000	Industrial	\$12,471,300
64	13	305 Island Rd.	Industrial	\$1,675,300	Industrial	\$2,534,300
64	14	395 SR-17	Commercial	\$668,000	Commercial	\$1,508,900
64	15	459 SR-17	Industrial	\$573,800	Industrial	\$1,052,900
64	18		Vacant	\$2,319,300		
64	16		Residential	\$127,500		
64	17	465 SR-17	Vacant	\$215,500	Commercial	\$13,794,100
64	19		Vacant	\$0		
64	20		Vacant	\$0		
64	21		Vacant	\$342,200		
			SUBTOTAL	\$20,796,600		\$39,238,200
66	1	Owned by B 64, Lot 18	Municipal	\$71,500	-	\$0
66	2	Owned by B 64, Lot 18	Commercial	\$128,700	-	\$0
66	3	Owned by B 64, Lot 18	Commercial	\$132,300	-	\$0
66	4	479 SR-17	Office	\$481,300	Commercial	\$832,600
			SUBTOTAL	\$813,800		\$832,600
136	1	220 SR-17	Commercial	\$592,400	Commercial	\$6,000,000
136	2	230 SR-17	Commercial	\$944,500	Commercial	\$4,519,500
136	3	230 SR-17	Vacant	\$678,000	-	-
136	4	270 SR-17	Industrial	\$2,677,500	Industrial	\$4,806,200
136	5.01	290 SR-17	Commercial	\$5,234,000	Commercial	\$9,465,800
136	5.02	280 SR-17	-	-	Commercial	\$1,430,000
136	6	100 Coporate Dr.	Industrial	\$6,594,400	Industrial	\$9,330,000
136	7	200 Corporate Dr.	Industrial	\$3,244,500	Industrial	\$4,431,900
136	8	300 Corporate Dr.	Industrial	\$2,300,000	Industrial	\$3,875,400
136	9	400 Corporate Dr.	Industrial	\$7,100,000	Industrial	\$10,250,000
136	10	500 Corporate Dr.	Industrial	\$2,750,000	Industrial	\$3,500,000

SR-17 1995 and 2011 Land Use & Value Comparison, continued

Block	Lot	Address	1995 Land Use	1995 Total Value	2011 Tax Code	2011 Total Value
136	11	750 Corporate Dr.	Industrial	\$3,037,800	Industrial	\$8,000,000
136	12	800 Corporate Dr.	Industrial	\$7,802,600	Commercial	\$9,389,300
136	13	900 Corporate Dr.	Industrial	\$2,831,500	Industrial	\$4,077,400
136	15	1111 MacArthur Blvd.	Industrial	\$12,905,000	Commercial	\$16,797,600
SUBTOTAL				\$58,692,200		\$95,873,100
137	1	300 SR-17	Industrial	\$4,400,000	Industrial	\$7,339,400
137	2	320 SR-17	Office	\$4,459,000	Industrial	\$10,500,000
137	3	475 Corporate Dr.	Vacant	\$1,871,200	Tax Exempt	\$9,183,800
137	3.01	375 Corporate Dr.	Vacant	\$0	Commercial	\$10,000,000
137	4	380 SR-17	Commercial	\$285,300	Commercial	\$622,300
137	5	386 SR-17	Vacant	\$1,492,800	Commercial	\$5,082,500
137	6	325 Corporate Dr.	Vacant	\$4,034,700	Commercial	\$60,000,000
137	7	420 SR-17	Industrial	\$12,516,600	Industrial	\$12,562,800
137	8	1595 MacArthur Blvd.	Industrial	\$7,590,100	Industrial	\$10,531,300
137	9	1495 MacArthur Blvd.	Industrial	\$6,315,600	Industrial	\$7,507,000
137	10	Owned by 11	Industrial	\$10,290,000	-	-
137	11	575 Corporate Dr.	Industrial	\$0	Industrial	\$15,500,000
137	12	Owned by 11	Industrial	\$0	Industrial	-
137	13	Owned by 6	Vacant	\$783,000	Commercial	-
137	15	Owned by 6	Vacant	\$4,180,000	Commercial	-
SUBTOTAL				\$58,218,300		\$148,829,100
139	2	1200 MacArthur Blvd.	Office	\$8,612,200	Commercial	\$15,000,000
139	3	1400 MacArthur Blvd.	Vacant	\$5,775,500	Vacant	\$2,466,200
139	3.01	1300 MacArthur Blvd.	Industrial	\$0	Commercial	\$9,782,855
139	4	1700 MacArthur Blvd.	Vacant	\$7,095,000	Commercial	\$100,000,000
139	5	North Central Ave.	Municipal	\$667,400	Tax Exempt	\$1,250,000
139	6.01	34 Swan Rd.	Vacant	\$275,000	Residential	\$1,346,800
139	6.02	37 Swan Rd.	Vacant	\$0	Residential	\$1,037,600
139	6.03	33 Swan Rd.	Vacant	\$0	Residential	\$973,500
139	7.01	12 Swan Rd.	Vacant	\$107,500	Residential	\$724,400
139	7.02	14 Swan Rd.	Vacant	\$0	Residential	\$683,600
139	7.03	16 Swan Rd.	Vacant	\$0	Residential	\$782,900
139	7.04	18 Swan Rd.	Vacant	\$0	Residential	\$970,000
139	7.05	20 Swan Rd.	Vacant	\$0	Residential	\$1,014,800
139	7.06	26 Swan Rd.	Vacant	\$0	Residential	\$982,900
139	7.07	29 Swan Rd.	Vacant	\$0	Residential	\$842,000
139	7.08	25 Swan Rd.	Vacant	\$0	Residential	\$837,600
139	7.09	9 Mallard Rd.	Vacant	\$0	Residential	\$972,200
139	7.10	5 Mallard Rd.	Vacant	\$0	Residential	\$884,500
139	10	1 Mallard Rd.	Vacant	\$187,400	Residential	\$922,300
SUBTOTAL				\$22,720,000		\$141,474,155

