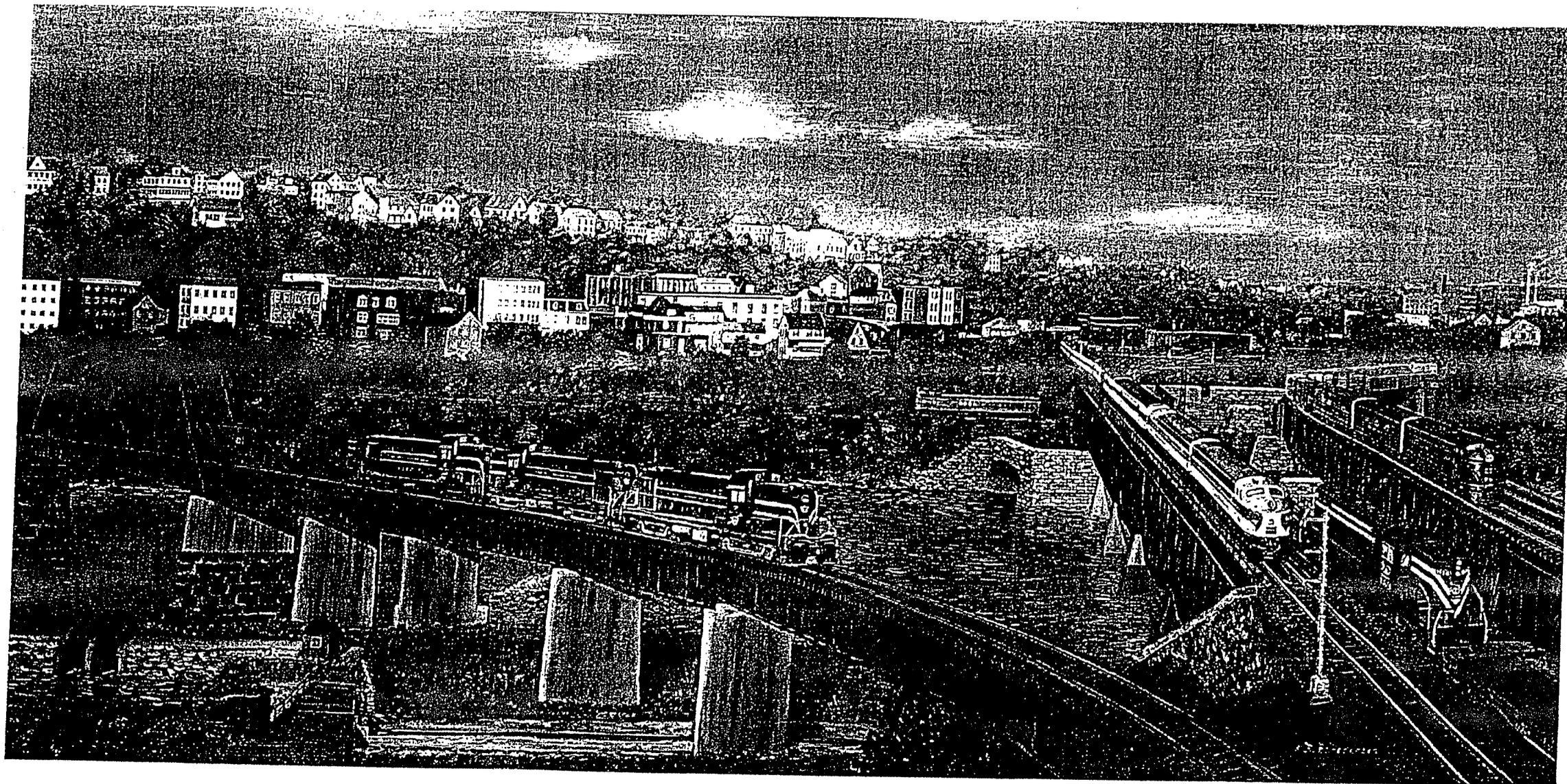
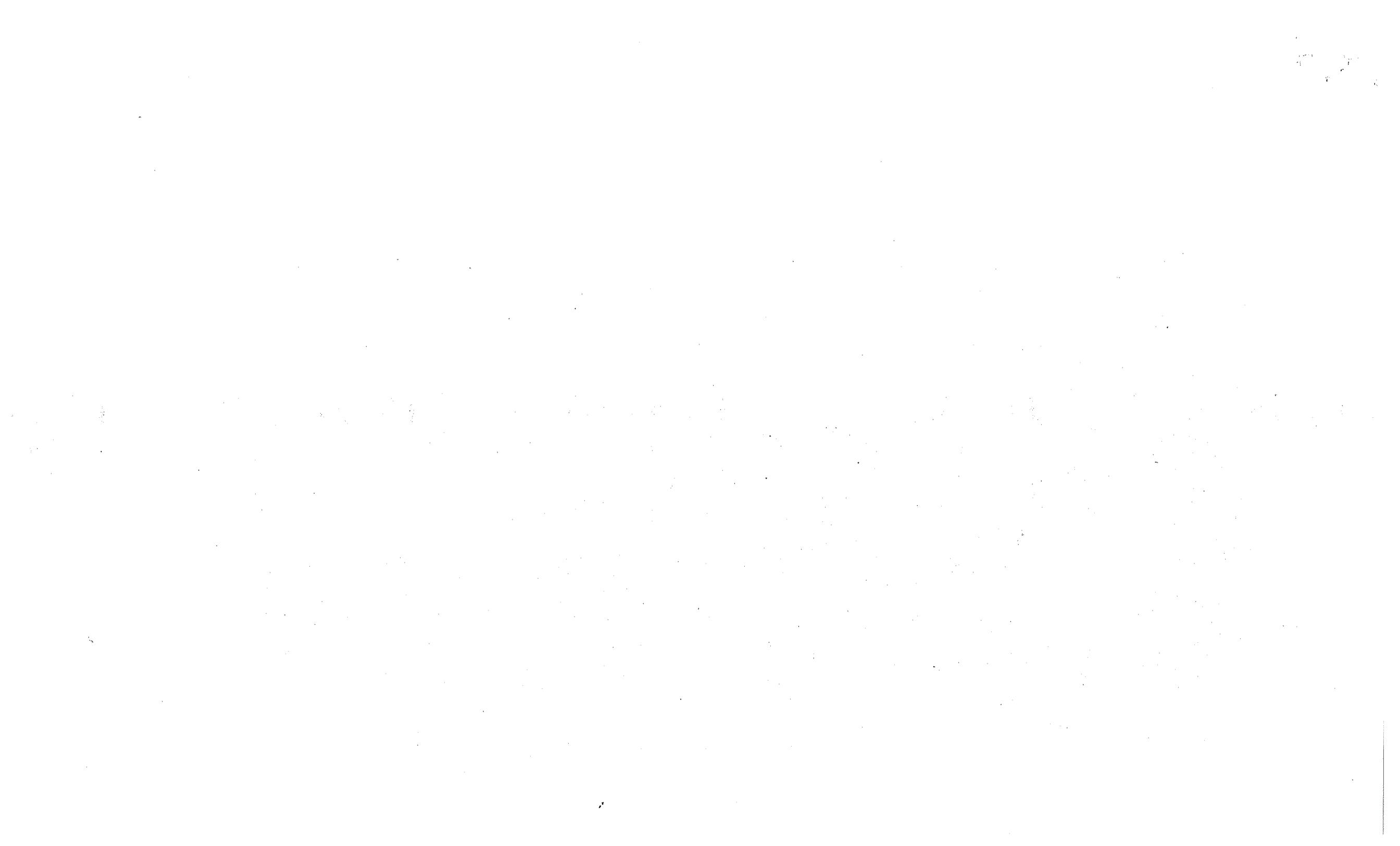

THE VISION PLAN FOR SOUTH MAIN STREET





The South Main Street *Vision Plan*

Prepared for:

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*Position held in 1997

Cover: Phillipsburg-Historic Transportation Hub painted by Richard Pedersen. Prints available from Canal Captain's Press c/o Bill McKelvey. Call 908-464-9335.

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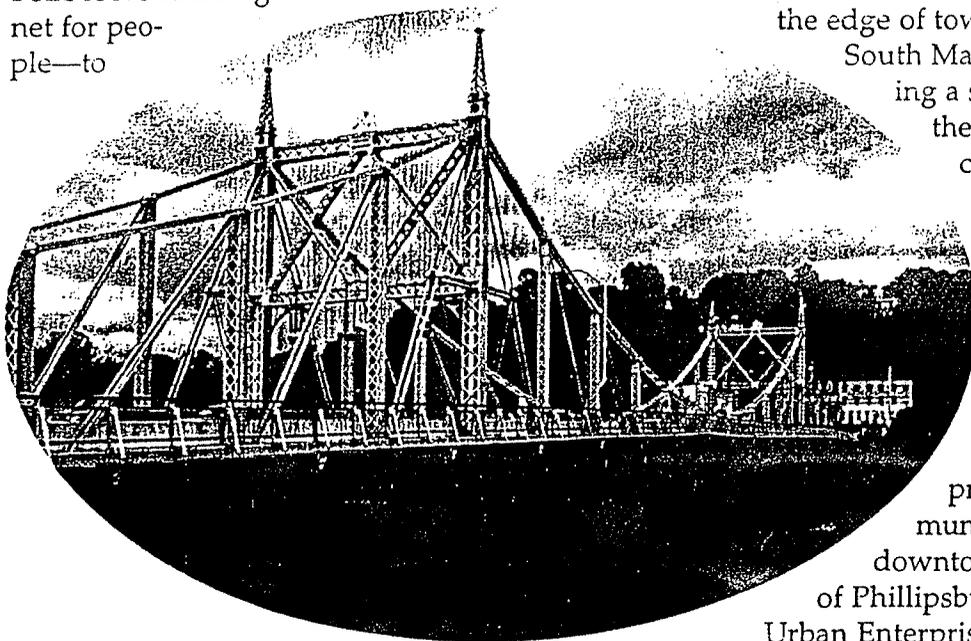
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INTRODUCTION

South Main Street, the historic business district of Phillipsburg, begins at Union Square, where the unique steel cantilever Free Bridge links Phillipsburg to Easton, its larger twin city on the Delaware River. This street then curves and ascends 1.1 miles over railroad lines, past stately masonry townhomes once known as "millionaires row" and storefronts, to Jefferson Street where residences again dominate the street frontage. South Main Street still retains much of its historic architectural character and some of its commercial activity but its economic vitality has dwindled in the face of competition from shopping centers along the region's highways. The removal of town hall—a symbolic focus and magnet for people—to



the edge of town has depleted some of the vitality of South Main Street as Phillipsburg's center. Seeking a strategy to reanimate South Main Street, the Trustees of the Urban Enterprise Zone commissioned this study to develop a vision of what this business street could become by creatively using its assets and overcoming the obstacles to economic revival.

One of the engines of South Main Street's recovery efforts is the Urban Enterprise Zone, a state-sanctioned program in place in 31 New Jersey municipalities aimed at revitalizing older downtowns. In November, 1994, the Town of Phillipsburg was awarded the designation of Urban Enterprise Zone by the State of New Jersey.

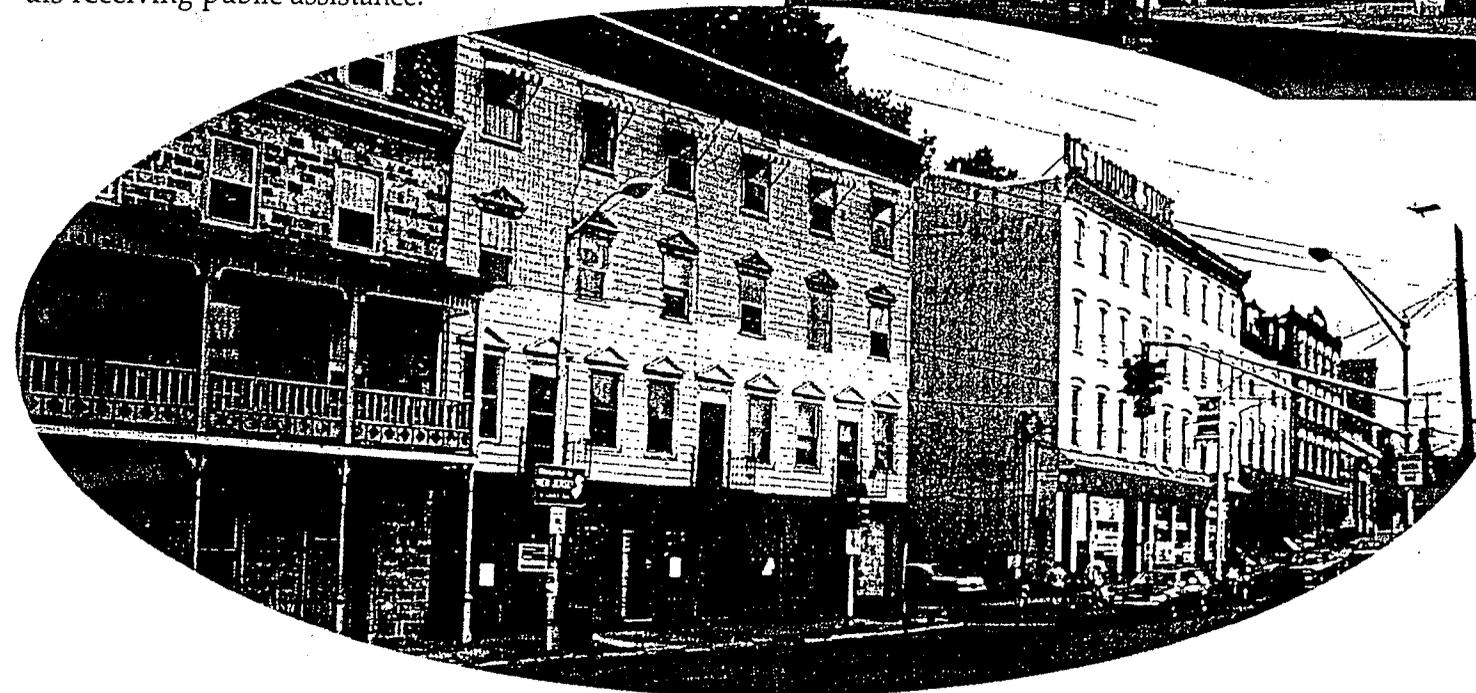
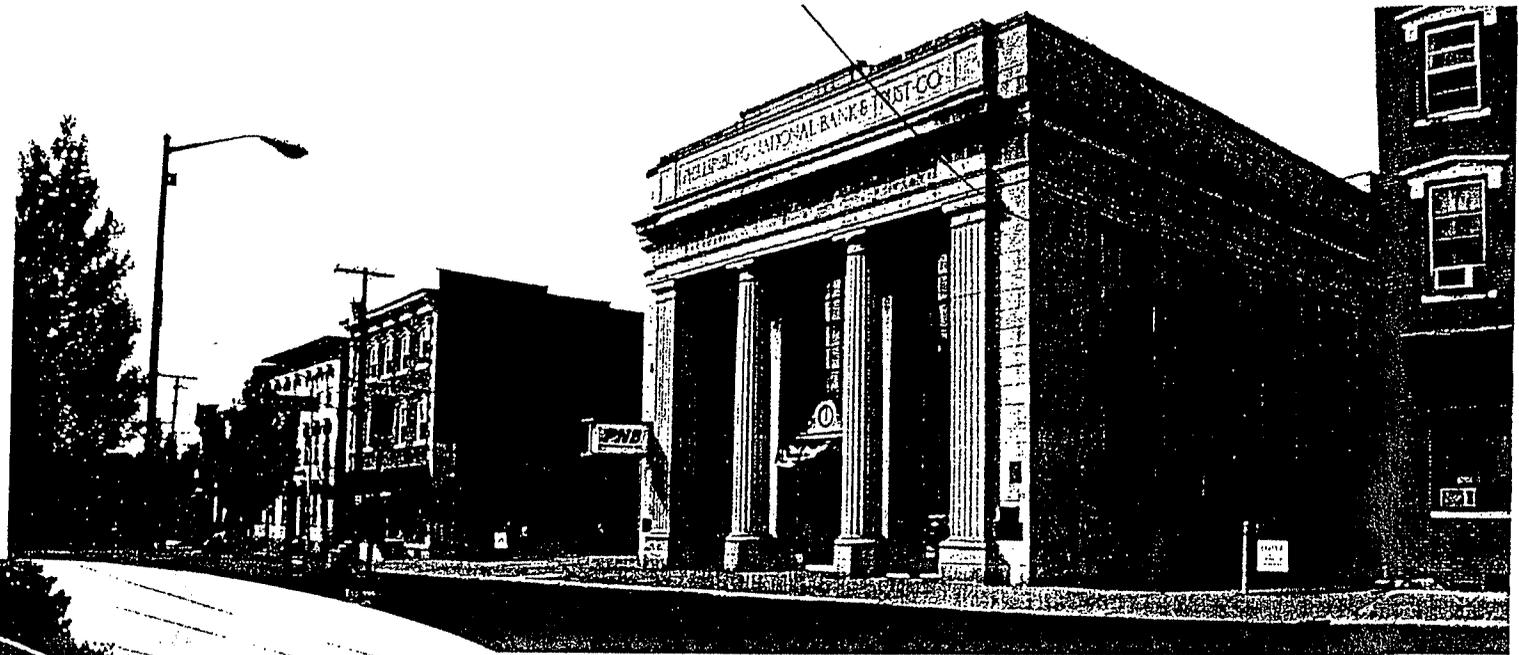
This designation provided the Town with significant tools from which to build its economic base. These tools are in the main designed to improve the retail sector of the economy but also have impact on the industrial sector.

The main benefit of the program is the availability of retailers to charge one half of the New Jersey sales tax which is currently 6%, to consumers of most retail goods to which the tax applies. Exceptions are liquor, cigarettes and conventional automobiles. The program not only benefits retailers by attracting consumers but also benefits the Town directly. The funds raised by the 3% sales tax collected by the merchants remains in Phillipsburg for future investments in the Town's Urban Enterprise Zone. These investments are flexible as to their use but usually involve the creation of improved infrastructure.



The second benefit of the program is the availability to certified companies of a waiver of sales taxes for purchases of equipment, office supplies and building materials. This provides zone companies with an immediate 6% savings on its purchases.

Finally, the area utility companies (gas, electric and water) have adopted special tariffs and credits as incentives for expansion of UEZ businesses. Additionally, the Municipal Council has adopted property tax abatement ordinances to encourage the rehabilitation of buildings in the Zone. There are a number of payroll and corporate tax incentives provided by the State of New Jersey to certified companies for the hiring of Phillipsburg residents, the unemployed and individuals receiving public assistance.



The Urban Enterprise Zone designation continues for twenty years and is designed to create permanent jobs in the community. The New Jersey Economic Development Authority gives priority to projects in the Zone for use of its attractive, below-market rate lending programs.