SR-17 1995 and 2011 Land Use & Value Comparison, continued						
Block	Lot	Address	1995 Land Use	1995 Total Value	2011 Tax Code	2011 Total Value
139.01	7.11	2 Mallard Rd.	Vacant	\$0	Residential	\$989,100
139.01	7.12	13 Swan Rd.	Vacant	\$0	Residential	\$957,600
139.01	7.13	17 Swan Rd.	Vacant	\$0	Residential	\$903,300
139.01	7.14	21 Swan Rd.	Vacant	\$0	Residential	\$1,062,100
139.01	7.15	8 Mallard Rd.	Vacant	\$0	Residential	\$910,800
SUBTOTAL				\$0		\$4,822,900
140	1	North Central & SR-17	Vacant	\$308,000	Vacant	\$721,700
140	2	SR-17	Vacant	\$263,200	Vacant	\$752,000
140	3	608 North Central Ave.	Vacant	\$268,100	Commercial	\$660,700
SUBTOTAL				\$839,300		\$2,134,400
Total				\$172,983,800		\$498,499,955

The second largest vacant site is Block 59, Lot 18 with just over three acres. The property is located on the northbound side of Route 17; however, it is irregularly shaped. Additionally, the rear portion of the parcel is forested. Despite this, the property meets the minimum lot requirement of the underlying B40 Zone. The site is shown on Figure 27.

Figure 27: Block 59, Lot 18¹¹⁶



Block 63, Lot 10.01 has 1.9 acres and is located south of Moffat Road on the northbound side of Route 17. This property is in the B40 Zone and meets the minimum lot requirement.

¹¹⁶ Image courtesy of www.bing.com

Figure 28: Block 63, Lot 10.01¹¹⁷



Block 140, Lot 1 is 1.18 acres in size. It is sandwiched between North Central Avenue and the southbound side of Route 17. The property has a stream that runs along its southern edge. The property is located in the B40 Zone and meets the minimum lot requirement. See Figure 29 for its location.

Figure 29: Block 140, Lot 1¹¹⁸



Block 59, Lot 21 is currently vacant but has been approved for development with a service station and convenience store in conjunction with adjacent lot.

¹¹⁷ Image courtesy of www.bing.com

¹¹⁸ Image courtesy of www.bing.com

PUBLIC INPUT

The six lane divided highway is a major physical divider. Over 91.0% of respondents to the online survey said that Route 17 is “poor” when it comes to bikeability and 89.7% said it is “poor” with regard to walkability. These ratings are likely the result of the fact that there are no sidewalks along the corridor and riding a bicycle would be highly dangerous along the high-traffic roadway. The top four terms to describe Route 17 included congested/traffic, car dealerships, dangerous and dirty/unattractive.

Additionally, the mapping exercises revealed that residents feel 11 buildings along the corridor need a façade upgrade, which includes the Getty Gas Station at Moffatt Road, the Honda Dealership and Suburban Caps. Six buildings were identified for demolition, this included Blackman Showroom, the contractor yard along Moffatt Road and the Paragon office building. Finally, four parcels were identified as appropriate for infill development – two along the northbound side, one just south of the GMC dealership and Block 139, Lot 3 along MacArthur Boulevard, next to the data center.

Other feedback received during the public workshop’s mapping exercise noted that:

- Better signage is needed
- The residents do not want any more gas stations or car dealerships
- The cemetery along Moffatt Road should be protected
- Airmount Road needs improvement
- The aesthetics of the corridor needs to be upgraded
- Traffic flow needs improved at the MacArthur Boulevard/Route 17 interchange

Improve the aesthetics and safety of the Route 17 corridor is Goal #5 based on public input.

The following sections examine four strategies to provide guidance and improve Route 17.

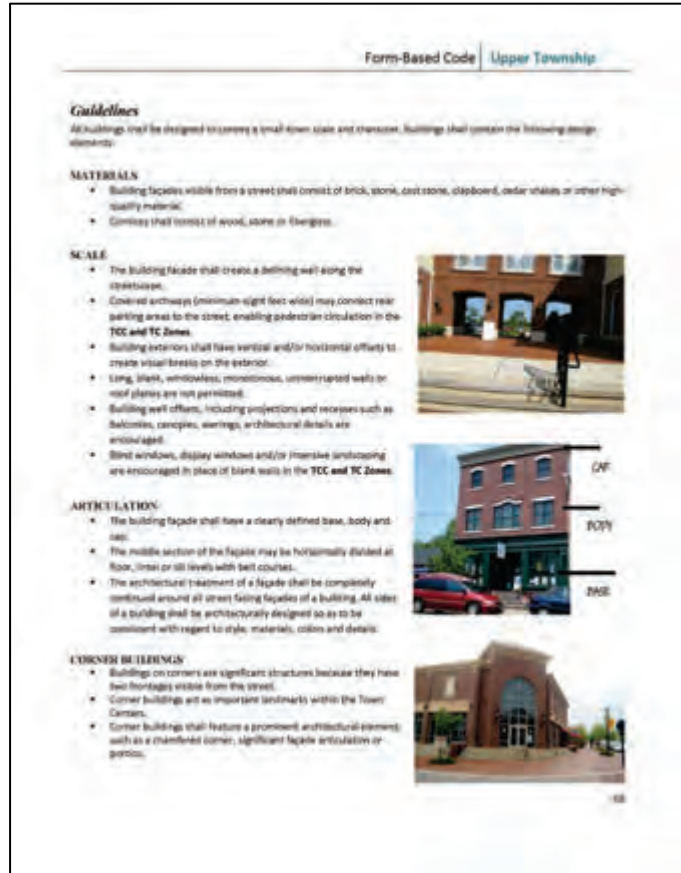
- Architectural design guidelines
- Landscaping
- Consolidation and integration
- Decrease confusion and improve safety

Architectural Design Guidelines

There are some buildings along the corridor, especially the older structures and gas stations, which could be considered unattractive. The billboards, combined with the unattractive buildings are the reasons why “dirty/unattractive” was the fourth ranked descriptor for Route 17 in the online survey.

To improve the aesthetics of Route 17 the Township should consider architectural design guidelines to guide new development and rehabilitation of existing structures. Architectural design guidelines can range from general and flexible to detailed and specific. The purpose of this type of guidelines is to enhance the appearance of the study area and to create aesthetically-pleasing buildings along Route 17. Good guidelines include photographs, illustrations and other graphics to visually demonstrate what is desired. An example is shown to the right.

This task can also serve to advance the 2013 Comprehensive Master Plan, specifically Goal #10, which states that along Route 17 “large-scale commercial uses, commonly known as big-box retail, should generally be discouraged, except where specifically determined as part of this plan to be appropriate”.¹¹⁹ The design guidelines can limit the size of buildings, individual tenant spaces, etc. to create the character that is desired. Additionally, the guidelines can aid in design that breaks large buildings down into smaller, more interesting components that are visually interesting and attractive.



- ✓ The Township should consider crafting architectural design guidelines to guide new development and rehabilitation of existing structures along Route 17. Typical topics include:
 - Orientation
 - Materials
 - Scale and Articulation
 - Transparency
 - Entrances
 - Roofs

Additional sections could address items such as awnings, signage, lighting, etc. Billboards should be a separate section in the Route 17 guidelines as they are permitted along the corridor.

¹¹⁹ Township of Mahwah Comprehensive Master Plan, prepared by Burgis Associates, Inc., page 13.

Landscaping

Another means of improving Route 17's appearance is the addition of landscaping. Thoughtful landscaping can vastly enhance the aesthetics of the corridor, but it must be carefully placed so as to not block sight triangles or signage. There are many properties within the study area that are devoid of landscaping in the front yard. See the example below, where there is no landscaping and furthermore, the grassed area is being used for parking of vehicles. This is likely one of the reasons why residents are not pleased with car dealerships along the Route 17 corridor.