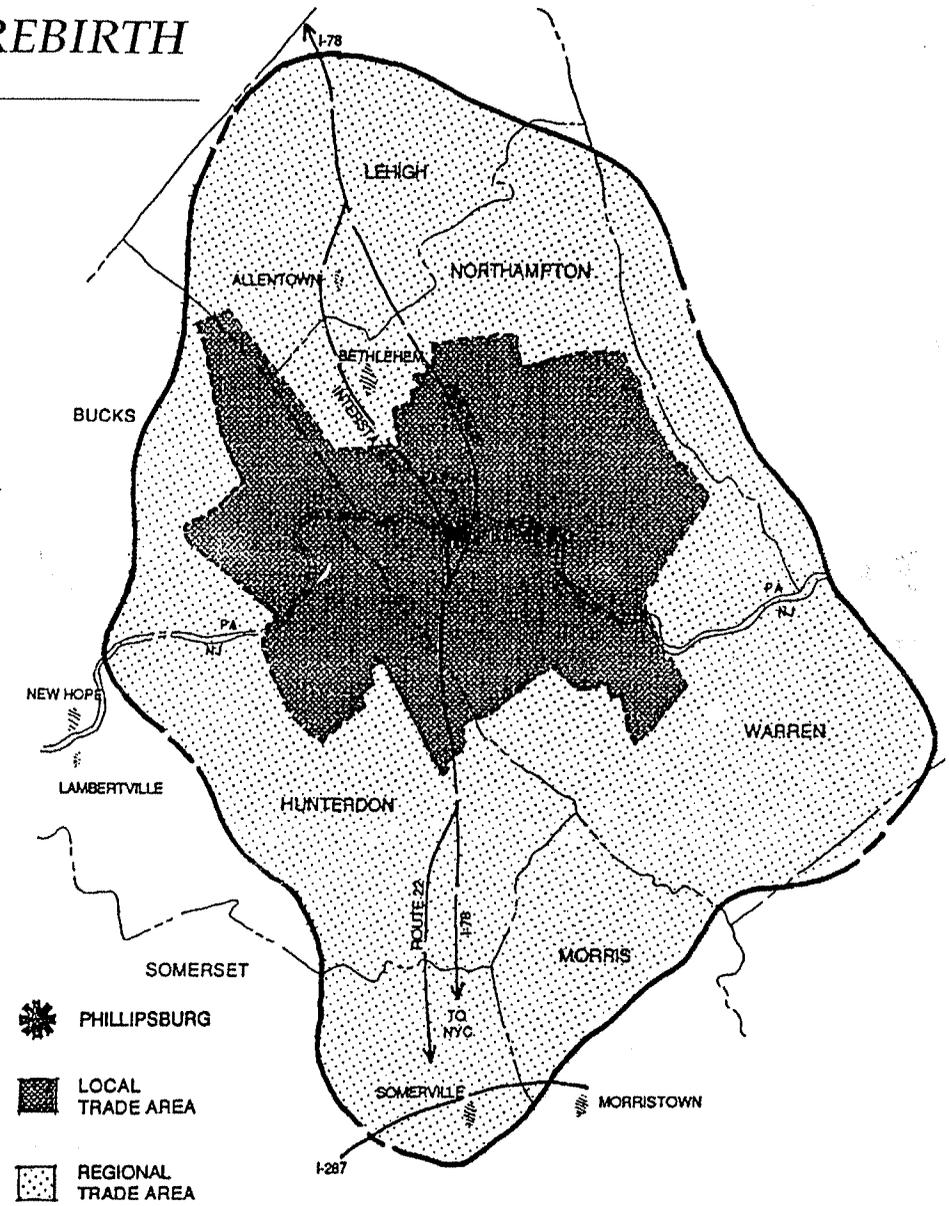
Phillipsburg's Urban Enterprise Zone is led by a Board of Trustees consisting of nine members who make up a broad slice of Phillipsburg's economic and community life (current and former corporate executives, local retailer, banker, teacher and elected Municipal officials) and are assisted by an Executive Director experienced in urban redevelopment and public and private financing techniques.

THE SETTING FOR PLANNING SOUTH MAIN STREET'S REBIRTH

Regional Setting

South Main Street is the last commercial street in New Jersey before you cross the Delaware River and the first opportunity to capture the tourist dollar heading west toward a wide variety of cultural and entertainment attractions. Although Phillipsburg, a town of 16,000 persons seventy-five miles from New York City, is viewed by some as being on the edge of New Jersey's other coast, it is actually at the heart of a dynamic economic region. Within a thirty minute ride of South Main Street stretching from Allentown westward to Somerville in the east along the Interstate 78/Route 22 corridor and to Philadelphia's northern suburbs along the Pennsylvania Turnpike extension, one takes in 670,000 persons with an annual medium household income of \$39,000 ranking it 107 above better known metropolitan areas such as Charlotte, North Carolina and Cincinnati, Ohio. It is from this easily-accessible market that Phillipsburg, offering something not obtainable in the area's ubiquitous malls and superstores, will draw its subsistence. Beyond the immediate trade area there is an even larger market of 20 million persons within a 1 1/2 hours drive of Phillipsburg that can be lured to a revitalized South Main Street. South Main Street sits at one of the thresholds of a tourism-rich region encompassing the Poconos, the Delaware and Lehigh Canal National Heritage Corridor and the tourist attractions of Easton, Bethlehem and Allentown. An estimated 3.3 million tourists annually drive through Phillipsburg bound for destinations in this region. Phillipsburg can capture

some of those tourist dollars with the half-day attractions that are waiting to be reborn on South Main Street.



Local and Regional Trade Areas • South Main Street • Phillipsburg, New Jersey

Land Use and Building Conditions on South Main Street

A land use survey of the South Main Street study area from Union Square to Jefferson Street conducted in June, 1997, reveals that there is currently 201,300 square feet of ground floor commercial space along this corridor. South Main Street has 51 retail stores occupying 121,500 square feet or 62% of this street's commercial floor area. Approximately 23% or 27,500 square feet are in stores dependent on a regional market; the rest are geared to serving the needs of local residences and nearby businesses. A high percentage (30%) of the locally-oriented retail business is either restaurants or small food stores.

There is a healthy number of professional offices on South Main Street concentrated largely in the area between Union Square and the Black Bridge. Seventeen percent (17%) or 33,850 square feet are in office use, half of which are law firms. Offices are an important component of a successful business district since they supply weekday customers for retail stores.

The vacancy rate of South Main Street commercial space is high at 22.5% confirming that this street is no longer the primary retail center of Phillipsburg or southeastern Warren County, as it once was. Further examination of this vacant retail space reveals some hopeful signs. Half of the 26 vacant retail stores on South Main Street are located in two areas which have the most promise of being transformed into attractive public focal points and strong specialty retail areas: Union Square and Shappell Park. Certainly, work

needs to be done to realize the full potential of these two areas which, at first glance, may not be apparent.

Of the vacant retail store spaces, our visual survey indicates there are 20 buildings in poor condition along South Main Street, one half or 10 of them are concentrated in Union Square. The recent decision making Union Square the top priority of Community Development's renovation program will help turn this area around. Union Square is where people, rightly or

wrongly, draw their conclusions about the economic potential of Phillipsburg. 22,000 vehicles pass through Union Square daily using the Free Bridge to Easton, and here they see a negative image of Phillipsburg today.

Union Square also has the most promise on South Main Street. That high volume of traffic is the lifeblood of retail. Phillipsburg now has the opportunity to provide plenty of parking in this area and bring in new retail



uses on vacant land acquired through the redevelopment process. Add restored buildings with great architectural character in the Union Square area to the direct link to downtown Easton and the negative impact of Phillipsburg could turn positive nearly overnight.

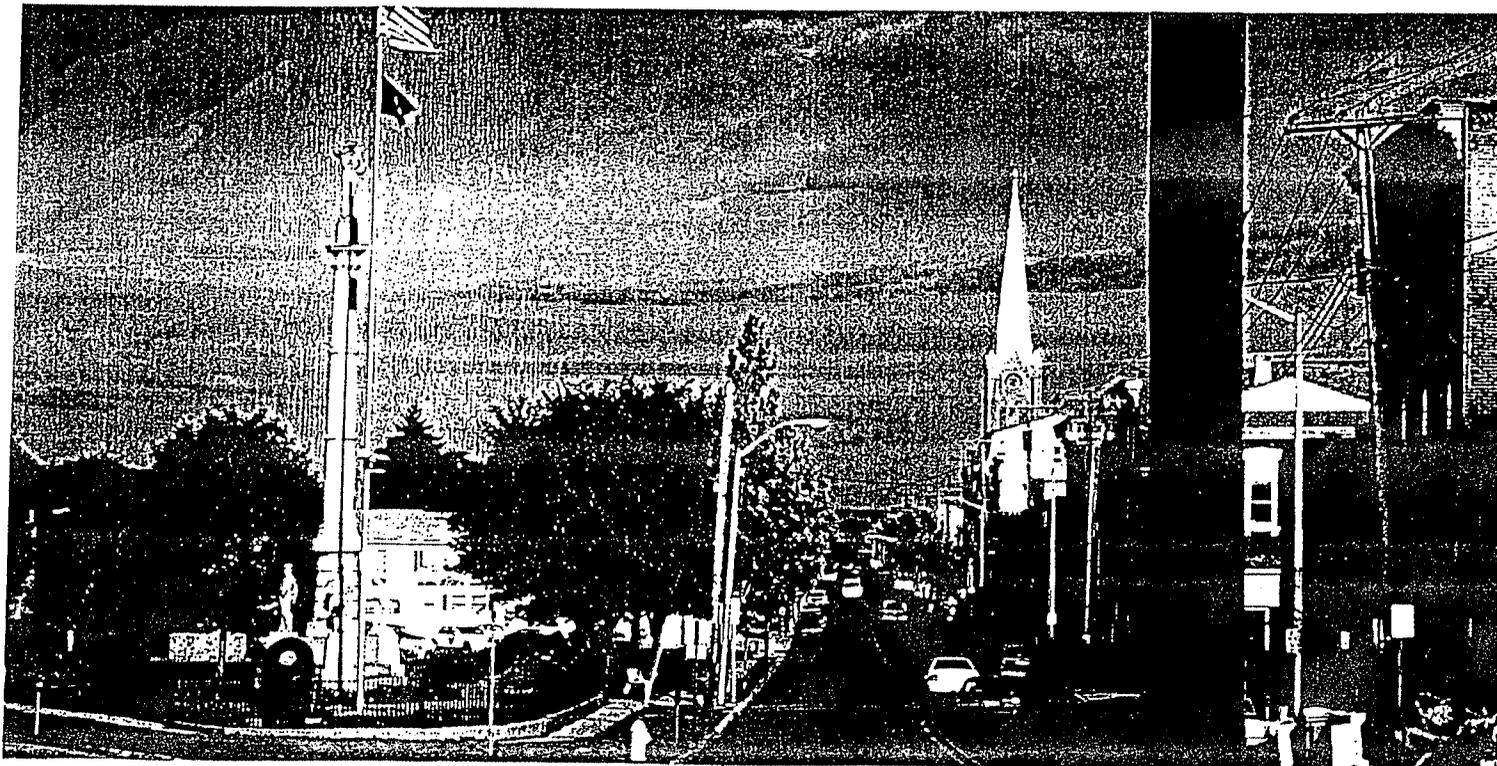
Despite the image of dilapidated buildings one may draw from Union Square, our survey of South Main Street indicates few buildings are in poor or deteriorated shape. The majority are brick or masonry construc-

tion and were high quality structures when they were built. Most have been maintained fairly well. Even the 20 poor buildings cited in our survey appear to need cosmetic work and may not require major structural or basic systems work. Unlike the downtown's of other central cities in New Jersey, Phillipsburg's buildings have not fallen into a hopeless state of disrepair or so it would appear from a front yard visual survey. Rather than blighted buildings, these are "orphans" waiting to be claimed by their next owners.

The area around Shappell Park could be the most attractive area of South Main Street. Buildings around the park form a comforting sense of enclosure. These buildings are themselves attractive and their potential is demonstrated by the renovation of the bakery building. Parks in downtowns are the usual focal point for public events. Shappell Park today is not the public park this plan envisions it could be.

Shappell Park as it exists is little more than an oversized traffic island. At the west end of the park a Civil War monument surrounded by three large mortars struggles to bring dignified recognition to its honorees. A red Japanese maple dedicated to a former mayor of Phillipsburg also tries hard to appear beautiful, stately. The task is a difficult one, for these monument's company is a scattering of trees amid large grass panels, several concrete paths, and a handful of cold concrete tables and benches. The park does not invite people in or give them reason to come in because from any point inside or outside the park, one can see the majority of the park. There is no sense of entrance nor any variety of spatial experiences. The park also lacks any ties to the streetscape around it, which is devoid of trees or other planting and also rather stark and uninviting.

While Shappell Park is used for occasional special events, the park seems only to be used as a cut-through. At the various times we have visited this park, no one was sitting in the shade eating lunch, no chance meetings between two friends enjoying



the park; Shappell Park was empty. All of the reasons mentioned play their part in contributing to the lack of use of Shappell Park. In light of the fact that the site is the only large green space in the immediate area and surrounded by a variety of shops and businesses it still lacks the vitality and energy that a successful urban park in a prime location should have.

Rents and sale prices for commercial space on South Main Street are among the lowest in the region reflecting its depleted economic state. Rents for commercial space on South Main Street, both office and retail currently range from \$4.00/per sq. ft. to \$8.00/ per sq. ft. The variation is mostly due to building condition.

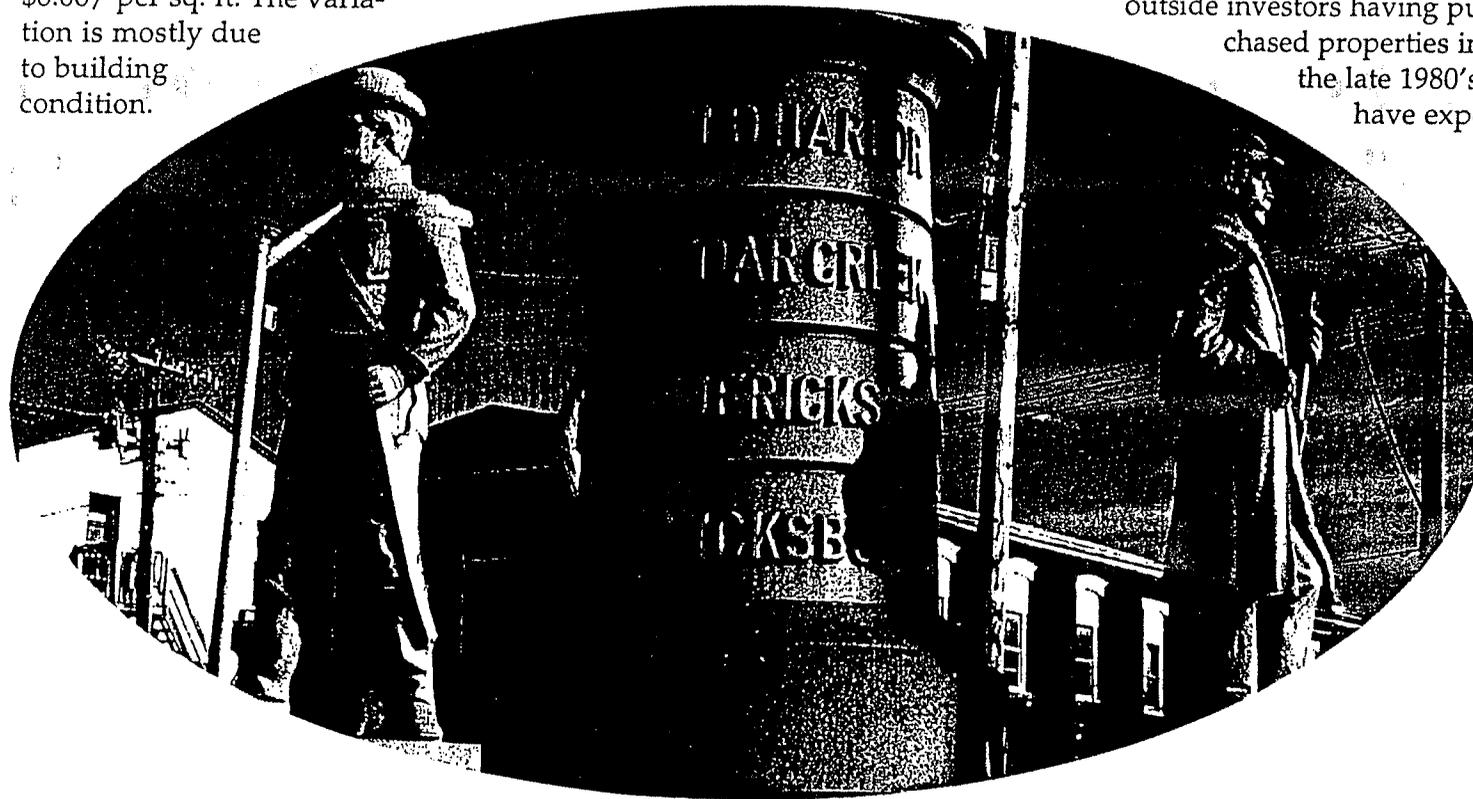
In several cases significant buildings on South Main Street have higher rents based on the availability of off street parking for the building. Rental prices seem to be on the higher end in the area between Union Square and the Black Bridge and on the lower end from the Black Bridge to Jefferson Street.

Sales prices also vary greatly between \$12.00/per sq. ft. to \$30.00/per sq. ft. Again, parking availability, occupancy by commercial and/or residential tenants raises the sales price as does building conditions. Priority under the RCA program also increases owners expectations on asking prices. In several cases outside investors having purchased properties in the late 1980's have experienced



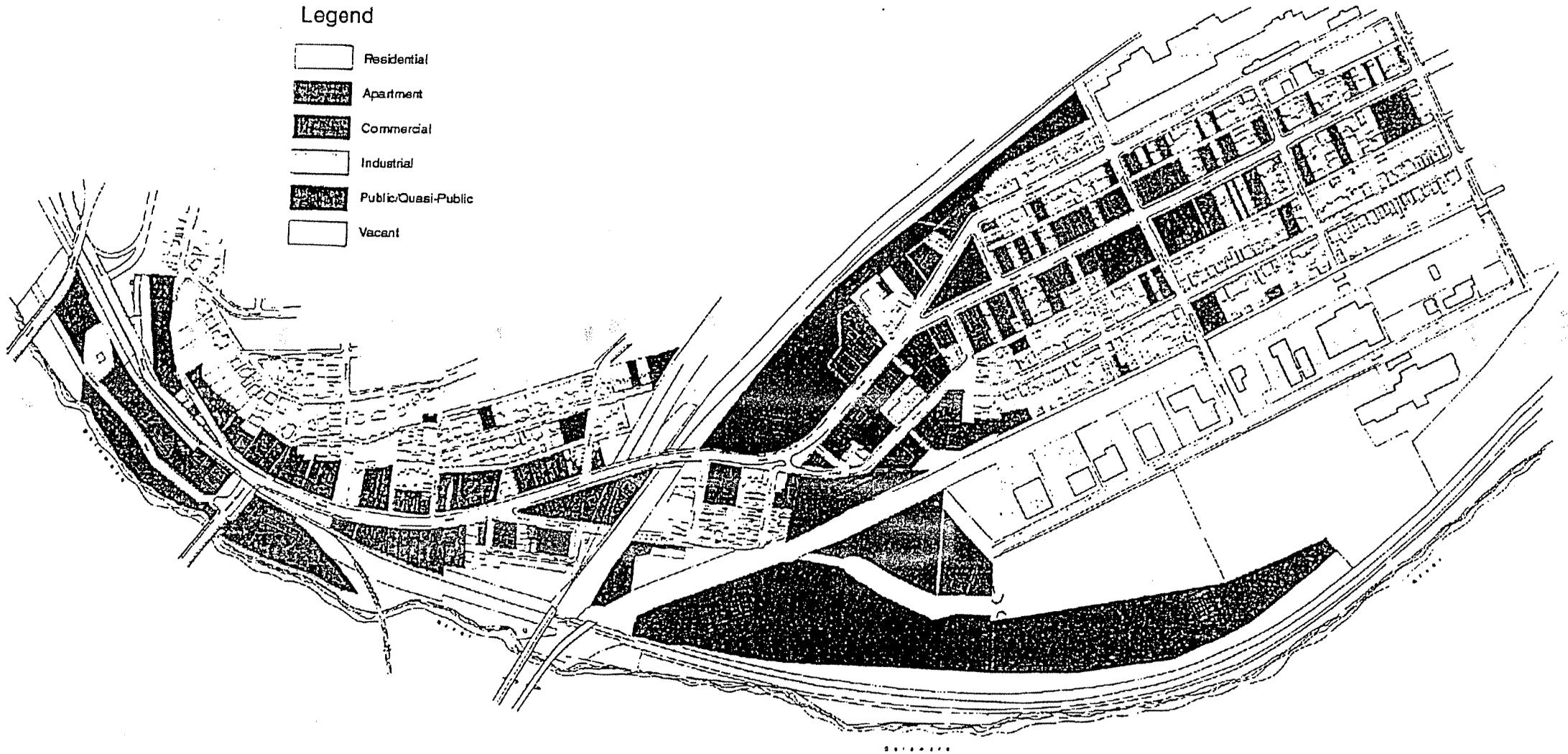
rienced negative returns on their investments and are marketing their buildings at the low end of the price range in order to extricate themselves from cash poor positions. These buildings, some fully occupied, present an opportunity for new capital investment.

The public streets and sidewalks along South Main Street are clean and in good condition. There is no sign of ugly graffiti and very little in the way of excess signage that usually mars downtown business areas that have slipped economically. Most signage is very discreet and meant to be read at the pedestrian level. South Main Street has suffered economic decline but its basic character and structure remains remarkably intact and ready to accommodate new life.