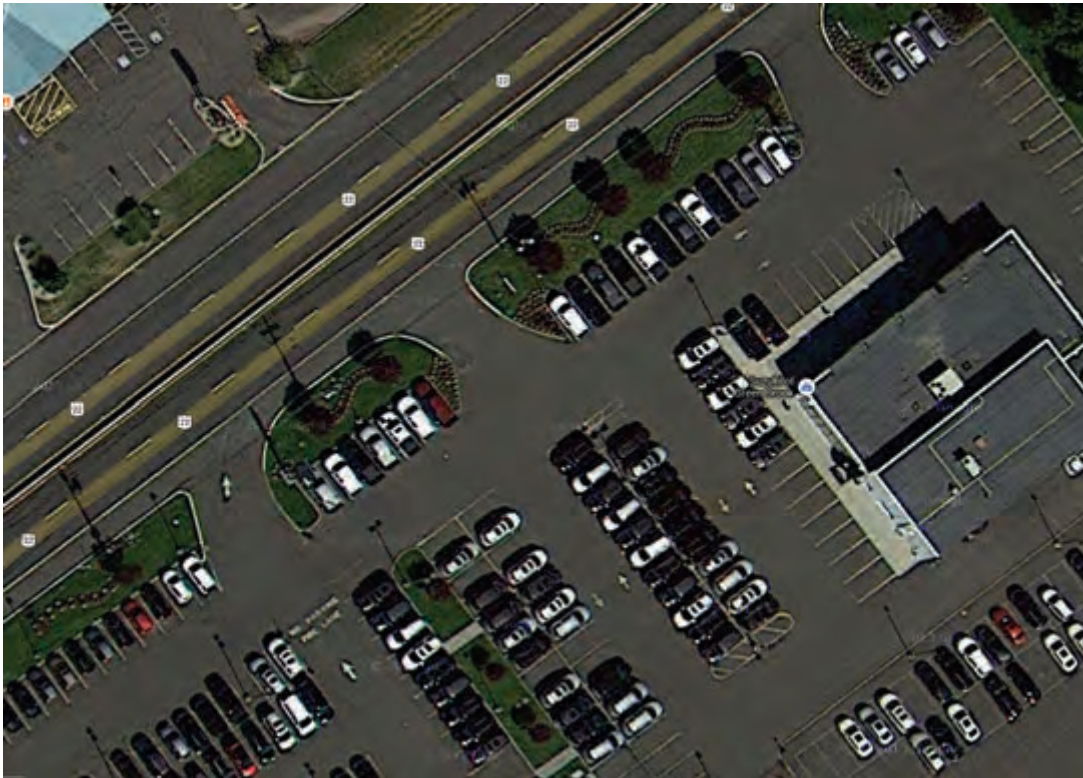
Figure 30 – One of the many car dealerships along Route 17.¹²⁰



The Township should review their landscaping standards, specifically for the front yard of properties with frontage along Route 17 and require low-maintenance shrubs and trees to enhance the appearance of the roadway. See the example below in Green Brook, New Jersey, where car dealerships are required to plant the front yard with a mixture of shrubs and trees.

¹²⁰ Image courtesy of www.bing.com

Figure 31 – Example of landscaped front yard for a highway-oriented use.¹²¹



- ✓ The Township should consider drafting landscape requirements for the front yard of properties with frontage along Route 17 to enhance the appearance of the corridor. The standards should require a mixture of trees and shrubs and provide planting minimums per 100 linear feet of frontage.

Consolidation & Integration

Goal #10 of the 2013 Comprehensive Master Plan noted, in addition to the limitation of big-box retail, that “along Route 17 development should be consolidated to encourage a unified and integrated development which serves to limit the number of curb cuts and conflicting turning movements”.¹²² One way to limit curb cuts and turning movements to and from Route 17 is to require interconnected parking lots. For example, if a guest staying at Comfort Suites wanted to fill up their car at the adjacent Pilot gas station they would have to merge onto Route 17 and then turn into the Pilot station. In order to return to the hotel, the guest would have to travel south on Route 17 to the MacArthur Boulevard interchange to turn around, drive north to the West Ramapo Avenue interchange and finally merge onto Route 17 south to return to the hotel. The trip would entail 2.5 miles of driving, when interconnected parking lots would require only a few hundred feet of driving.

¹²¹ Image courtesy of www.google.com

¹²² Township of Mahwah Comprehensive Master Plan, prepared by Burgis Associates, Inc., page 13.

Municipalities like West Windsor mandate interconnected parking lots for their business zones and also encourage consolidated development to eliminate vast parking lots that after construction are rarely at maximum capacity. The West Windsor code states, “cross-access easements for adjacent lots with interconnected parking lots shall be required. Shared parking facilities are encouraged where possible”.¹²³

- ✓ Language requiring cross-access easements for adjacent lots and interconnected parking lots should be considered for development within the Route 17 study area. Furthermore, to advance Goal #10 of the Comprehensive Master Plan, the Township should contemplate permitted shared parking for certain types of uses.