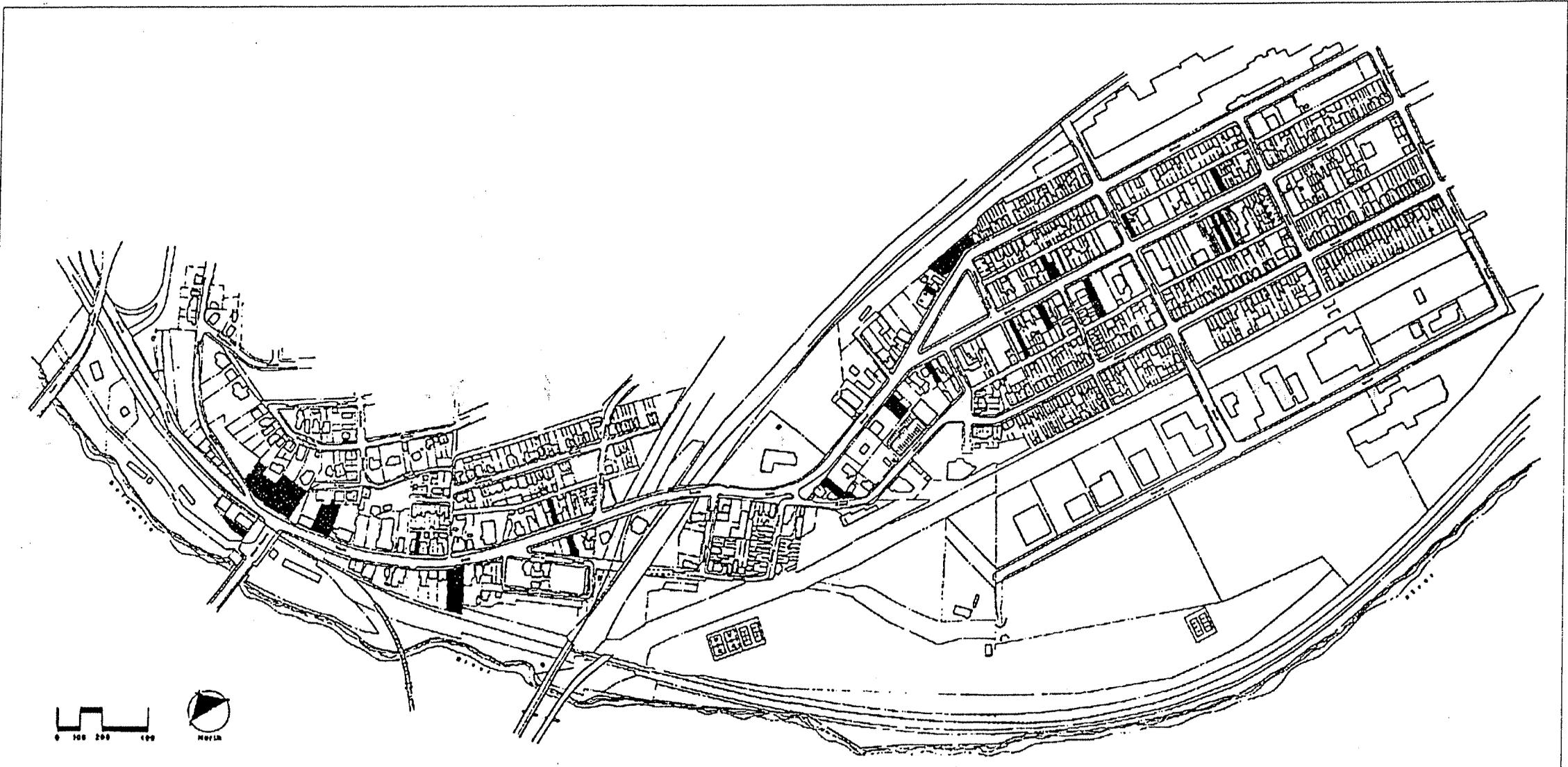


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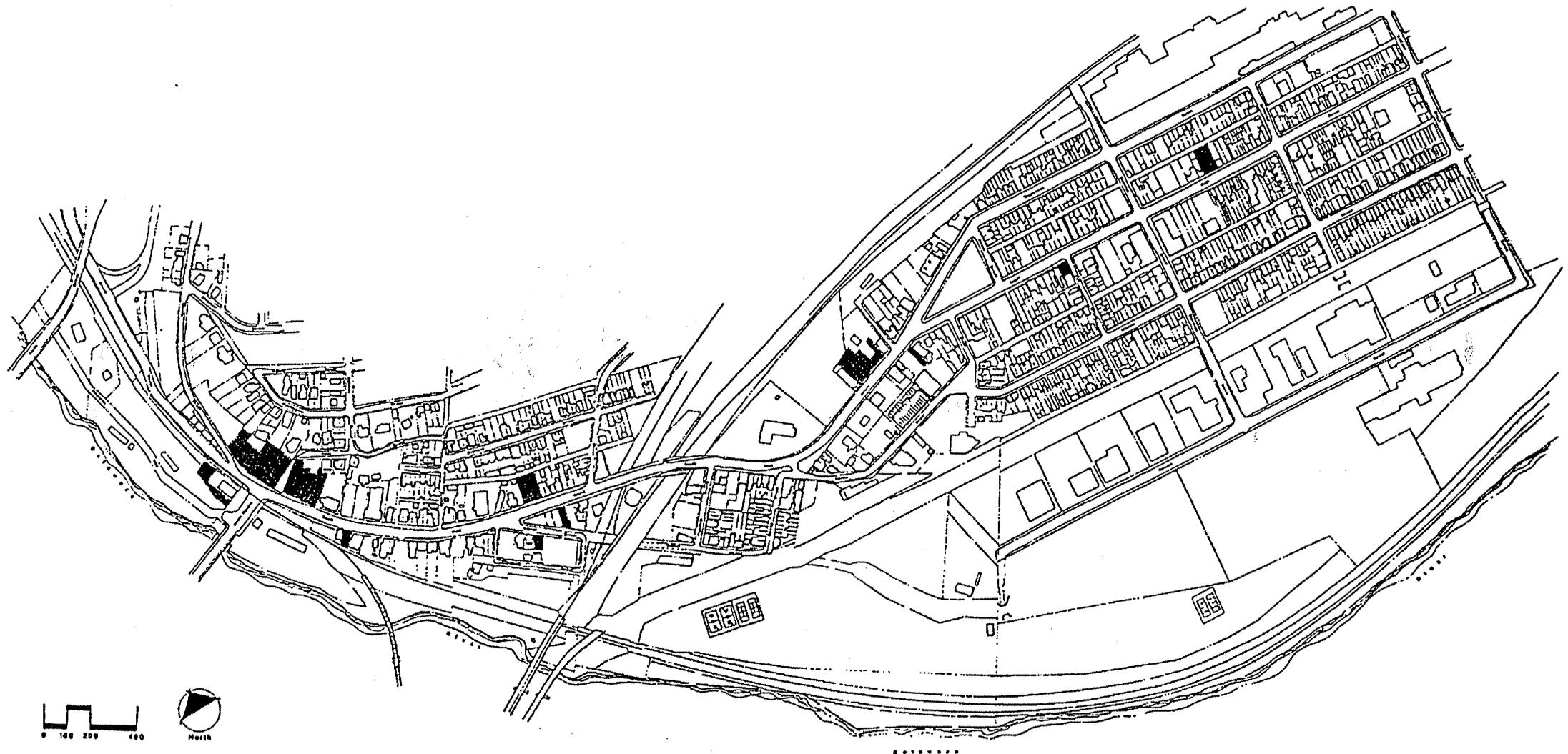
-  Residential
-  Apartment
-  Commercial
-  Industrial
-  Public/Quasi-Public
-  Vacant



Existing Land Uses • South Main Street Study • Phillipsburg, New Jersey



Vacant Retail Ground Floor Space • South Main Street Study • Phillipsburg, New Jersey



Buildings in Poor Condition • South Main Street Study • Phillipsburg, New Jersey

Historic Character and Architectural Appearance

According to the Warren County Historic Sites Inventory, Phillipsburg was first settled in 1739, growing very slowly until about 1845, when industrialization and the completion of several local railroads during the 1850's prompted rapid growth and expansion. Between 1847 and 1870, the population rose from only 200 persons to 5,950 persons. A city of foundries and manufacturing enterprises, its architectural character today reflects its industrial past and its period of most rapid growth, the mid to late eighteen-hundreds.

In total, there are 144 individual buildings in Phillipsburg identified in the Warren County Historic Sites Inventory as architecturally significant. Of these, 132 or about 92 percent are located along Main Street. Many of these are commercial structures and all are characterized by their urban setting. The majority of the structures identified, (about 45 percent) are classified as Late Victorian Italianate or Italianate. Italianate structures are typified as having two or three stories, a low pitched roof, often hipped and sometimes flat in the case of row houses. The roof usually has widely overhanging eaves having decorative brackets beneath. Windows are usually tall and narrow and are commonly arched or curved, frequently crowned with an inverted-U shape. Many examples have a square cupola or tower.

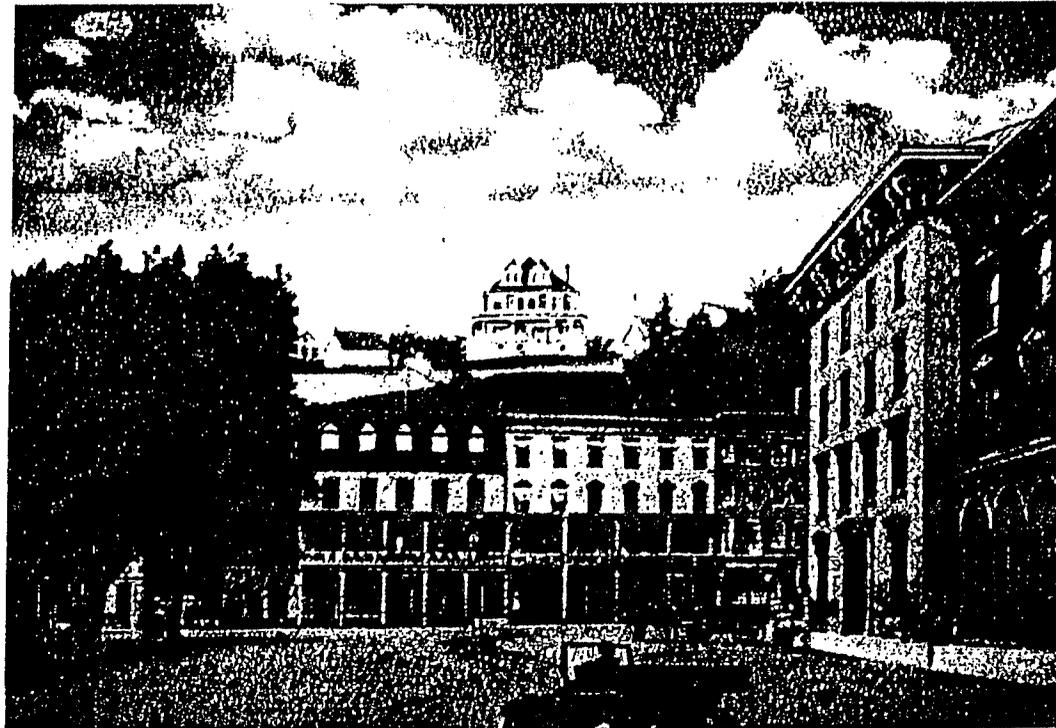
Following Italianate, the most common historic architectural styles are Colonial Revival, Second Empire and Gothic Revival. Italianate, Second Empire and Gothic Revival are styles generally built between 1840 and 1885. Colonial Revival is a more modern style which was built between the years 1880 and 1955.

This historic character and rich architectural appearance helps to make Phillipsburg unique in a region which is largely a suburban area characterized by

new growth. Phillipsburg needs to market its historic character as an asset much the same way that Cape May City, and Bridgeton New Jersey or Doylestown, Pennsylvania have. To successfully do that, care must be taken to honor architectural features while accommodating modern retail and office needs.

This requires the creation of design guidelines for signage, window and entrance treatments and facade controls. This could also involve the creation of Historic Preservation Commissions or Design Review Boards to oversee and promote the use of these guidelines in the planning for new development or redevelopment of existing properties.

Encouraging the use of simple design guidelines will, over time, make a significant difference in the appearance of the downtown and help to improve property values throughout the community. Preserving and enhancing historic architectural elements can also attract potential businesses, particularly professional offices and upscale retail uses. Some simple design guidelines which can be used to review new development and redevelopment and promote better design are listed on the following page.



Design Guidelines for Sign

Use and/or Consider

- Moderate and attractive sign design
- Signs integrated within a building's overall appearance. Work within existing architectural features.
- Distinctive sign letters, logos and artwork specific to the store
- Short and simple sign text
- Pedestrian-scale letters on glass. Limit window signs to about 30% of glass area
- Sign light sources hidden from view. The lighting should be shielded so that no direct light shines onto sidewalks, streets, or adjacent properties shines
- Banners and flags specific to the store
- Small pedestrian-scale projecting signs

Avoid

- Box signs
- Long and complicated sign text
- Paper signs on windows
- Plastic, internally lit signs
- Wall signs above first floor levels, except for small projecting signs
- Roof signs
- Using more than three signs per window
- Free standing signs. Consider only when mounted sign cannot be used and consider grouping several store signs together. Maintain low height.
- Signs painted on facades
- Signs covering important building features.

Design Guidelines for Window/Entrance

Use and/or Consider

- Window/entrance designs that are simple, well proportioned, fill all of the building's original window openings and are appropriate to the overall architectural character of the building.
- Clear glass. Keep glass clean
- Attractive well lit merchandise displays with displays to the front. Use the full extent of the glass for displays
- After hour lighting to encourage window shopping
- Small scale glass where opaque glass is necessary
- Entrances fully accessible and inviting to all
- Interior and well concealed security gratings when necessary
- Displaying merchandise on vacant upper-story windows
- Window planter boxes

Avoid

- Tinted or opaque glass
- Exposed exterior security gratings and coil boxes
- Large glass lights

Design Guidelines for Building Facade

Use and/or Consider

- Preserve historical building features. Work within existing architectural features
- Materials and colors that complement the existing and surrounding buildings
- After hours lighting on timer
- Flags, banners and lighting to accent the larger scale of the building
- Awnings for providing a visual focus to windows/entrance, weather protection, concealment of security gratings and signage coordination
- New architectural cornices for providing a visual focus to windows/entrance, weather protection, concealment of security gratings and signage coordination
- Modification of building walls and parapets on flat roof strip center buildings to compliment nearby gable roofed buildings

Avoid

- Blank facades on any floor facing the street
- Building fronts wider than typical width in district
- Building setbacks greater than typical setback in district
- Flat roofs and parapets
- Unused sign standards, mechanical equipment, etc.
- Non-conforming architectural features

Zoning

The South Main Street study area falls into four separate zoning districts:

B-1 Office-General Zone covers the area from the Focht Bridge to Union Square

B-3 Office-Central Business District Zone covers the area from Union Square east to the Black Bridge

B-4 Business-Central Business District Zone covers the area from the Black Bridge east to Jefferson Street

R-50 Residential Zone covers a small section from the Black Bridge to Mercer Street

The current zoning ordinance does not foster any development action which would be harmful to South Main Street's character but, conversely, there is nothing in the zoning code to implement a specific development policy for this business street. There are no area or bulk requirements incompatible to the current streetscape character. No suburban-style development is mandated that would run contrary to the prevailing setbacks or intensity of development.

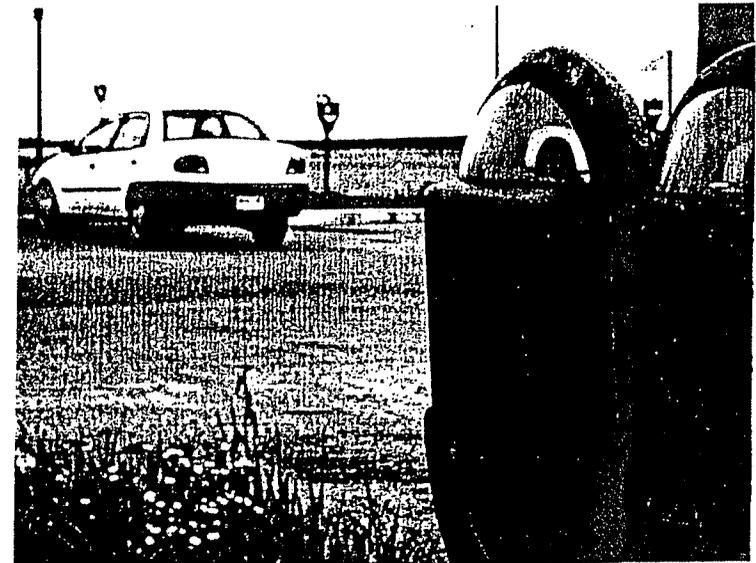
Parking

It is easy to find a parking space on South Main Street today. Lessened economic demand has reduced the competition for parking space. Even so, the complaint of storeowners and shoppers on South Main Street, spoiled by the sea of asphalt available at the region's shopping centers, is you cannot park right in front of a store or you have to practice the forgotten art of parallel parking on the street, etc. Today, there are 227 on-street parking spaces of which 217 are metered along the 1.1 mile study area and 176 off-street parking spaces in five parking lots on or within two blocks of South Main Street.

The current supply of parking spaces serving this business area is not nearly enough to accommodate the demand if the entire 201,300 square feet of floor area on South Main Street were fully occupied with stores and offices. A comfortable parking ratio for a downtown business area is one parking space per 350 square feet of commercial floor area which is lower than the parking ratio for a highway commercial center because this figure takes into account multiple or shared parking opportunities and walk-in customers characteristic of a downtown area. Under this formula, a total of 575 parking spaces would be needed to serve commercial needs alone along South Main Street. This could amount to nearly six acres of parking if it all had to be accommodated in off-street parking lots.

Parking for South Main Street also needs to be able to accommodate the vehicles of residences along and near South Main Street. It can be assumed that some of the

parking used during the day by business, particularly offices, on South Main Street, can be shared with residences in the evening. If the current proportion of office and retail activity on South Main Street continues then probably around twenty percent of the future uses will be professional and business offices and sharing of parking with residential uses can be safely assumed. By contrast, most successful retail stores are open in the evening and on the weekends and so the amount of potential parking space sharing from retail uses for residences will be limited. A cushion of twenty-five percent more off-street parking should be planned to take care of residential parking needs. Therefore, a total of approximately 720 spaces should be planned to serve the future development of South Main Street.



Assets and Liabilities of Phillipsburg and their Role in Reviving South Main Street

The challenge to reviving South Main Street is the creative use of Phillipsburg's assets, many of which are not recognized outside the town, while realistically facing the town's liabilities, many of which are image problems brought on by decades of visible neglect and misinformation.

Economic decline brought about by the loss of manufacturing has caused Phillipsburg to become an urban-aid community making it eligible for a number of economic development grant and loan assistance programs that could be tapped by future businesses on South Main Street. Unlike other urban-aid cities in New Jersey, Phillipsburg has not been plagued by the ravages of crime and social malaise. Phillipsburg has remained a nice place to live, work and invest in. With its fortunes on the upswing, Phillipsburg is now in the enviable position of being able to offer a number of economic incentives for a business which are listed below that are not available to its suburban neighbors.

Regional Contribution Agreement Funds - Phillipsburg is one of the few urban centers in this region eligible to enter into agreements with suburban municipalities to solve affordable housing obligations. This funding can be used for facade improvements in connection with the rehabilitation of affordable housing.

The Town of Phillipsburg has an agreement with Bernards Township in which Phillipsburg will receive in excess of \$5,000,000 for rental rehabilitation anywhere in town and facade work on owner occupied

property and rental/mixed use buildings on South Main Street. These funds are available to Phillipsburg over a five year period and drawdown on the funds began in 1997. Under rental rehab on South Main Street three buildings have been completed and three more are underway. The Community Development office projects a total of 18 buildings will have facade facelifts by the end of the program in 2002. Forty-eight total apartment units will be renovated under the rental rehab program. In 1998 Phillipsburg hopes to complete at least four more facade renovations. The costs of the facades vary extensively due to size, other amenities such as parking lot creation and roof replacement. Some examples of costs are as follows: The Lock Doctor building on the corner of South Main and Stockton cost about \$105,000 and involved two attached buildings; Phillipsburg Hardware renovations cost \$18,000; Phillipsburg Optical renovations cost \$60,000 including the creation of a parking lot and installation of rear fire escapes.

RCA's are a fairly stable funding source because they permit suburban municipalities to transfer one-half of their low- and moderate-cost housing obligation to urban-aid communities like Phillipsburg through the payment of funds to fix up low cost housing units in the host community. As long as the rules of the Council on Affordable Housing, the State agency charged with enforcing the Fair Housing Act, require every New Jersey municipality to provide affordable housing and permit RCA's as part of the solution, then Phillipsburg is in a good position to receive continual funding to improve building conditions on South Main Street.



Tax Abatement - The Municipal Council passed two ordinances in 1996 dealing with the abatement and exemption of property taxes for building improvements. The first is the "Short Term Tax Abatement" program. It is divided into two sections. The first section provides for a freeze on a building's assessment for five years for substantial rehabilitation of a building or where the increase in volume of the building does not exceed 30%. The second section applies to new construction or increase in building volume by more than 30%. In the section instance, the added assessment due to the improvement is phased in through 20% increments each year for five years, i.e. 1st year - 0%; 2nd year - 20%; 3rd year - 40%; 4th year - 60%; 5th year - 80%; 6th year - 100%. It is available for commercial or mixed use structures in Urban Enterprise Zone. It should be noted that in no case does the building owner pay less in property taxes than that paid prior to renovation.

The second ordinance is the "Long Term Tax Abatement" program. It provides for payments in lieu of taxes for up to 15 years for new construction on lands declared "In Need of Redevelopment" by the Municipal Council and for which a Redevelopment Plan has been adopted. The in lieu of tax payment equals either 2% of total project cost or 15% of gross rent.

This type of tax relief removes one of the impediments to making building improvements on South Main Street. The disincentive of increased assessments is delayed enabling amortization of the owner's costs.

Revolving Loan Program - The Phillipsburg Town Council has created a \$300,000 fund to lend to property

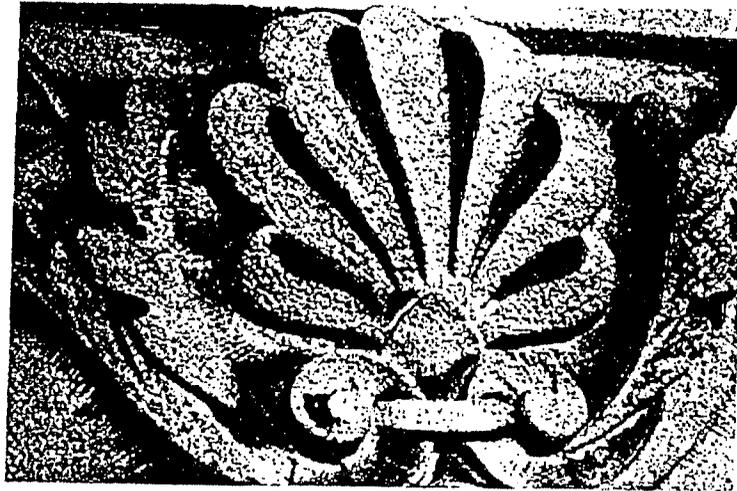


owners and tenants to fix up commercial buildings. Loan terms are up to ten years with a fixed interest rate at half the prime rate.

Urban Enterprise Zone Funds - Sales tax revenues generated by businesses in the Urban Enterprise Zone will be a major source of financial support to the rebirth of South Main Street. Currently \$600,000 in UEZ funds is available for investment on South Main Street. The fund increases by approximately \$24,000 each month on average. Successful revitalization of South Main Street will, in turn, generate even greater sales tax revenues which can be employed to improve infrastructure, marketing and amenities on South Main Street.

Community Development Block Grant Funds - Infrastructure or other economic development projects benefiting low and moderate income individuals or households are eligible to use Community Development Block Grant Funds under its public facilities program currently totaling \$400,000 annually in Phillipsburg. Currently, the Town has an application pending with the Department of Community Affairs for a \$380,000 stone wall restoration on Morris Street which is a gateway to Union Square. CDBG provides other funding mechanisms which have no ceiling as to amount. These other funding tools can be accessed by the Town to attract niche businesses to Town.

Economic Development and Utility Company Assistance - Active financial assistance is available through the New Jersey Economic Development Authority for persons developing businesses on South Main Street which create new jobs. The area utility companies also



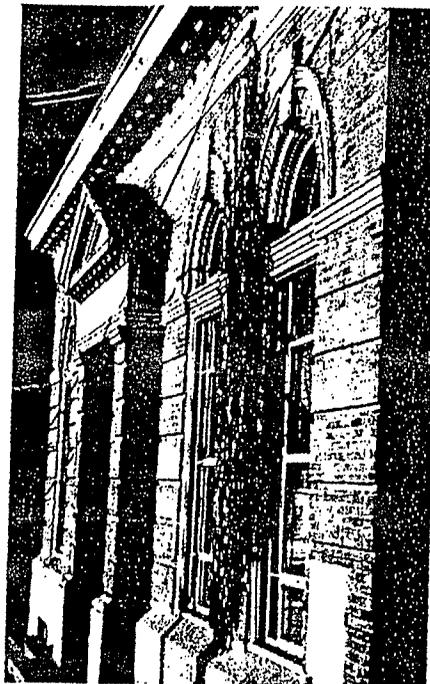
provide economic assistance to new businesses and have created special tariffs and credits as incentives for the expansion of businesses in the Urban Enterprise Zone.

Phillipsburg has a lot of *intangibles* that differentiate it from other older cities and its neighboring suburbs like its *proximity to several excellent institutions of higher education* such as Lafayette College, its *high quality, low cost labor force* and its *proactive and receptive municipal government*.

Infrastructure, particularly public sewer service, is another vital South Main Street resource missing in the surrounding suburbanizing communities. Along with city utilities with surplus capacity, Phillipsburg enjoys *good regional access* from Interstate 78 and Route 22. Three bridges (Route 22, I-78 and the Northampton Street Bridge) link Phillipsburg to the Lehigh Valley.

Phillipsburg has historically been the *regional center*

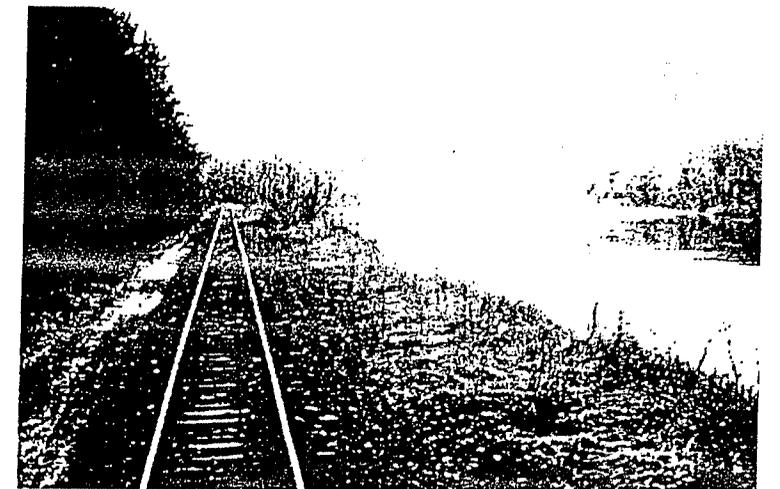
for Warren County. When the rest of the County was rural farm communities with the exception of Washington and Hackettstown, Phillipsburg was the "city" — the place where the County's commerce was conducted. Evidence of Phillipsburg's once prime position is found in its *high quality architecture of South Main Street*. It distinguishes this commercial street from any suburban retail center in its New Jersey region. Much of South Main Street is a trip back in time. Because of the timing of Phillipsburg's economic decline, the landmark buildings with their rich Victorian details have not been irretrievably altered or "modernized" with inconsistent materials. Most of South Main Street's older buildings have been spared the plastic and stucco appliqué which gives so many older downtowns a



chaotic and jumbled appearance. The turn of the century look of South Main Street stands in stark contrast to the bland ubiquitous-looking commercial buildings springing up all over in Phillipsburg's emerging suburbs. South Main Street has something different to offer today's consumer who is tired of shopping at centers which all look alike. People want to shop for specialty goods

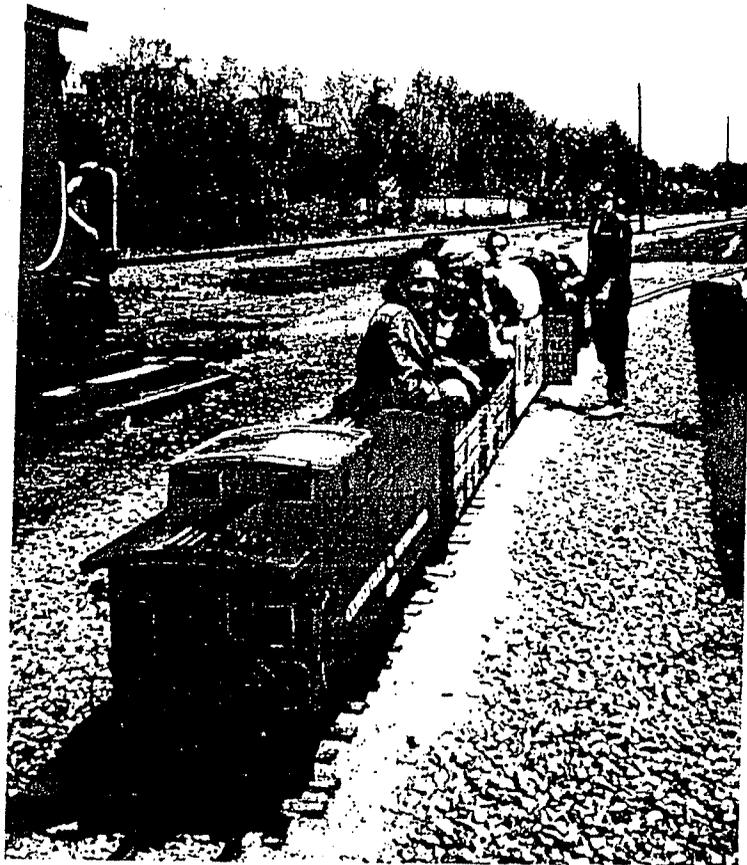
in a pedestrian-friendly, interesting-looking downtown with historical roots. South Main Street cannot and should not try to compete with the highway big box stores. Instead, the retail climate on South Main Street should be small stores set in a turn-of-the-century environment.

Once a busy hub for five major railroads, Phillipsburg has an *interesting railroad and transportation heritage* that can become an asset to lure tourists to South Main Street. The most intriguing and immediate tourism prospect is the Belvidere and Delaware River Railway or the Bel-Del, for short. Formerly owned and operated by the Pennsylvania Railroad and its successor, Conrail, the Bel-Del has been taken over by Kean Burenga, a member of the family which operates the successful Black and Western Railroad based in Ringoes, New Jersey. The Bel-Del operates on a 15.5 mile segment from Phillipsburg to Milford on a highly-scenic corridor along the Delaware River, through rural countryside



and past picturesque villages and historic lime kilns. Mr. Burenga has made a commitment to run regular excursion rides on the Bel-Del when he sees Phillipsburg create other activities that can attract a sufficient volume of potential riders.

Phillipsburg's railroad and transportation features have prompted selection of the city as the most appropriate site for the official New Jersey railroad and transporta-



tion museum. The Friends of New Jersey Railroad and Transportation Museum highlighted as evidence of Phillipsburg's superiority for the museum's siting the following features in and around Phillipsburg:

Centerville & Southwestern Railroad is an historic 2" scale model railroad which operated for many years hauling passengers at the Becker Dairy Farm, Roseland, New Jersey. The locomotives, cars, equipment and ticket office are now owned by the Town of Phillipsburg and mostly stored in an unused town firehouse under the care, custody and control of the Phillipsburg Railroad Historians. It is anticipated that they will be operated/displayed in conjunction with the New Jersey Railroad and Transportation Heritage Center.

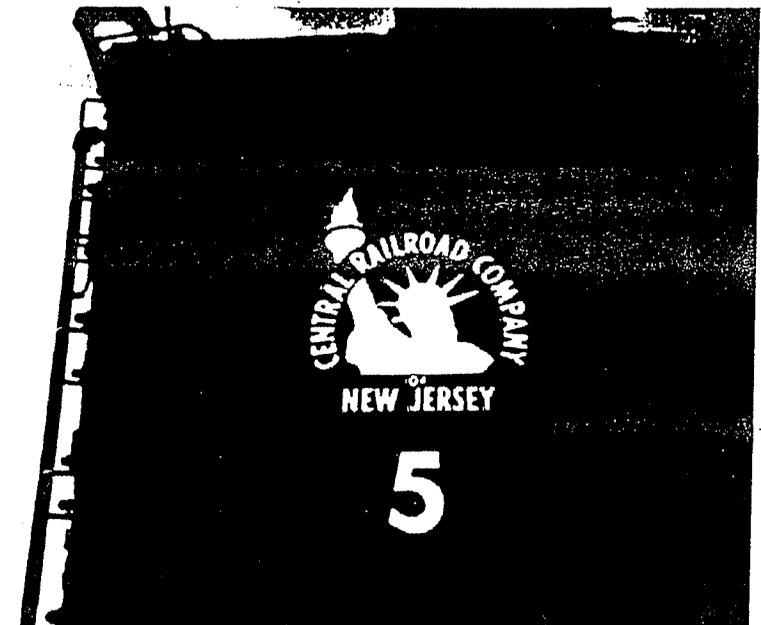
The Phillipsburg Railroad Historians currently make the miniature railroad available for public rides on the 1st Sunday of each month. There are plans to expand the ride and hours of operation. The miniature railroad line is proposed to be expanded using the adjacent 4.8 acre parcel owned by New Jersey transit and ultimately the ride will extend to the Rail Museum site under the Black Bridge. Phillipsburg's UEZ is investing \$75,000 to upgrade this attraction. This will have important implications for South Main Street as a tourist destination.

Central Railroad of New Jersey caboose #91197 is owned by Pete Terp, president of the Phillipsburg Railroad Historians and is displayed along the former CNJ right-of-way (now Conrail) on land leased to PRRH by the Town of Phillipsburg.

Phillipsburg Railroad Historians also own a 54" tire

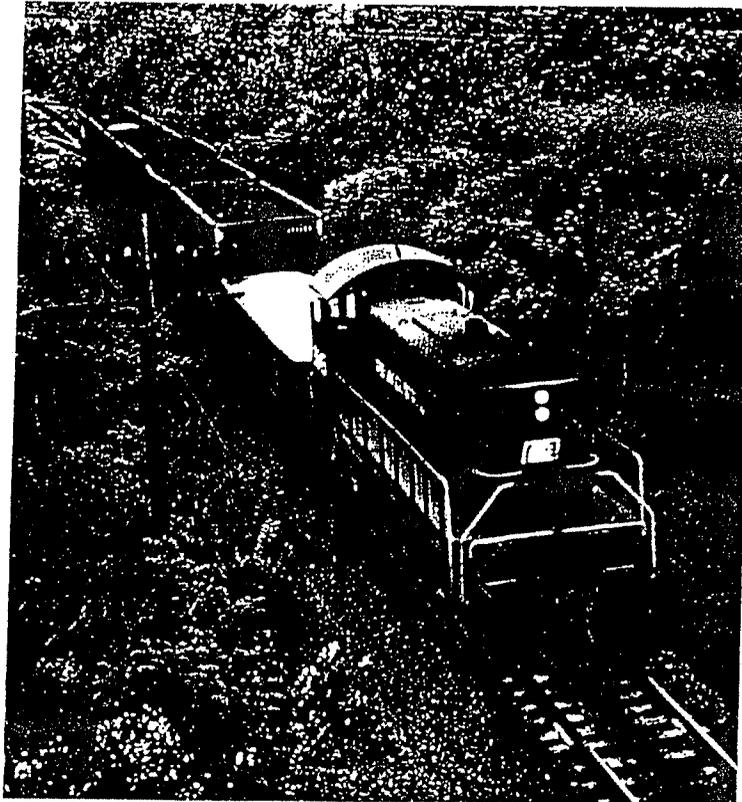
from a steam locomotive driving wheel, a block signal from the CNJ RR, a narrow gauge car used by the PRR to move parts in car repair operations in the Bel-Del yard and motor track car. They use a former CRR of NJ bulk cement unloading building on land they lease from the Town. Reinforced concrete coal pockets survive on their site off South Main Street. The PRRH have agreed to maintain the site and building housing a former Consumers Water Co. 1913 steam pumping engine until a rehabilitation program can be completed.

Central Railroad of New Jersey main line is currently owned and actively used by Conrail (with trackage rights of NJ Transit as far west as the Delaware River.) It passes just north of the Heritage Center, and great train watching is possible from the top of Mt. Parnas-



sus. The former Phillipsburg passenger station survives with a business owner/occupant. Former "PU" interlocking tower is east of the station. Filled in turntable pits and roundhouse foundations survive west of the station.

Central Railroad of PA/Oldenwelder Industrial Track which was the former CRR of PA main line survives to serve several industries about two miles from Phillipsburg (with a direct track connection.) The line includes extensive bridges over the Lehigh River and roads. On



this line a signal bridge, two block signals and a concrete telephone shanty survive.

Conrail operates a main line through the Lehigh Valley and Phillipsburg between Newark and Harrisburg just north of the Heritage Center site. They also operate the Portland Secondary north from Phillipsburg mainly to serve two coal fired power plants and the Washington Secondary from Phillipsburg to the Dover area. Two dozen daily trains through Phillipsburg are not uncommon.

Delaware Lackawanna & Western Railroad jointly used the CRR of NJ Phillipsburg station which survives. Portions of a filled in turntable pit and roundhouse foundation survives. The line continues in active use by Conrail as their Washington Secondary, a key link in the accessibility of Phillipsburg to NJ Transit and the rest of New Jersey. A former DL&W turntable has been adaptively reused to form a pedes-



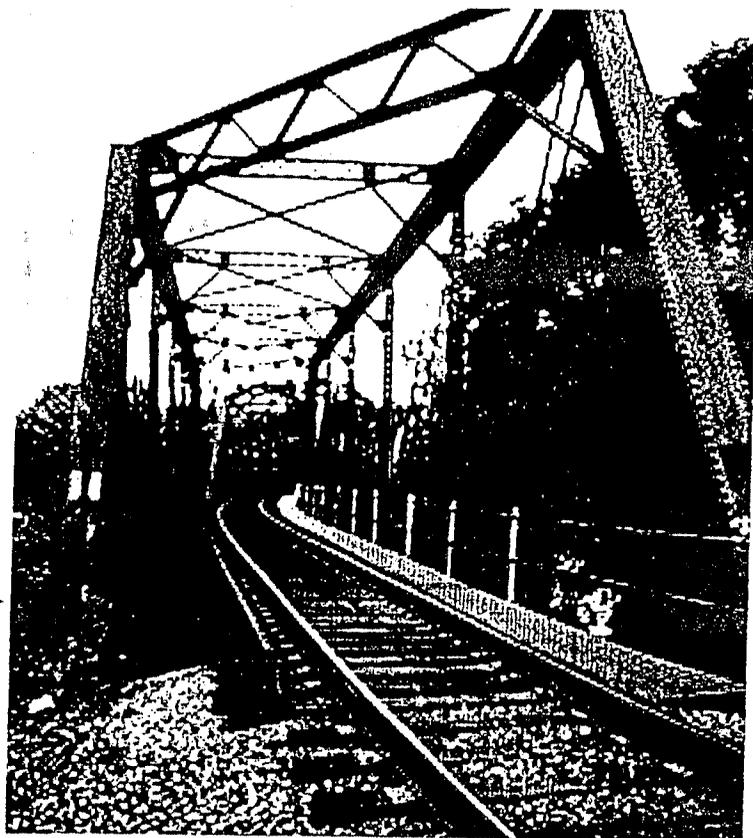
trian bridge over this line providing access to Walters Park, Phillipsburg.

Delaware River was a heavily used route for timber rafts and arks (Durham boats). It also at one time provided the means to move canalboats between New Jersey and Pennsylvania via a cable ferry. It also hosted some steamboat traffic. Part has been designated a Wild and Scenic River.

Easton & Northern Railroad/Lehigh Valley Railroad bridges over the Conrail main line, the Lehigh Canal and the Lehigh River and the roads remain intact. Conrail abandoned the line but it is complete with most rails in place to Stockertown. This would provide an outstanding scenic excursion ride/route to Bushkill Park, a 1920's amusement park.