Decrease Confusion & Improve Safety

Words used to describe Route 17 in the online survey included “congested/traffic”, “dangerous” and “confusing”. In order to combat these issues the Township needs to work on better signage and improving safety.

Better signage includes business signage as well as highway signage. Mahwah has the ability to control business signage, but not the highway signage. Better business signage includes limiting signage so as to avoid visual clutter and driver confusion. It also entails mandatory address signage to assist with location identification. Finally, it can include directional signage, such as “enter” and “exit” to aid in driveway recognition.

While Mahwah does not have control over the highway signage, which is under NJDOT jurisdiction, it can meet with NJDOT to voice the residents’ concerns and provide accident data to validate these concerns.

As a six lane highway, Route 17 is never going to be a pedestrian-friendly or bike-friendly corridor. Nor should it be with the amount of traffic, width of the roadway and speed of vehicles. However, many residents noted that it is dangerous driving on Route 17.

Mahwah needs to work with NJDOT to limit curb cuts, improve problematic areas such as merge lanes and driveway conflicts and reduce the speed. Presently, Route 17 has a posted speed limit of 55mph in Mahwah. However, other sections of the highway are posted at reduced speeds. Between Paramus and East Rutherford the posted speed is 50mph, which drops to 40mph in Rutherford and to a low of 25mph in Lyndhurst.¹²⁴ Mahwah may also want to examine whether or not the corridor would qualify as a “safe corridor” under NJDOT’s program, which doubles fines for speeding and aggressive driving in designated areas. There are over 100 miles of highways in the State that are designated “safe corridors”.¹²⁵

¹²³ <http://ecode360.com/14325583?highlight=interconnection,interconnected>

¹²⁴ <http://www.state.nj.us/transportation/refdata/sldiag/>

¹²⁵ <http://www.state.nj.us/transportation/about/press/2004/020604.shtm>

- ✓ Mahwah should take a hard look at what signs are permitted and mandated (if any) along the Route 17 corridor. Signs standards should be crafted specifically for the corridor as it is unique compared to any other roadway within the municipality. Due to its number of lanes, speed, setbacks, etc. the standards should be crafted to limit the number of signs, require address signage and provide a balance of directional signage.
- ✓ The Township should meet with NJDOT to express the residents' concerns regarding corridor safety and driver confusion and see if the two entities can work together to make upgrades to the corridor to increase safety and reduce confusion. These changes should include limiting curb cuts, improving problematic areas and possibly reducing the speed limit on the highway.
- ✓ The Township may also want to analyze if the corridor meets the parameters of becoming a designated "safe corridor" by NJDOT, which would double fines for certain traffic violations.

CONCEPTUAL VISION

The map on page 169 shows the conceptual vision for Route 17. This illustrative diagram represents the four aforementioned strategies and shows what the corridor could potentially look like in the future. The map illustrates interconnected parking lots in orange, which would provide alternative means of access for properties. Landscaped areas are depicted in green, which would improve the appearance of the roadway. Finally, white boxes depict where redevelopment or infill has occurred over time. These white boxes show locations that were previously vacant or recommended for redevelopment by the public. By reducing the posted speed, replacing confusing signage and eliminating traffic conflicts, safety would be greatly improved in the corridor. With these changes, a future survey of residents would not result in Route 17 being called "unattractive" or "dangerous"; instead residents would refer to it as "appealing", "convenient" and "accessible".