Lehigh Valley Railroad remains include 7,000 feet of right-of-way from the Delaware River Bridge to Green's Bridge, complete with several bridges, a signal

bridge, remains of the Phillipsburg station foundation and platform; the former freight station adaptively reused as a church; the massive two track Delaware River Bridge; the Easton interlocking tower and a nearby signal bridge used by Conrail; the Easton and Northern branch bridges over the Conrail main line, Hugh Moore Park, the Lehigh Canal, the Lehigh River and right-of-way (much with rail) to Bushkill Park and Stockertown. Several buildings of the former locomotive and car shops remain in South Easton.



Ingersoll Rand, developer and manufacturer of early diesel locomotives, donated their last plant diesel switcher to Phillipsburg Railroad Historians and it is stored on the last siding remaining in the once extensive Bel-Del freight yards. Ingersoll Rand donated a large quantity of rail from their plant trackage to the Phillipsburg RR Historians who moved and stockpiled it in the Bel-Del lower yard area for future use.

Morris Canal remains include the arch at the Delaware River, the eastern terminus of the cable ferry to the PA side and the following structures which are buried under a landfill: westernmost inclined plane/power house; Port Delaware terminal basin; coal chutes; agent/manifest office; toll collectors office; boat repair/carpenter/blacksmith shops; mule stables; and canal store. The Phillipsburg Riverview Organization has received a \$500,000 grant from the New Jersey Department of Environmental Protection to restore the arch.

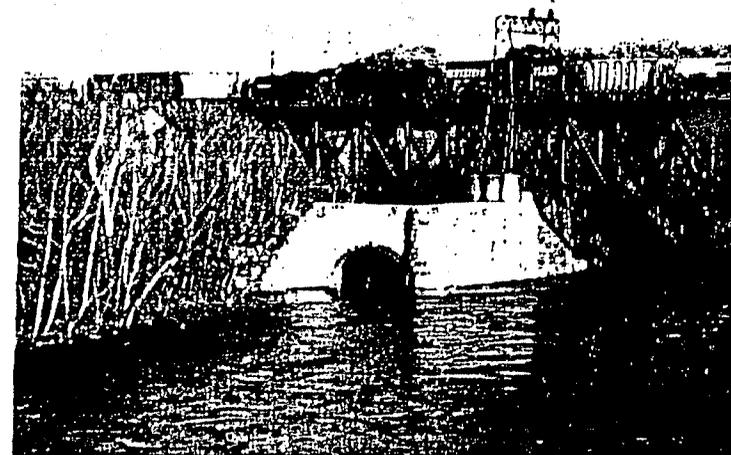
Warren County Morris Canal Committee has and is acquiring portions of the canal and has received an ISTE A grant which they will use to restore a 2,800' section of the canal near Phillipsburg, stabilize Plane #9W and construct a 10 car parking lot for visitors.

Hugh Moore Park/National Canal Museum in Easton owns and operates a replica mule drawn canalboat on a restored section of the Lehigh Canal about two miles west of Phillipsburg. It parallels the Lehigh Valley Railroad/Conrail main line and the Lehigh River. Three locks have been restored and a restored/furnished locktender's house is a museum building. The park also contains the ruins of the toll collector's

office and the piers of the change bridge, an 1857 bridge built to allow towpath mules to cross the Lehigh River while towing the Lehigh canalboats.

National Canal Museum located at Two Rivers Landing, Center Square, Easton focuses on America's canal heritage through interactive, hands-on exhibits, artifacts, photomurals, life-size figures and the living quarters of a canalboat, interspersed with canal tales and songs. It shows how canals helped create the anthracite coal and iron industry and are still relevant today.

Delaware Canal which is now a Pennsylvania State Park (and part of the Lehigh and Delaware National Heritage Corridor) begins at the Forks of the Delaware (Lehigh River Dam) and extends south along the Delaware River to Bristol. Nearly all locks and aqueducts survive. Sections are watered and there is a barge ride in New Hope. It can be seen from the Belvidere & Delaware River Railway.



Perhaps Phillipsburg's greatest asset is its most underutilized—a *magnificent Delaware River waterfront*. Today, the Delaware River in Phillipsburg is nearly inaccessible to the public. It is hidden behind buildings. Railroad tracks cut off the community from the riverfront. Except for a window at the Free Bridge, there are

no steps or walkways that lead one safely and securely to the riverfront. Yet consider what a visual and recreational resource the Delaware River could be for South Main Street. The water's edge has a high scenic quality. At this point on this unpolluted, wild and scenic river, the Delaware River is 400 feet wide with interesting

vistas of downtown Easton, active railroad bridges, the Lehigh River Dam and recreational craft on the water. The Delaware River in Phillipsburg presents a dynamic and highly imageable edge which strongly attracts people. Phillipsburg must exploit this asset if it wishes to attract regional customers to South Main Street.

Real progress is being made by Phillipsburg in opening up the Delaware River riverfront to the public. The Town of Phillipsburg has received a \$100,000 grant from NJDOT to masterplan a pedestrian walkway and bicycle path along the Delaware River from Union Square to the Lopatcong Creek.

The cities of Phillipsburg and Easton have the potential together to become the regional center for entertainment and recreation and the complementary activities that feed off tourism such as restaurants, specialty shops and arts and crafts. New Hope and Lambertville, similar twin cities on the Delaware River, have jointly created the same kind of economic base for their communities. New Hope was the first to emerge as a tourist mecca which later stimulated slumbering Lambertville into an economic rebirth. Now both riverfront communities synergistically support each other and together create a large regional tourist magnet. Easton has already begun building tourist attractions like the Crayola Factory, the Canal Museum, Hugh Moore State Park and the State Theater. The Crayola Factory, a fun and learning attraction for kids of all ages located in Two Rivers Landing at Center Square, has emerged as a phenomenal success with 300,000 visitors in one year exceeding its most optimistic attendance forecast. The Crayola Factory success shows that a unique and well-conceived attraction will draw

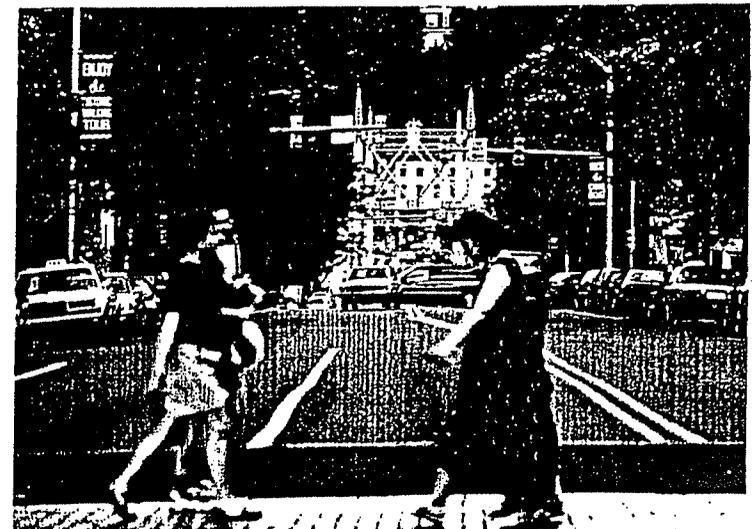
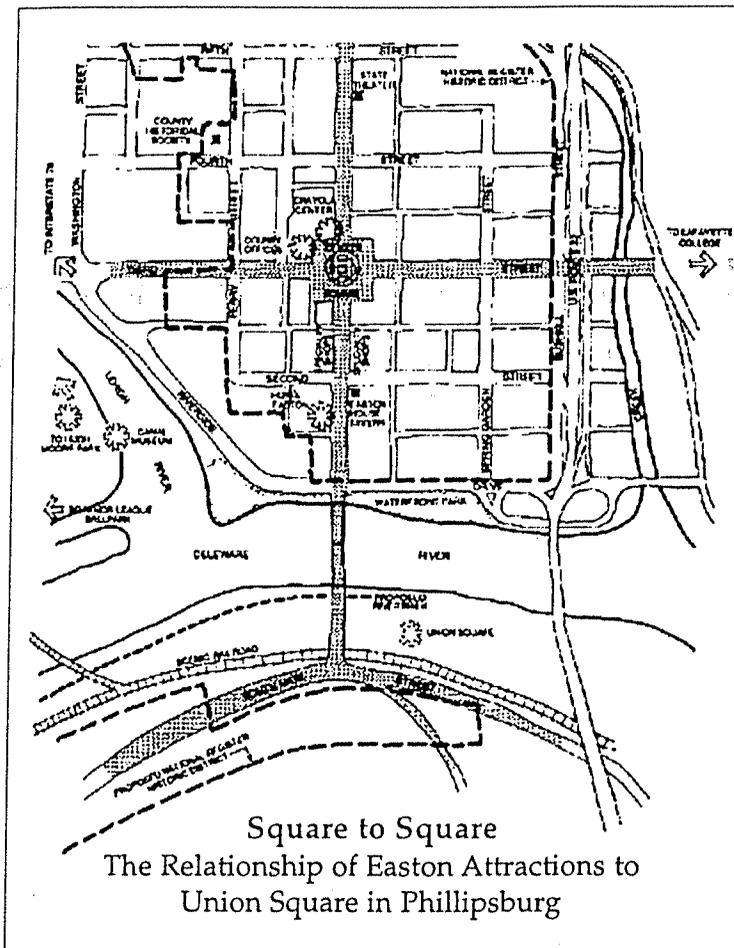


crowds and those crowds represent potential customers for other retail outlets in the city.

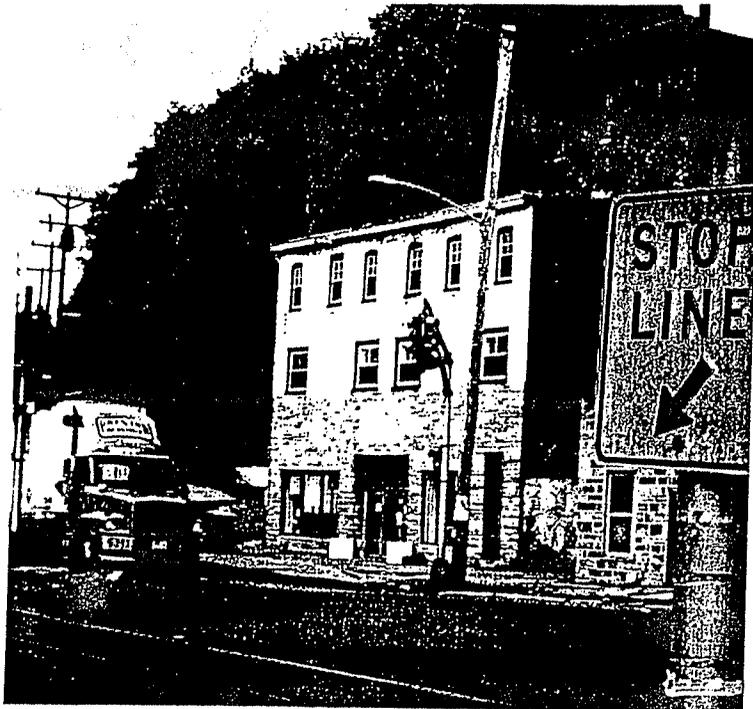
Easton's panoply of attractions represents an asset Phillipsburg can build on. The average tourist to our region is a family with an annual income of \$25,000 to \$49,000 who spends \$72 per person per day when visit-

ing this region. If Phillipsburg could draw 20% of the Crayola Factory visitors (60,000 persons) across the river to spend \$20 for lunch for a family of four at a new riverside restaurant and spend \$30 at stores in Union Square and South Main Street, that would translate into an increase of \$750,000 annually for the South Main Street business area. Looking at the larger region, one sees the growing success of existing attractions like Music Fest in Bethlehem which draws 900,000 persons and future attractions like a minor league stadium across the river in Williams Township or "The Bethlehem Works", a joint industrial museum project of Bethlehem Steel Corporation and the Smithsonian Institution, projected to attract 2 to 3 million visitors a year.

Phillipsburg needs to turn its unused and unique assets into tourist attractions and share in the region's tourist expenditures. Phillipsburg's efforts can help Easton succeed even faster. If Union Square can be developed with tourist and retail attractions, it will quicken the spread of new retail business in Easton emanating from the Center Square down to the riverfront. A vigorous retail climate around the Hotel Easton could do much to help promote its reopening. The economic development priority for both cities should be strengthening the Center Square to Union Square linkage. Progress is being made toward this goal with the assistance of the Delaware River Bridge Commission. The Bridge Commission is preparing a square to square joint marketing piece and implementing infrastructure improvements to foster a pedestrian-friendly atmosphere. The Free bridge itself will be enhanced with an aesthetic night lighting treatment.



While Phillipsburg can offer a lot of incentives to invest in South Main Street, *there are problems to overcome* if this commercial street is to be reborn. South Main Street lacks a diversified mix of retail uses. It faces stiff competition from existing shopping centers and big box retail stores under construction in the suburbs surrounding Phillipsburg. Parking is insufficient to serve the potential demand which would come if available vacant commercial space were filled. South Main Street must attract retail uses not found elsewhere in the region which are conducive to a downtown setting and must put parking and the necessary public services in place to support new businesses.



South Main Street has a commercial vacancy rate of 22.5%. This high vacancy rate is a double-edged sword. While vacancy rates are high, real estate prices for sales or lease are the lowest in the region. These two factors present an opportunity for incubating low-cost start-ups for unique niche-type stores which are typically undercapitalized "mom and pop" operations. However, the lack of a critical mass of other complementary stores calls for risky pioneer efforts. Here, the UEZ has to step in and subsidize key uses like restaurants which can attract a customer base.

South Main Street and its surrounding neighborhoods are home to a high percentage of the County's welfare population and low income housing. While the income of these households is low, they are a captive market for South Main Street businesses catering to basic goods and services because they are less mobile than better-off households.

There is a perception that South Main Street is an unsafe environment. This image is undeserved; street lighting is satisfactory and Phillipsburg's rate of street crime is low by comparison to nearby cities in New Jersey and Pennsylvania. But a scene of vacant, rundown storefronts and empty streets conjures up a dangerous image even if it is not based in fact. The solution is to bring life back to the street. To add to the feeling of security, the UEZ Board has hired an off-duty police officer to provide a walking patrol on South Main Street from Union Square to Jefferson Street from the evening rush hour to 10:00pm. The service is a supplement to the Police sub-station located in the O'Donnell senior citizen apartments on South Main Street.

Finally, Phillipsburg has to overcome its poor image to outsiders. It is an image of a tired industrial city down on its luck and perhaps out for the count. This image is a superficial one based on the perception of Union Square at the Free Bridge, the section of South Main Street most visible to the highest volume of regional traffic. Union Square unfortunately also has the highest percentage of vacant commercial storefronts, the highest percentage of poorly-maintained buildings and the highest percentage of seedy, marginal businesses. Add that to a total lack of street trees, unscreened industrial uses and weedy unkempt lots and there is nothing about Union Square that makes you want to explore the rest of South Main Street. Quite clearly, the revival of South Main Street has to start at Union Square.



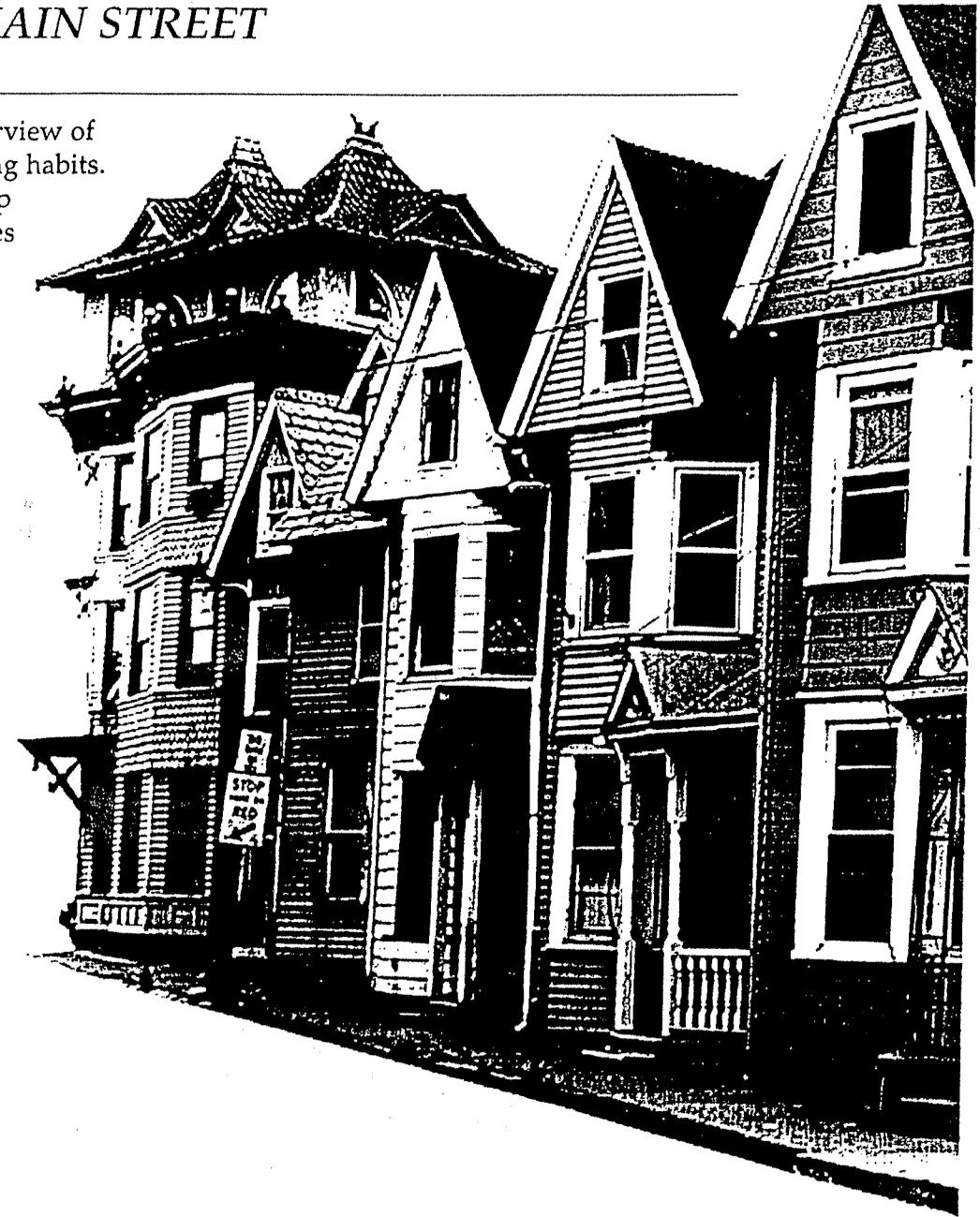
MARKET POTENTIAL FOR NEW USES ON SOUTH MAIN STREET

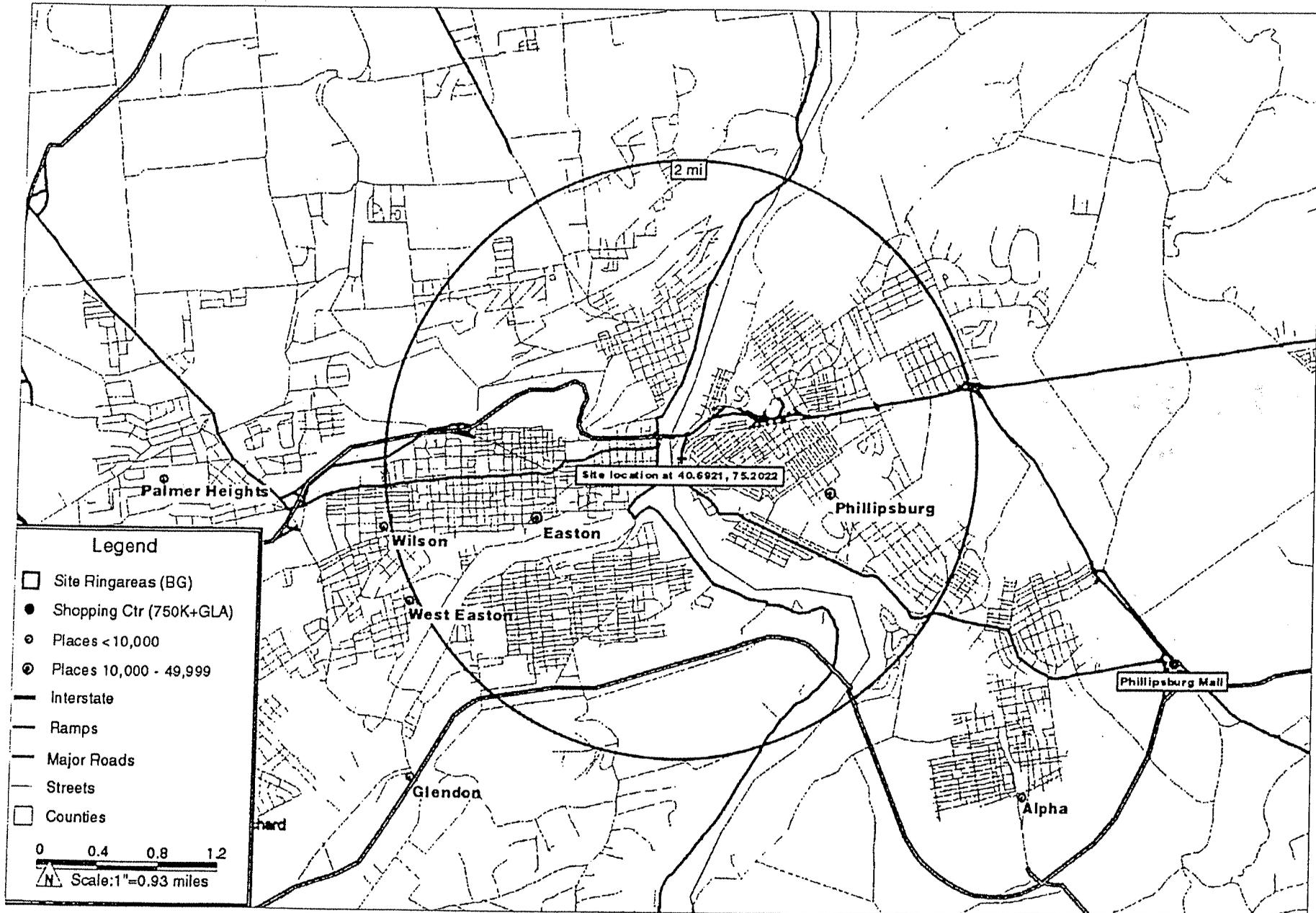
The future tenant mix for a successful economic revival of South Main Street should serve a three-fold market: local residents, local businesses and the regional customer. As part of this study of a future retail market, information was gathered to assess the relative demand for various retail goods and services which may be developed in the downtown area. The first step in the process was a survey to establish which types of retail goods and services currently exist on South Main Street. Second, a two part analysis was undertaken to determine the likely demand and spending habits of the local market area population. For the purposes of this study, the local market area population is defined as the total number of consumer households found within a two mile radius of the intersection of Union Square and South Main Street. This population, which includes portions of Easton, would be the most likely consumers of goods and services available in the downtown. While targeting Phillipsburg residents, the substantial population and buying power of Easton residents should not be overlooked in developing a marketing strategy for the South Main Street area. A finding of this study was that 43 percent of the businesses in the city draw on or rely heavily on customers from outside of Phillipsburg.