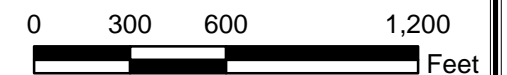
ROUTE 17: CONCEPTUAL VISION

TOWNSHIP OF MAHWAH

BERGEN COUNTY
NEW JERSEY



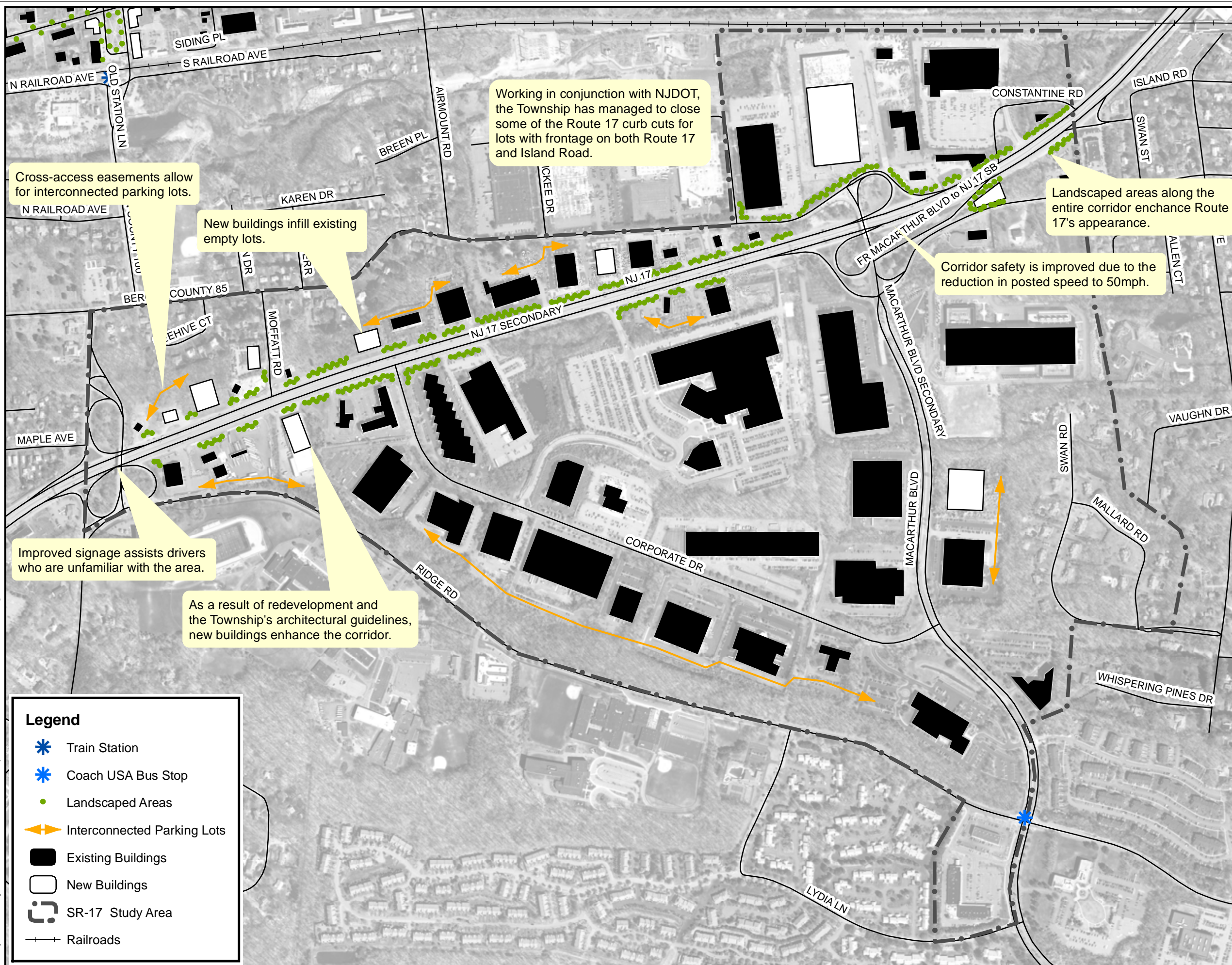
1 inch = 600 feet



This map was developed using NJDEP and County GIS digital data, but this secondary product has not been verified by NJDEP and is not state-authorized.



January 2014



Legend

- Train Station
- Coach USA Bus Stop
- Landscaped Areas
- Interconnected Parking Lots
- Existing Buildings
- New Buildings
- SR-17 Study Area
- Railroads

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XV. NEXT STEPS/ACTION PLANS

Where does Mahwah go from here? Goals have been determined and strategies have been discussed, but how does the Township get from the present to its desired economic vision? This chapter prioritizes the strategies and actions, which were discussed in Chapter X through XIV. Also, the responsible entity for implementing each strategy/action is listed. This chapter also establishes indicators to measure progress toward the goals and enable Mahwah to track the direction and effectiveness of strategies/action toward achieving its goals.

The following matrix shows all the action items, the associated goal or goals it advances and the timeframe for completion. There are four timeframes:



The matrix following also shows the responsible entity and any associated indicators. This plan should be evaluated annually by the Planning Board and Council to ensure that progress is being made and actions are being implemented.