The first part of the analysis looks at the general demographic characteristics of the population located within the study area and compares this information to the general buying habits of these groups. Households in the study area are grouped by major characteristic

groupings to provide a useful overview of behaviors relative to general buying habits. For instance, a population made up primarily of young married couples will have a greater demand for children's clothing than one made of an older population. The socio-economic characteristics of these groups are also related to give an idea of likely retail/commercial needs.

The second part of the analysis looks at the socio-economic characteristics of the study population and compares the buying habits of this population to the buying habits of sample populations in the United States that share similar characteristics.



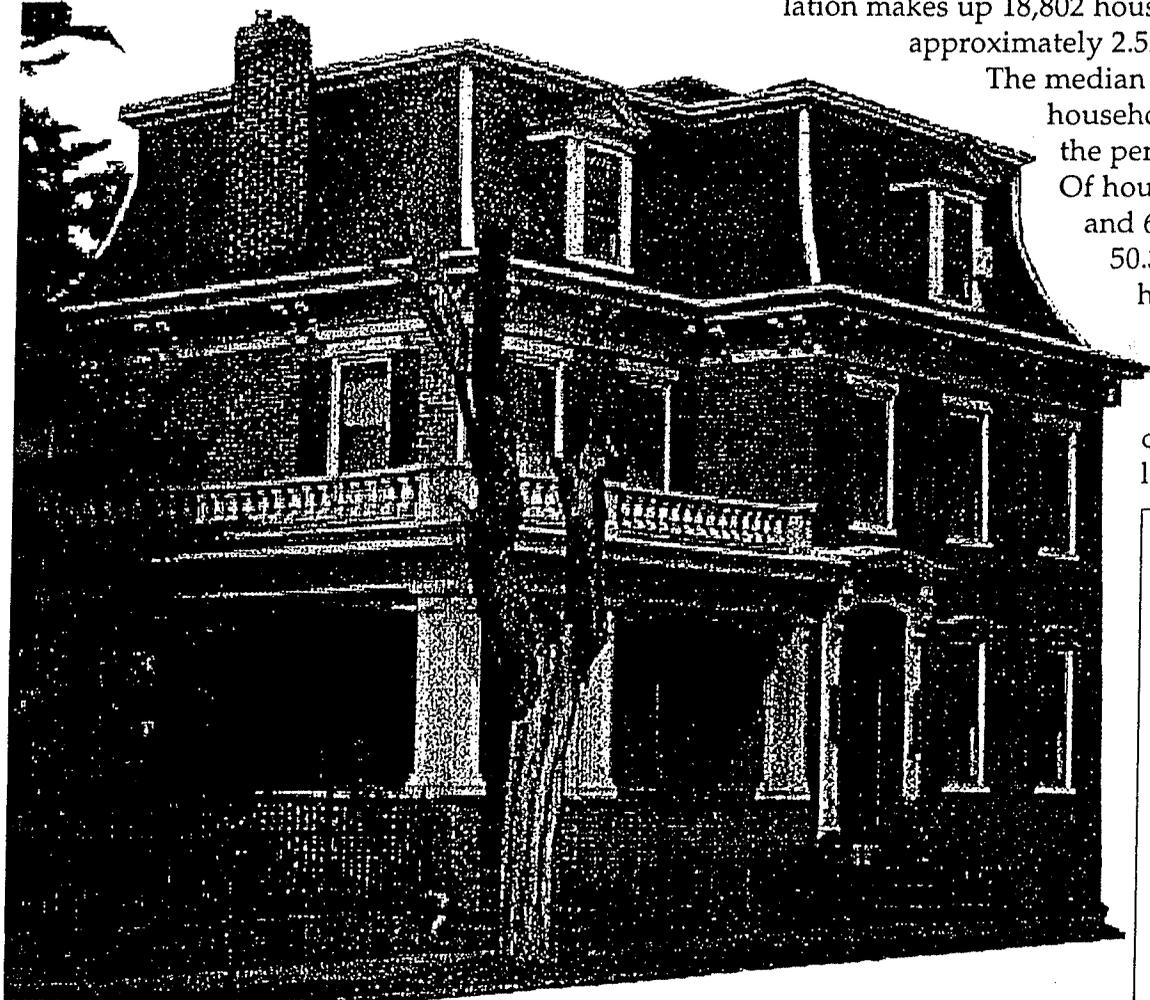


Legend

- Site Ringareas (BG)
- Shopping Ctr (750K+GLA)
- Places < 10,000
- ⊙ Places 10,000 - 49,999
- Interstate
- Ramps
- Major Roads
- Streets
- Counties

0 0.4 0.8 1.2
 N Scale: 1"=0.93 miles

Démographic Observations and Groupings



Within the two mile radius established, 1997 estimates places the total number of persons at 50,192. This population makes up 18,802 households and there are approximately 2.52 person per household.

The median age is 34.2 and the median household income is \$37,630 and the per capita income is \$16,471. Of households, 12,518 are families and 6,113 are non-family. Only 50.3 percent of households have children while 29.2 percent of households have persons 65 years of age or older. The age characteristics of the population is given below:

Age	Percentage
0-4	7.3
5-14	13.7
15-19	7.5
20-24	8.2
25-34	14.4
35-44	14.1
45-54	11.1
55-64	7.8
65-74	7.8
75-84	6.0
85+	2.0
18+	75.3
Median Age	34.2

The marketing information obtained for the study further categorizes households into descriptive characteristic groups. These categorizations are listed below and may be used to help assess likely retail/commercial needs.

Descriptive Group	Number (Households)	Percent
Semirural Lifestyle	310	1.6
Urban Professional Couples	1,513	8.0
Older Settled Married Couples	573	3.0
Active Senior Singles	594	3.2
Prosperous Older Couples	1,606	8.5
Twentysomethings	694	3.7
College Campuses	444	2.4
Newly Formed Households	5,086	27.1
Lower Income (Young & Old)	3,622	19.3
Middle America	266	1.4
Post Manufacturing Neighborhoods	3,839	20.4
Social Security Dependents	255	1.5
	18,802	100.0

Six of these groups make up 87 percent of the households in the study area and are therefore emphasized in this study. These are: Newly Formed Households (27.1%), Post Manufacturing Neighborhoods (20.4%), Lower Income - Young & Old (19.3%), Prosperous Older Couples (8.5%), Urban Professional Couples (8.0%) and Twentysomethings (3.7%).

Newly Formed Households

The largest single component of the households in the study area (27.1%) is made up of "Newly Formed Households." The households in this group are usually made up of younger persons, however the grouping may also include older households. This household type will include young families and single parents plus married-without-children and single-person households that are typical of young and old alike. This group generally has a moderate income; unemployment and poverty are low and half the workforce is typically employed in the manufacturing or service sectors. They will tend to live in lower or moderately priced homes.

This group is physically active. Such activities as bowling, wilderness sports and winter sports are typical. A majority are one-car households. They visit museums and zoos, and enjoy crafts and hobbies. Spending is home-oriented with furnishings and improvements typical purchase items. Media preferences reflect the young and old households in this market: radio for the young and two or more daily newspapers for the old.

Retail Consumer Sampling: children's clothes, baby products, housewares, toy stores, medical, dental, home furnishings: furniture, window and drapes, bath items, kitchen items, lawn and garden, family restaurants (Friendlys), day care, convenience goods services, travel agencies, financial services, crafts, hobbies, medical, dental, pharmacy (CVS), photography stores/studio.

Former Manufacturing Neighborhoods

Households located in former manufacturing neighborhoods make up the second largest household market segment at 20.4 percent. These households reside in older industrialized areas. Although some industry may remain, many of the industries have left. The residents remaining in these areas tend to be older households. In these neighborhoods younger households often leave the area in search of new employment opportunities, leaving behind older residents. Households in this group tend to be composed of married couples, some with adult children still at home, and single-person households.

Households in this grouping tend to spend their money on their homes and are often serious sports fans. Home improvements, tools, furniture and tickets to sporting events make up typical discretionary income purchases. Other often purchased items associated with this group are vitamins, general health care products and lottery tickets. Often, this group will participate in veteran's clubs and fraternal orders.

Retail Consumer Sampling: Home improvement, local hardware, home furnishings, pharmacies, local food mart, video rental, sporting goods, delicatessen.

Lower Income (Young & Old)

The third largest household component (19.3%) is made up of households with lower income, both young and old. The consumers in this group incorporate the extremes of age distribution; the very young working age population and the elderly. Almost half of the households are single-parent or single-person. Often these neighborhoods are diverse racially. Housing will tend to be older, and about half of the population can be expected to rent apartments or homes.

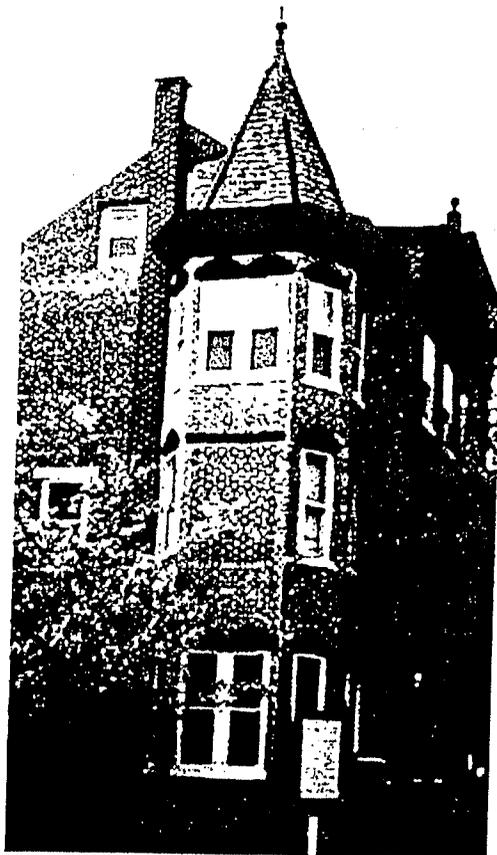
The purchasing habits of this household group reflects their lifestyles. For the very young, evening activities like nightclubs, movies and other social entertainment pastimes are important factors in the use of disposable income. Older populations in these groups will spend more time bowling, hunting, fishing, etc. This household group will tend to own pets and buy baby products. Their expenses extend to such items as low-end home repairs and footwear. Media preferences include television, with video rentals, and women's magazines.

Retail Consumer Sampling: Video, music, consumer electronics, nightclubs, coffee houses, moderately priced restaurants, baby products, self-storage, local food mart - discount (IGA), Warehouse/bulk stores, discount furniture (Unclaimed Freight), pet stores, pet grooming, Laundromat, sporting goods, shoe stores, thrift stores.

Prosperous Older Couples and Urban Professional Couples

The fourth and fifth largest households segments are identified as "Prosperous Older Couples" and "Urban Professional Couples," which combined represent 16.5 percent of all households in the study area.

The group identified as "Prosperous Older Couples" encompasses the largest of the retirement market. The majority of householders in this group are above the age of 55. Most are married and few have younger children, although some may still have adult children living at home. These households tend to enjoy a suburban



lifestyle, complete with station wagons in two car garages and home projects. Their spending is home oriented: home improvements, furnishings, crafts and hobbies. They travel abroad, but also vacation at home; dine out, but watch their diets and take vitamins. Media preferences include daily newspapers and magazines.

"Urban Professional Couples" are the young urban professionals from the 1980's matured to middle age. Most are married couples, although traces of the 1980's remain with higher numbers of single persons and shared households. Persons in these households have a median age of 35, with most somewhere between the ages of 30 and 44. They tend to have few or no children, but also include single person and shared households.

These consumers are politically active and environmentally sensitive. They support environmental, political and civic groups through volunteering and fund raising. Physically active, they join health clubs and play a variety of sports, including winter and court sports. The group will tend to spend lavishly on home furnishings and improvements, but also spend a good deal of time outside the home; dining out instead of cooking and entertaining. They travel abroad but also take domestic vacations. Media preferences include two or more daily newspapers and business magazines.

Retail Consumer Sampling: Home improvements, brand name home furnishing, hardware, crafts, hob-

bies, travel agencies, medical, dental, health food, clothing general, sporting goods, health clubs, moderately priced and chain restaurants, bakeries, fresh produce, jewelry, consumer electronics and computers, book stores, coffee houses, gift shops, food markets, specialty foods & wine, toys as heirlooms, antiques and collectibles.

Twentysomethings

The final group highlighted is the "Twentysomething" category. This population group is young and mobile, in transition, completing college or starting their careers. Households are often single-person or shared. They tend to be city dwellers and rent apartments. The twentysomething lifestyle reflects their age and environment which is young, active and urban. Leisure activities include court and outdoor sports, team and wilderness sports, health clubs. They frequent museums, zoos and nightclubs. They also read books and participate in volunteer work. This is the second ranked market for fast food. Paradoxically, this population also has a large degree of dieters. The media of choice is television.

Retail Consumer Sampling: Bookstores, fast food, health clubs, art galleries, nightclubs and coffee houses, sporting events, music stores, consumer electronics, video stores, computers, modest theme-oriented restaurants, delicatessens, sporting goods, exercise equipment, health food, clothing (jeans/sweats/trend), Laundromat, specialty shoes and sneakers.

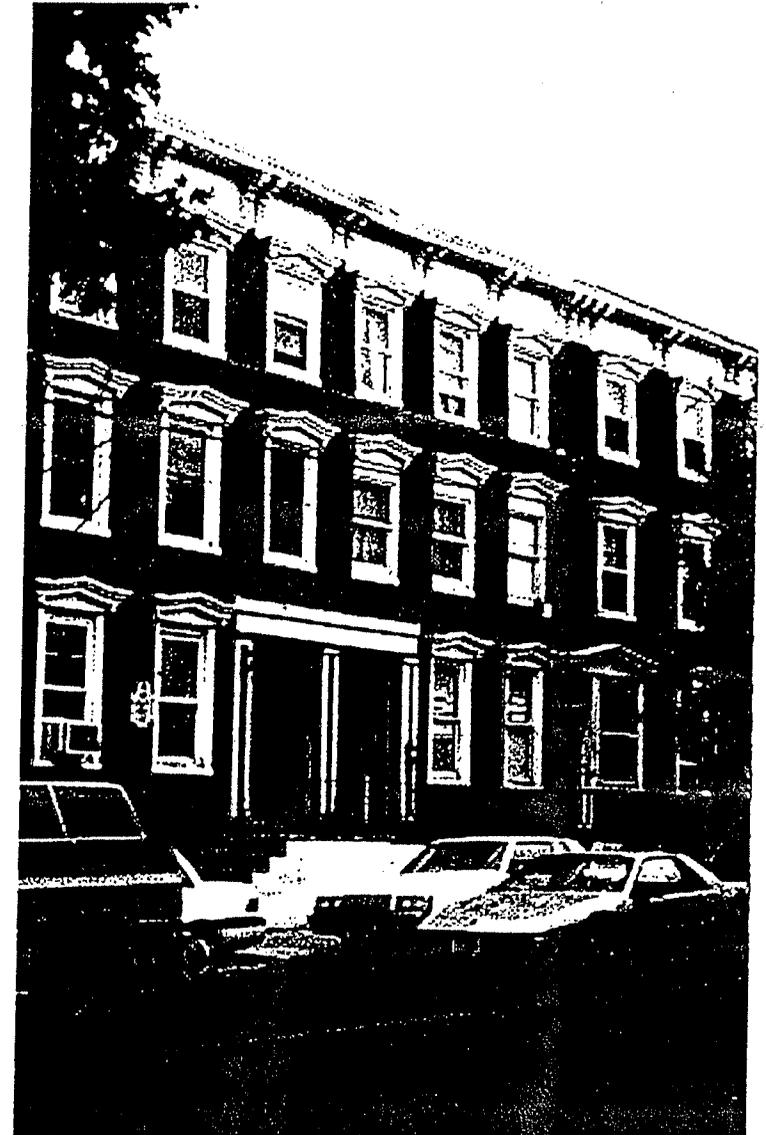
Socio-Economic Comparison

This section compares the typical buying habits that could be expected from the residents living within the specified study area to the buying habits of sample populations in the United States that share similar characteristics (such as age and income). The consumer profiles and economic characteristics of the study population were determined using US Census and Bureau of Labor Statistics information. Once the characteristics of the study population are known, that information can be compared to national consumer purchasing trends for populations with similar socio-economic characteristics. This provides a benchmark from which to assess the likely demand for retail goods and services compared to national averages.

The purchase and activity patterns of the identified households groups indicate areas in which they exceed national purchase and spending averages. For example, in general, newly formed households will have a 32 percent greater tendency to frequent video stores than the national average. Prosperous older couples will have a 46 percent greater tendency to use vitamins than the national average. For the purposes of this study, an examination of the general retail purchase and spending habits for the all representative consumer groups in the designated two mile radius were examined against national trends in terms of likely demand for a product or service, and the likely spending potential for that product or service.

The following Table of Retail Trade provides the Purchase Potential Index (PPI) and the Spending Potential

Index (SPI) for the entire study population. These indices measure the likely demand, on a comparative percentage basis, for a product or service and the likely amount spent for that good or service relative to the national average. For example, a PPI of 105 means that the study population displays a demand for a good or service 5 percent greater than the national average. A PPI of 96 means the demand for good or service is 4 percent less than the national average. An SPI of 102 means the study population is likely to spend 2 percent more for an item than the national average. In the case where there is a high PPI (ex. 104) and a low SPI (ex. 95), this would indicate that while the demand for a product may be high, the amount the population will spend on that product will be less than the national average. For example, groceries are given a PPI of 101 in this survey, meaning that the demand is slightly higher than the national average, but the SPI is only 94, meaning a likelihood to spend 6% less on such goods. In this instance, the presence of a discount supermarket such as IGA would be more appropriate than high end market such as a Kings. The dollar figure (\$) illustrates the total amount of money that could be expected to be spent annually on the category of merchandise by all households in the study area. For the purposes of this study, all PPI indicators of 97 or above are highlighted, representing a relatively strong demand in the local market.