Goal	Action Item	Time Frame			Responsible Entity	Indicator
1	Evaluate the Sustainable Economic Development Plan on an annual Basis				Planning Board and Township Council	Completion of Evaluation
1	Create a Mahwah Economic Profile.				EDC or Planning Board	Creation of profile.
1	Create an Economic Development Committee, which will be tasked with business retention and expansion actions.				Township Council	Creation of an EDC.
1	Create and maintain an existing space inventory.				EDC	Creation of database.
1	Implement a Continuing Business Visitation Program.				EDC or Existing Township Official	Number of businesses visited.
1	Recognize a business or businesses at Mahwah Day, held annually in September.	↔	↔	↔	Township Council or EDC	Number of businesses recognized.
1	Conduct a review of the current non-residential zones to determine if Mahwah is business-friendly.				Planning Board	Implemented revisions to the code.
1	Examine the code to determine how to best accommodate technology businesses - either add uses to existing zones or create a new "Technology Zone".				Planning Board	Complete review and make necessary revisions to the code.
1	Review the 80 acre area of Fardale outlined above and make a policy decision to keep the existing zoning or change the zoning to permit commercial uses.				Planning Board and Township Council	Complete review and make necessary revisions to the code.
1	Prepare revised bulk standards and/or redevelopment plans for the designated Highlands Center to focus future development.				Planning Board and Township Council	Complete review, make necessary revisions to the code and/or prepare redevelopment plans.
1	Apply for and complete a Highlands TDR study to determine the pros and cons of intra-municipal TDR.				Township Council	Completion of TRD Study
2	Prepare a cultural/historic tourism plan.				HPC or Planning Board	Creation of a cultural/historic tourism plan.
2	Develop self-guided trail/corridor brochures.				HPC or Mahwah Museum	Completion of brochures
2	Examine existing farmland for its potential purchase and conversion to a living history farm.				Township Council or Planning Board	-
2	Purchase a farm (with/without assistance of County) and convert to living history farm.				Township Council	Purchase of one or more properties

Goal	Action Item	Time Frame			Responsible Entity	Indicator
2	Market living history farm.				Friends Society or HPC	-
2	Prepare an ordinance to protect Cragmere.				Planning Board	Adoption of ordinance.
2	Add the 33 homes identified by the HPC and the 5 homes/structures listed by the Bergen County inventory to the municipal historic preservation ordinance.				Township Council	Adoption of ordinance.
2	Examine the pros and cons to applying for individual COEs, MPS and/or designation of a historic district.				HPC	Completion of COE, MPS and/or historic district.
2	Develop a recreation/nature-based tourism plan.				Planning Board	Completion of a recreation/nature-based tourism plan.
2	Meet with State/County park staff to market the parks as a four-season destination.	↔	↔	↔	Administrator/Mayor	Number of meetings with State/County park staff.
2	Work with State/County park staff to have interpretive signage installed along select trails.				Administrator/Mayor	Number of signs installed.
2	Contact recreation clubs/associations to promote Mahwah's outdoor activities through their respective membership and website.				Recreation Coordinator	Number of entities contacted.
2	Create themed-brochures and maps in conjunction with the State/County park staff to market Mahwah-specific activities.				Recreation Coordinator	Number of brochures/maps created.
2	Continue to be involved with the Ramapo Mountains County Park Management Plan study in 2014 to influence decisions regarding parking at RVCR.				Administrator/Mayor	Expanded parking area.
2	Host a meeting for hotel providers and the Township's various assets to generate interest in post-tourism partnerships.				Administrator/Mayor	Number of partnerships formed.
2	Host a meeting for restaurants/eateries and the Township's various assets to generate interest in post-tourism partnerships.				Administrator/Mayor	Number of partnerships formed.
2	Conduct a comprehensive way-finding signage study.				Planning Board	Completion of study.
2	Install way-finding signage.				Township Council	Number of signs installed.

Goal	Action Item	Time Frame			Responsible Entity	Indicator
2	Install historic markers in front of every historic resource (State and National Register as well as locally-designated sites).				HPC	Number of markers installed.
2	Install gateways at key locations in the Township				Township Council	Number of gateways installed.
2	Create at least four new events to draw people into Mahwah and turn it into a 12 month calendar of events.	↔	↔	↔	Mahwah Museum, HPC, Township Council	Number of new events held in 2014.
2	Develop a comprehensive tourism website.				Township Council or HPC	Creation of website.
2	Work with Highlands Tourism to add assets to the list of places to visit.				Recreation Coordinator	Number of sites added to website.
2	Work with Bergen County Tourism Department to add assets to the list of places to visit.				Recreation Coordinator	Number of sites added to website.
3	Encourage new buildings or significant building rehabilitations to gain LEED certification.	↔	↔	↔	Planning Board	Number of new LEED certified buildings.
3	Enhance the Sustainable Mahwah website with information on LEED certification.				Webmaster	Information added to website.
3	Review and add applicable LEED requirements to the zoning ordinance (i.e. bike parking requirements, tree planting standards, shared parking, etc.)				Planning Board	Adoption of ordinance.
3	Amend the zoning ordinance to add LEED-ND requirement to the Highlands Center or portions of the Center.				Planning Board	Adoption of ordinance.
3	Encourage new non-residential buildings and major non-building related projects to refer to the SITES prerequisites and credits for sustainable ideas.	↔	↔	↔	Planning Board	Number of new projects using SITES prerequisites.
3	Encourage developers of homeowners who are building new or remodeling residences to consider the NAHB Green Building Guidelines in their work efforts.	↔	↔	↔	Planning Board	Number of new NAHB Green certified homes.
3	REDEVELOPMENT - Crossroads/Ford				Planning Board	Monitor Development Approvals
3	Prepare and adopt an ordinance that permits solar panels.				Planning Board or Township Council	Adoption of ordinance.

Goal	Action Item	Time Frame			Responsible Entity	Indicator
3	Conduct a train station and bus survey to understand user preferences and issues.				Township Council	Completion of survey.
3	Evaluate DPW complex to reconfigure to add additional train station parking. Also examine turning N. Railroad Avenue into one-way with on-street parking.				Township Council	Completion of study.
3	Undertake a study to determine the most cost-efficient and effective jitney routes.				Township Council	Completion of study.
3	Analyze bicycle sharing program and potential funding sources, station locations, etc.				Township Council	Completion of study.
3	Complete a pedestrian and bicycle network study for the five minute walking radius around the train station.				Planning Board	Completion of study.
3	Bike racks - Train station				DPW	Install racks.
3	Kiss n ride - Train station				Township Council	Survey Needed
3	Undertake a study to determine the most cost-efficient and effective bus routes.				Township Council	Completion of study.
3	Conduct a Fleet Inventory.				Administrator	Completion of study.
3	Purchase hybrid, flexible fuel, natural gas, propane and/or electric vehicles.	↔	↔	↔	Township Council	Number of new green cars.
3	Apply for Sustainable Jersey grant to construct an electric vehicle charging station.				Township Council	Installation of charging station.
3	Install sidewalks, upgrade intersections and construct bike lanes within the five minute walking radius of the train station.	↔	↔	↔	Township Council	Miles of new sidewalk and bike lanes installed. Number of upgraded intersections.
3	Adopt a complete streets policy.				Township Council	Adoption of policy.
3	Prepare a Circulation Plan Element.				Planning Board	Completion of study.
4	Enforce sidewalk installation along Franklin Turnpike	↔	↔	↔	Planning Board and Zoning Board	Miles of new sidewalk installed.

Goal	Action Item	Time Frame			Responsible Entity	Indicator
4	Install sidewalks at key locations along the Franklin Turnpike corridor.				Township Council	Miles of new sidewalk installed.
4	Work with the County to design a long-term vision and streetscape plan for Franklin Turnpike.				Administrator/Mayor	Finalized vision/plan.
4	Request County to improve crosswalks along corridor, improve municipal crosswalks at key intersections.				Township Council	Number of improved crosswalks.
4	Plant street trees along corridor.	↔	↔	↔	Planning Board, Zoning Board, Township Council	Number of trees planted.
4	Install street lighting along corridor.	↔	↔	↔	Planning Board, Zoning Board, Township Council	Number of street lights installed.
4	Select color palette for street furniture and specify types of furnishings.				Township Council	-
4	Evaluate existing zoning along Franklin Turnpike to permit entertainment venues and associated uses.				Planning Board	Completion of study.
4	Prepare and adopt consistent bulk standards for the entire length of Franklin Turnpike.				Planning Board and Township Council	Adoption of ordinance.
4	Make a policy decision with regard to car-oriented uses along Franklin Turnpike - remove or make conditional.				Planning Board and Township Council	Adoption of ordinance.
4	Prepare and adopt architectural guidelines for Franklin Turnpike.				Planning Board and Township Council	Adoption of ordinance.
4	Designate the corridor as a Area In Need of Rehabilitation to allow for five year tax abatements.				Planning Board and Township Council	Number of buildings upgraded.
4	Conversely, the Township could implement a façade grant program.				Planning Board and Township Council	Number of buildings upgraded.
5	Prepare and adopt architectural guidelines for the Route 17 study area.				Planning Board and Township Council	Adoption of ordinance.
5	Draft and adopt landscaping requirements for the front yard of parcels along Route 17 to enhance the appearance of the corridor.				Planning Board and Township Council	Adoption of ordinance.
5	Craft and adopt language requiring cross-access easements for adjacent properties to create interconnected parking lots.				Township Council	Adoption of ordinance.

Goal	Action Item	Time Frame			Responsible Entity	Indicator
5	Review, refine and adopt sign standards for the Route 17 corridor.				Planning Board and Township Council	Adoption of ordinance.
5	Meet with NJDOT to discuss safety concerns, ask for a limitation on curb cuts, reducing the speed of the highway, etc.				Administrator/Mayor	Reduced highway speed, reduction of curb cuts.
5	Analyze if Route 17 meets the safe corridor parameters outlined by NJDOT, if so apply for designation.				Township Council	Designated roadway.