RETAIL SPENDING

	Purchase Potential Index*	Spending Potential Index*	Annual Amount Spent/All Consumer HH (in thousands 000)
Alcoholic Beverages	96	96	\$ 2140
Apparel	100	90	\$17353
Men's	96	93	\$ 3928
Women's	100	94	\$ 6755
Children's	96	97	\$ 2473
Infants's	98	98	\$ 1060
Footwear	95	93	\$ 2043
Watches & Jewelry	100	90	\$ 1867
Automotive Aftermarket	98	91	\$ 5283
Barbers & Hair Salons	95	93	\$ 4100
Books & Periodicals	98	94	\$ 2795
Cable Television	108	97	\$ 3559
Cameras & Equipment	95	96	\$ 519
Child Care	89	92	\$ 3171
Entertainment	97	90	\$ 4720
Membership Fees	91	92	\$ 1360
Sporting Events	96	89	\$ 452
Sports Participation	98	96	\$ 1163
Theater & Concerts	97	92	\$ 1216
Video Rental	94	94	\$ 691
Film Processing	96	93	\$ 423
Financial Services			
Automobile Loans	91	94	\$20930
Home Loans	80	91	\$45035
Investments	73	97	\$ 3111
Groceries	101	94	\$51547
Health Insurance	99	98	\$14114
Home Improvement	101	89	\$ 16035
Remodeling	100	91	\$ 7984
Maintenance & Repair	101	98	\$ 5627
Paint	101	94	\$ 328
Lawn & Garden	101	93	\$ 2705
Home Services	90	91	\$ 1617

RETAIL SPENDING

	Purchase Potential Index*	Spending Potential Index*	Annual Amount Spent/All Consumer HH (in thousands 000)
Household Furnishings	100	90	\$ 9387
Appliances	96	95	\$ 758
Electronics	100	91	\$ 3578
Audio Equipment	94	96	\$ 361
Tapes & CD's	94	97	\$ 699
Video Equipment	100	96	\$ 1058
PC Hardware/Software	81	100	\$ 1481
Furniture	97	94	\$ 2498
Home Furnishings	96	92	\$ 2792
Insurance			
Homeowners/Renters	98	94	\$ 3412
Vehicle	99	94	\$11240
Life	100	92	\$ 5987
Luggage	86	98	\$ 128
Optical Goods	101	99	\$ 237
Pets & Supplies	98	95	\$ 886
Restaurants	95	92	\$14726
Sporting Goods	98	91	\$ 1530
Telephone	96	92	\$10307
Toys & Hobbies	100	96	\$ 1983
Travel	89	96	\$ 7115
Air Fare	79	97	\$ 3757
Hotels/Motels	91	97	\$ 3037
Rental Cars	79	102	\$ 408

* The Purchase Potential Index (PPI) shows demand for a product or service. The Spending Potential Index (SPI) is the amount spent for a product or service. Both indexes are household-based and shown relative to a national average of 100. Demand (PPI) and spending (SPI) are independent calculations. Relatively low demand (PPI <100) may be offset by above-average spending (SPI >100) on a product or service. Or, high demand (PPI > 100) can boost sales of less expensive products (SPI < 100).

Source - CACI Marketing Systems: Expenditure data are derived from the Consumer Expenditure Interview Survey, Bureau of Labor Statistics, and purchase potential data are derived from Simmons Market Research Bureau, Inc. surveys.

In general, the study population tends to have an equal or lesser demand for various goods and services than the national average. Overall, the amount they will spend for certain goods is generally five to ten percent less than will be spent for the same goods as per the national average. While demand and spending are typically equal or lower than that of the national averages for the goods listed, the findings do indicate where relative demand and spending strengths are for this population. For example, the likely demand for apparel, particularly women's clothing, is relatively high. Household furnishing, electronics, video equipment, optical goods, toys & hobbies and most consistently, home improvement goods represent relatively strong demands for this population.

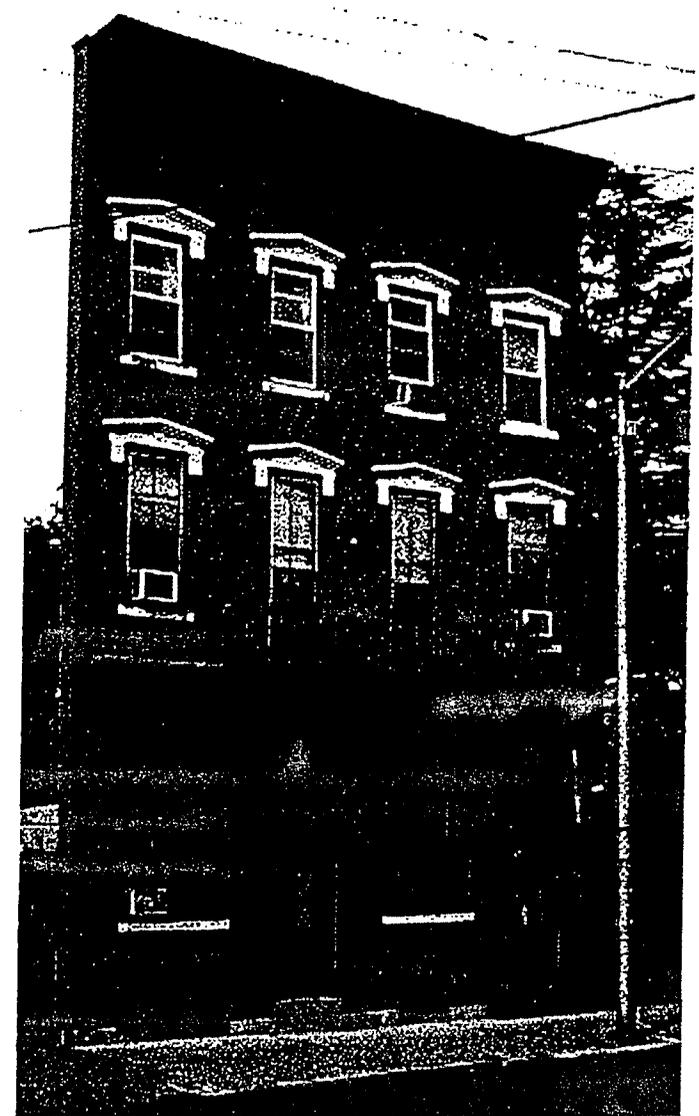
As indicated in the SPI index, the local population will not spend as much money on these goods and services as the national average. Therefore, in planning for new businesses, emphasis on moderate cost or discount items would appear to be prudent to capture the greatest amount of local spending. This is not to say that average cost or non-discount enterprises would not also succeed, however, they will have less of a local base to draw on and would have to display more expertise in capturing their niche markets.

Likely Retail/Commercial Demands and Existing Retail/Commercial Development Suitable for the South Main Street Downtown Area

During the survey of the South Main Street Area, the following retail/commercial uses were identified.

<i>Existing</i>	<i>Retail Use</i>
10	restaurants (mainly luncheonettes) (only one, Ryan's Parkside Inn, has a regional draw)
5	deli/food stores
3	auto Repair/service
3	florists/flower shops
3	collectibles/thrift shops
2	bars
2	used electrical machinery
2	electrical or plumbing supply
2	service stations
1	office supply
1	entertainment hall
1	variety/sundries
1	pharmacy
1	liquor store
1	bank
1	finance
1	civil war store
1	trophy store
1	bait shop
1	audio
1	print shop
1	pet supply
1	tailor
1	bakery
1	craft sales
1	appliance
1	hardware
1	laundromat
1	locksmith

Based on the survey conducted of South Main Street, the statistical, quantitative and qualitative information obtained through market research and the consultants observations within the study area, the following list of retail/commercial goods and services are seen as likely candidates for successful addition or expansion in the downtown area. This list is not exclusive, goods and services not specifically identified may be successful as well, however, named items are consistent with observed consumer characteristics and trends for the study area. Where an item is followed by two asterisks (**) this may be considered more suitable for the South Main Street storefront area than an item that is followed by one asterisk (*) which would be appropriate for the general Phillipsburg market area.



Study Area Retail Demand Categories

General Retail and Services:

- Food Store (moderate priced) **
- Books and Periodicals **
- Sporting Goods **
- Toy Store/Hobbies **
- Retail Bakery **
- Fresh Produce **
- Variety Store/Convenience Store -Limited Price **
- Pharmacy **
- Photography store/studio **
- Craft/Sewing/Needlework **
- Automotive Parts and Supplies *
- Travel Agency **
- Health Food/Vitamins and Supplements **
- Day Care Center **
- Insurance/Financial Services **
- Bank (without drive-through) **
- Doctors/Dentist Office **
- Consumer Electronics (Radio, Television, Stereo, Computers and Computer Accessories **
- Exercise Equipment **
- Fitness Center **
- Specialty Foods **
- Laundromat **
- Dry Cleaner **
- Liquor Stores **
- Gift Shop/Collectibles **
- Barber Beauty Shops **
- Pet Store **
- Pet Supply **
- Pet Grooming **
- Veterinarian *

- Optical Goods **
- Self Storage *
- Hotel/Motel **
- Florist **

General Apparel and Accessories:

- Woman's Clothing and Accessories, Shoes/ Shoe Repair **
- Children's and Infants Clothing and Accessories, Shoes **
- Jeans/Sweats **
- Clothing Thrift Stores **
- Trend/Fad Clothing **
- Watches and Jewelry **
- Tailor **

Entertainment/Restaurants:

- Theater (movie) **
- Nightclubs/live music **
- Moderately Priced Sit Down Restaurants (non delicatessen)**
- Fast Food Restaurants without drive-through **
- Fast Food Restaurants with drive-through) *
- Sit Down Delicatessen **
- Coffee House **
- Video rental**
- Music Stores (CD, Record, Tapes - used and new) **

Home Improvement, Remodeling, Maintenance and Repair:

- Lawn and Garden *
- Lumber and Building Materials *

- General Home Improvement Centers **
- Kitchen Remodeling and Cabinets **
- Paint, Glass and Wallpaper stores **
- Hardware **
- Floor Covering and Carpet **
- Renovators Supply

Home Furnishings:

- Windows., Drapes and Upholstery **
- Kitchen Items/Cookware **
- Bed & Bath Items **
- Furniture (Moderately Priced or Discount) *
- Small Appliance and Appliance Repair **
- Large Appliance *

Clearly, there are a number of retail uses that would be appropriate in the South Main Street area and examination of the existing uses does find some of these in existence. This does not mean that new uses of the same type should not also be considered. The strong demand for certain uses may also indicate that some existing uses may be expanded.

Many uses considered strong for this market are not found and may be targeted for attraction to the downtown. Apparel of all types is largely unavailable. Home Improvement and Furnishings are underrepresented compared to relative demand. Other significant absences include general food stores, book stores, toy and hobby shops, sporting goods, music stores and low cost non-

deli sit down restaurants. Some other downtown uses currently missing or under-represented are: photography store/studio, travel agency, specialty and/or health food, day care, consumer electronics, exercise equipment, barber and beauty shops, video rental and cafe type restaurants.

The second market is retail goods and supplementary services as basic as copying, supplies or equipment repair to sophisticated business advice meeting the unmet needs of businesses in Phillipsburg. It is recommended that the Urban Enterprise Zone conduct a survey of businesses in Phillipsburg to determine what they believe is needed on South Main Street to improve their business productivity.

The third market is retail goods and services that would attract the regional customer to South Main Street. This market does not consist solely of tourist attractions but unique retail products and services not found elsewhere in the region. To create this market on South Main Street, Phillipsburg must find an unmet niche in the regional economy and pull together the key uses which will attract a critical mass of complementary activities. A niche is a cluster of similar specialized destination uses that a downtown becomes recognized for and become capable of drawing shoppers from outside the community because those regional customers know their needs will likely be satisfied conveniently in one area.

Examples of niches that some New Jersey downtowns have used to counter the competition caused by suburban shopping centers include:

Englewood, New Jersey, in Bergen County has created a home furnishing niche for its downtown with a growing cluster of more than 30 shops in the areas of home remodeling, home furnishing and decorative design.

The Bergenline Avenue shopping area of West New York, New Jersey, has created a strong niche with 12 shops for children's clothing and furniture.

Red Bank, New Jersey, in Monmouth County has created a niche for its downtown based on antiques and jewelry, where there are 10 jewelry and jewelry-related shops.

Downtown Fort Lee caters to New Jersey's growing Asian population with specialized food stores and restaurants.

Cedar Lane in Teaneck, New Jersey, caters to the tastes and needs of its Orthodox Jewish consumers.

What kind of niche market should Phillipsburg try to encourage on and near South Main Street? Phillipsburg should first recognize its efforts to attract regional customers are tied to Easton's efforts to draw that same customer. Together these cities can pull each other up. Easton has been trying to create a niche for its downtown as the regional center for fine arts, theater and tourist attractions.

Rather than mirror the efforts of Easton which is emerging as a fine arts center (it has five art galleries), Phillipsburg should create a complementary niche for itself by encouraging a retail environment based on crafts, indus-

trially designed objects and functional art. A whole range of businesses, both wholesale and retail, could evolve from such manual crafts as furniture and furnishings, weaving and textiles, metalcraft and jewelry, blown and decorative glass, fiber art and wall coverings, leather and art-to-wear, metal smithing and metal casting, woodworking and decorative art, sewing and quilting, advanced ceramics, the making of unique utensils, tools, kitchenware, light fixtures, and other hand-crafted accessories for the home. This cluster of retail uses specializing in crafts, industrial design and functional art would be an appropriate niche that fits with Phillipsburg's history as a manufacturing center of manual and skilled labor which made products of practical use often with artistic quality.

Tourism is proposed as another key element in the strategy aimed at drawing the regional customer to South Main Street. Tourism in Phillipsburg would be based on creating riverfront recreational and railroad heritage activities and enhancing its architectural character to evoke feelings of nostalgia.

Restaurants, at least those with a fun-oriented theme, are needed on South Main Street, to serve both the local businesses and the regional market. Unique restaurants with good food and atmosphere have led many downtown revivals. Port Chester, New York, a city of 25,000 persons in Westchester County, has seen its troubled downtown rebound with the growth of a niche of more than 20 restaurants. Many of these restaurants were started by Latino and Asian immigrants. They were nurtured by comparatively inexpensive rents and nearby Latino and Asian populations, as well as nearby

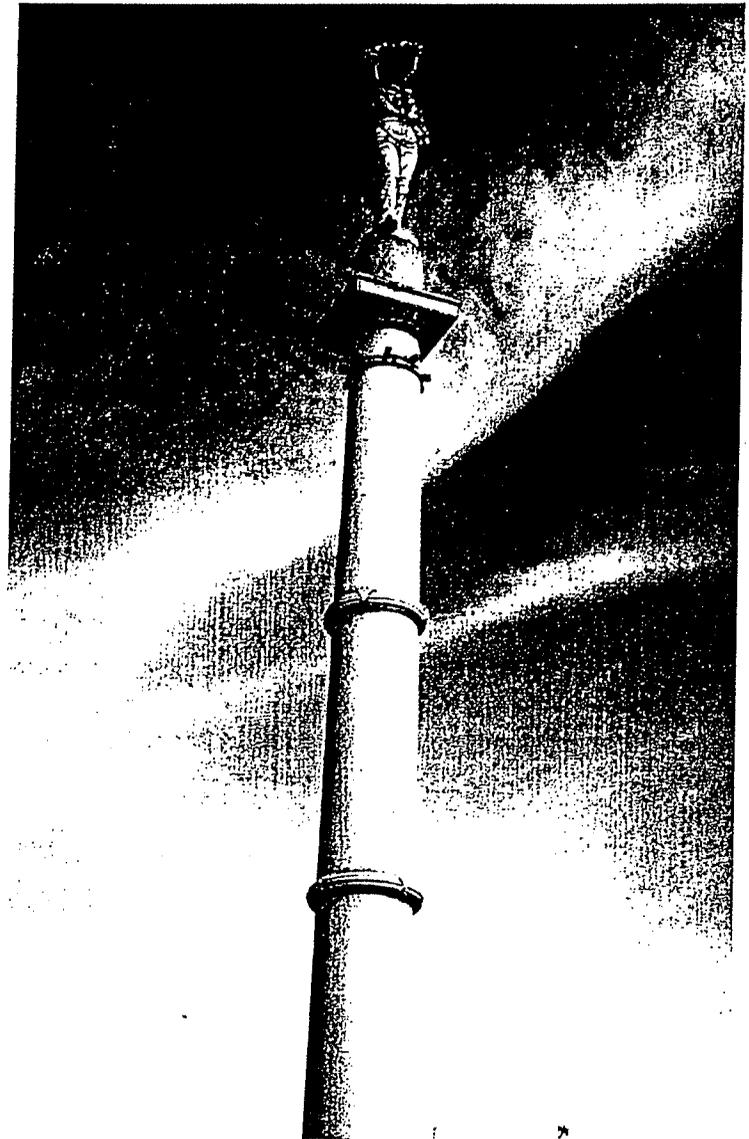
affluent communities. The revival of the Ironbound section of Newark has been led by the renown of its restaurants, largely owned and operated by its Portuguese population. Retail marketing strategist N. David Milder in his report on niche strategies for downtowns points to the favorable impact of restaurants on reviving Manayunk, a community with characteristics similar to Phillipsburg:

"The Manayunk neighborhood in Philadelphia has only 5,500 residents and a median household income estimated at a modest \$31,800. Yet the neighborhood has become one of Philadelphia's trendiest spots. It has combined providing renovated lots for young, "high-style professionals", with turnings its Main Street into a National Historic District. The result has been the emergence of a number of hip shops, galleries and eateries. For example, in 1995, Manayunk had 32 eateries, with 23 being located along its historic Main Street. Two of these restaurants ranked as the seventh and 16th most popular restaurants in Zagat's survey of eateries in the Philadelphia metropolitan region. Some observers feel that the only damper on the growth of this restaurant niche will be the constraints on developing needed additional parking due to the neighborhood's hilly topography and location on a river."

Restaurants work synergistically to support other tourist-dependent uses. Examples from communities similar in scale and history to Phillipsburg like Jim Thorpe, Pennsylvania and Ellicot City, Maryland indicate restaurants work well with uses like antiques and collectibles, toys as heirlooms, hobbies, art galleries,

quality country crafts, gifts and packaged gourmet food, bakeries, bed and breakfast inns, custom-made clothing, jewelry, books and unique furniture and home accessories. Ellicot City has 13 restaurants in its downtown which is similar in scale to Phillipsburg's South Main Street. Jim Thorpe, which has one-third the population of Phillipsburg, supports seven restaurants.

Restaurants are the key element of a tourist-oriented retail environment. They attract the outside trade who are drawn by the word-of-mouth good food generates. Once you have a supply of new restaurant customers on the street walking past storefronts, businesses can start to flourish. South Main Street needs more than one unique restaurant; it needs three. People who dine out seek a variety of restaurant experiences. One unusual restaurant, no matter how good the value and quality of its meals, cannot sustain continued interest in a downtown area.



FIVE BASIC PRINCIPLES FOR REVITALIZING SOUTH MAIN STREET

There are five basic principles Phillipsburg should observe in reviving South Main Street.

1. Promote diversity of use and ensure a balance of uses.

- Encourage a mix of retail, office, residential and public uses which can generate activity on South Main Street during the week and on weekends.

2. Emphasize compactness.

- Concentrate on creating a critical mass of activity rather than spreading activity - there is the potential for three nodes of activity: Union Square, Union Square to the Black Bridge and Shappell Park to Jefferson. Concentrate on Union Square first.
- Keep the continuity of interesting buildings edging the street to entice people to explore the entire retail path.
- Place parking in large peripheral lots, on-street and in small rear lots

3. Provide for accessibility.

- The pedestrian should be the first priority in any circulation decision
- Preserve the stairs leading from Phillipsburg Hill to South Main Street
- In later phases use transit such as trolley, loop bus or mini train to link nodes of activity and parking along South Main Street and Easton

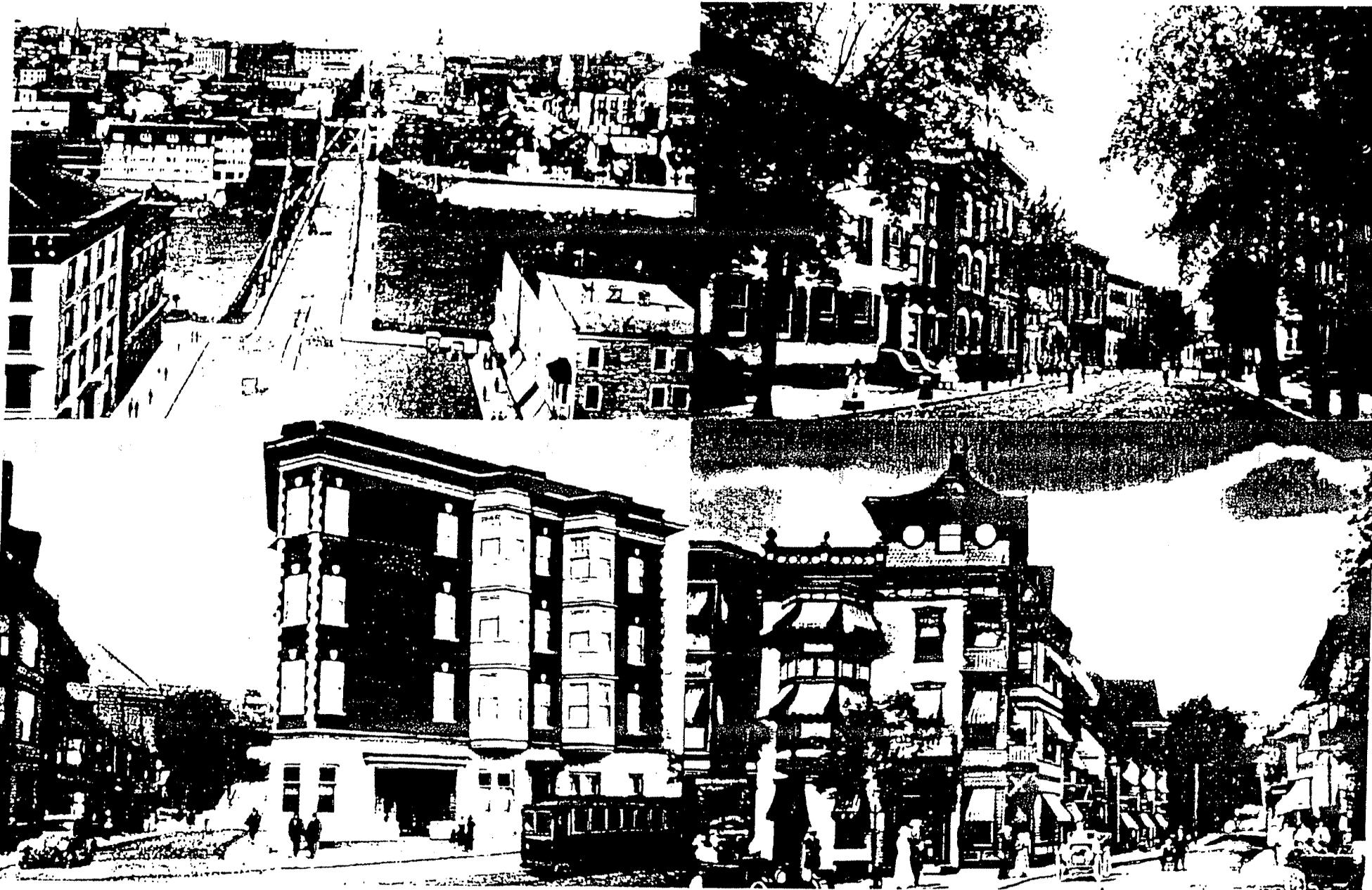
4. Market South Main Street like a Mall.

- Encourage attractive storefronts with up-to-date, eye-catching and well-lit window displays
- Create functional linkages between tourist attractions along the river and in Easton and South Main Street to assure retail activity
- Use centralized management to coordinate hours, leasing, maintenance and marketing as one unit. One method of centralized management which has proven successful in a number of New Jersey's downtowns is a Special Improvement District.

5. Build a positive identity.

- Build on Phillipsburg's assets:
 - historic architecture and small city charm
 - rail heritage
 - sports heritage in football, wrestling and band
 - riverviews and access to water
 - part of a regional cultural and entertainment center with Easton

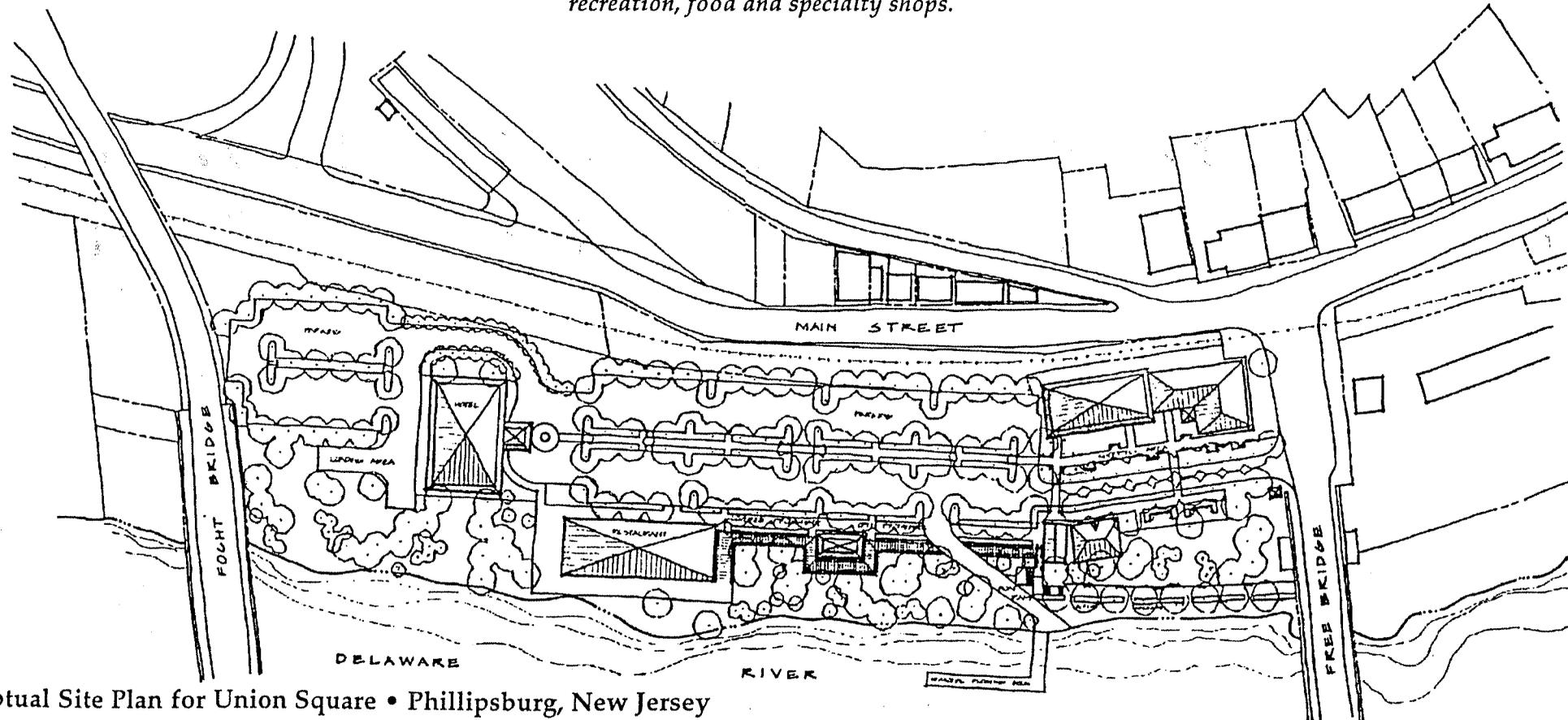




THE VISION PLAN

Primary Plan Strategies

- 1. Preserve and enhance the historic architectural character of South Main Street. Design a look for the street and businesses consistent with Phillipsburg at the turn of the century.*
- 2. Create riverfront and railroad tourist attractions to bring people to South Main Street.*
- 3. Market a new retail orientation of entertainment, recreation, food and specialty shops.*
- 4. Bring in new retail activities to service current and projected residents and businesses and nurture niche businesses which can draw a regional clientele.*



Conceptual Site Plan for Union Square • Phillipsburg, New Jersey

Vision Plan Proposals

The Union Square area should be the first phase of activity to revive South Main Street.

The Union Square area is Phillipsburg's window to the region. Phillipsburg needs to make a positive visible impact here to demonstrate Phillipsburg is on the move and erase the negative image outsiders have of South Main Street. Also, concentrating efforts here first will allow Phillipsburg to draw momentum from Easton's efforts to attract the regional tourist trade.

The entry to South Main Street actually starts at Route 22 when people make the decision to take the Free Bridge. This area passes through an industrial area and streetscape improvements are needed to *create a better gateway*. Entry at Route 22 should feature *signage and banners* to announce where South Main Street is and what it promises the visitor.

First priority should be renovation of buildings at Union Square to take advantage of the maximum regional exposure here. This area should be restored totally in character with Phillipsburg as it was at the turn of the century.

As an early project, the Union Square area should be dramatized with banners, better night lighting with period fixtures and landscaping. The Delaware River Bridge Commission should be encouraged to *architecturally light the historic Free Bridge*.

The Town of Phillipsburg owns most of the acreage

north of Union Square along the Delaware River. This area should be the setting for new retail activity, public parking and riverfront recreational opportunities. Over time, all of the remaining structures which are either in badly deteriorated condition or in marginal uses should be acquired and demolished or encouraged to participate in the redevelopment of this focal area.

The main feature of a redesigned Union Square would be *new retail shops and a riverfront restaurant*. The

plan for Union Square envisions a large pedestrian plaza approximately 10,000 square feet in an area which would have a *decorative surface*, perhaps cobblestone, and would feature an *old fashioned clock tower, traditional benches, period lighting, signage, planting beds, wrought-iron fencing and perhaps a dramatic sculpture* to serve as a visual point of interest. The plaza would be the gateway to South Main Street, a public space equivalent to Easton's Center Square, and a visible means of complementing Easton's initiatives to attract tourists.



This plaza should also be the siting for new retail shops or a public market with approximately 15,000 to 20,000 square feet of floor area taking advantage of this premiere regional location with its high visibility and traffic count. These shops, designed to mirror the late Victorian, Second Empire period architecture of South Main Street with peaked roofs, bracketing, porches, etc., would be the first evidence of South Main Street's

revival and an invitation to tourists and the curious to stop at one of the region's most visible locations and explore the rest of South Main Street.

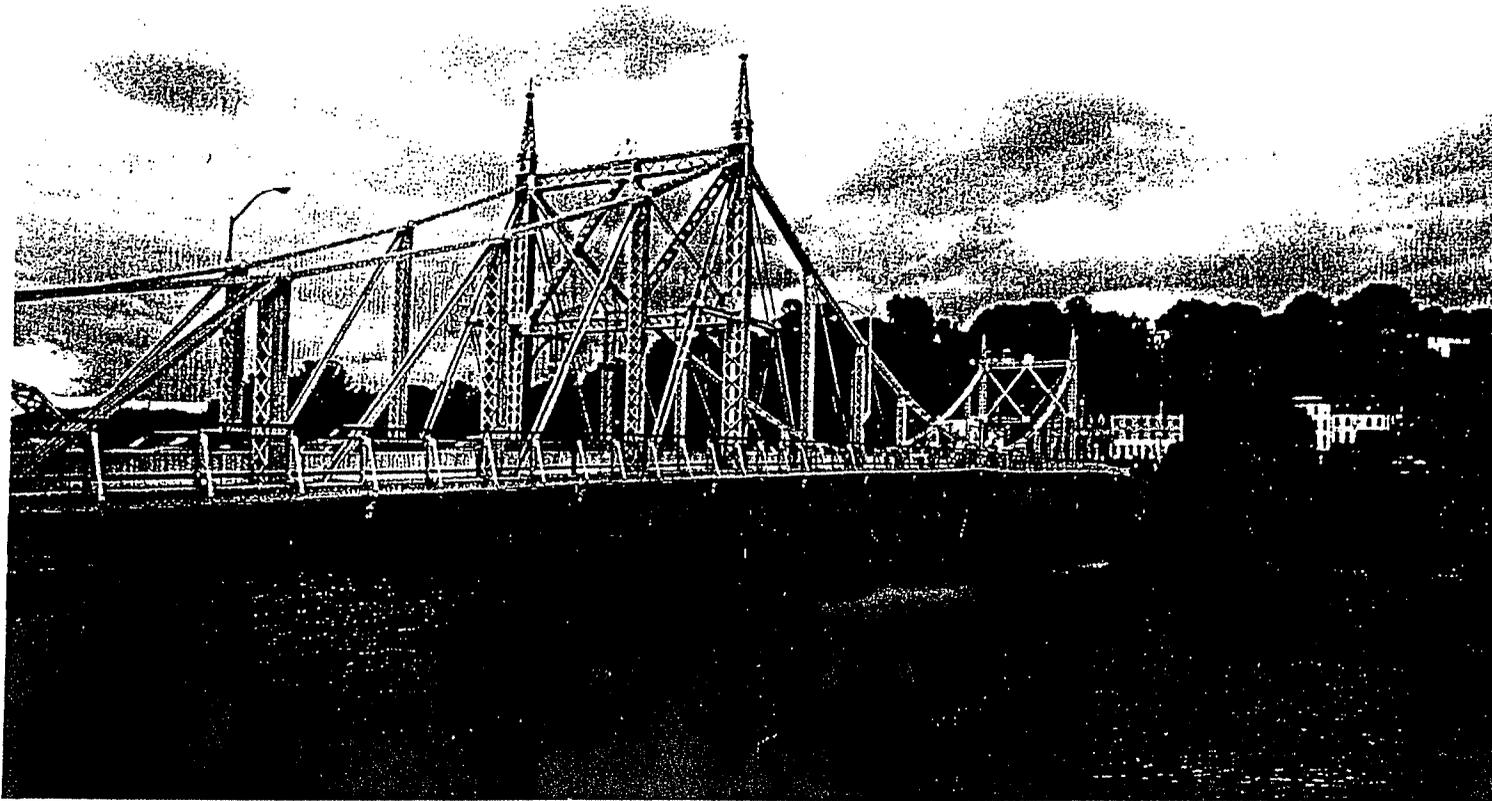
The principal commercial recommendation for the area between Union Square and the Focht bridge (the Route 22 toll bridge) would be a *riverfront restaurant* of approximately 20,000 square feet and a pedestrian

promenade. This plan envisions taking full advantage of the Delaware River waterfront and the scenic views of the City of Easton with a *two-story restaurant with decks at the water's edge* which could be glass-enclosed in the winter. A restaurant of the quality appropriate for this unique waterside setting is not envisioned solely as a weekend and evening tourist attraction but as a complementary service needed today and in the future to attract and hold professional offices and their support businesses on South Main Street.

The functional-looking emergency *pumps* on the riverfront should be either relocated or *housed in an attractive facade* compatible with the turn-of-the-century architectural theme.

A long-range proposal for this area would be the development of a *100-room plus mid-rise hotel* when the market is ready and certain public and private actions are accomplished. A future hotel site is suggested for the properties closest to the Focht Bridge. This would involve acquisition of an existing residential structure and the storage yard and garage of the Delaware River Bridge Commission. Visible from both Delaware River bridges and the City of Easton, this is a good location for a hotel since it is close to the activities of South Main Street and yet sufficiently out of the way to assure the privacy and order that a hotel requires.

All of these retail and riverfront recreation activities are pedestrian-oriented and will eventually necessitate the



removal of truck traffic from Riverside Way, the driveway linking Union Square to Gulbrandsen Technologies, an industrial use. Arrangements need to be made with Gulbrandsen Technologies and the Norfolk and Southern, the successor to Conrail, to gain direct access to Broad Street for this industrial use.

Since the Town of Phillipsburg owns the key properties in the Union Square area, it is in a strong position to demand the kind of architectural character and amenities that will stimulate the success of South Main Street's revival. A request for proposals to develop these retail ventures should be thoroughly detailed by Phillipsburg to assure the development of high quality public attractions compatible with the architectural character of the rest of South Main Street.

Besides new retail activity, the plan envisions the Union Square area as a main focal point of outdoor recreation activity. Union Square should be the starting point of a riverwalk that opens the untapped resources of the Delaware River waterfront to local residents and regional visitors.

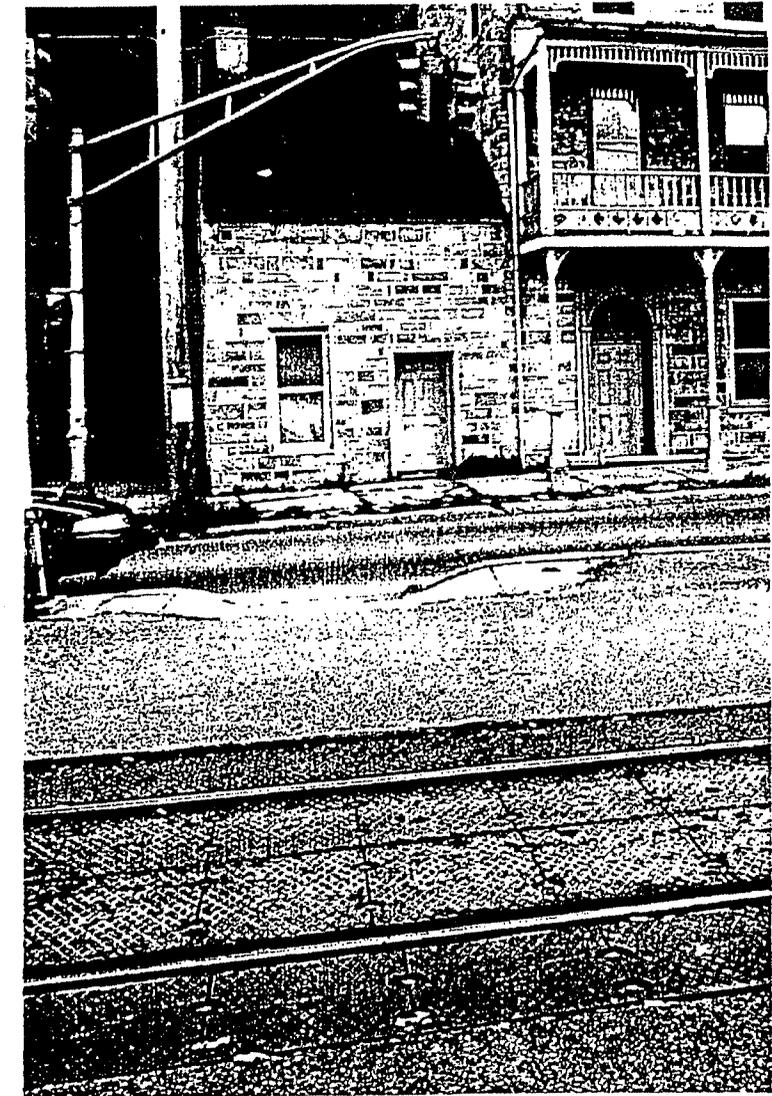
The *existing boat ramp* will be greatly *improved* with a \$250,000 State Fish, Game and Wildlife grant making it both a major recreational facility as well as the handicapped accessible linkage to the *river walk which could begin at this point*. The boat ramp should be supplemented by a *seasonal floating dock able to accommodate at least ten boats*. The dock would be made of bolted-together sections capable of being dismantled after the boating season. A concession *stand for the rental of tubes, rafts and canoes* should also be created near the boat ramp. Another similar attraction to lure

people to Union Square would be the use of a World War II-styled amphibious craft—the so-called “Duck”—which is capable of carrying upwards of forty persons at a time to give excursion rides in season on the Delaware. The purpose behind creating a multitude of opportunities to recreate on the river is to draw people to South Main Street so they discover its charms and spend tourist dollars. The Town of Phillipsburg should be able to gain Federal and State funding support for the development of these recreational facilities because they open up the Delaware River waterfront to a wide regional audience and complement economic development efforts.

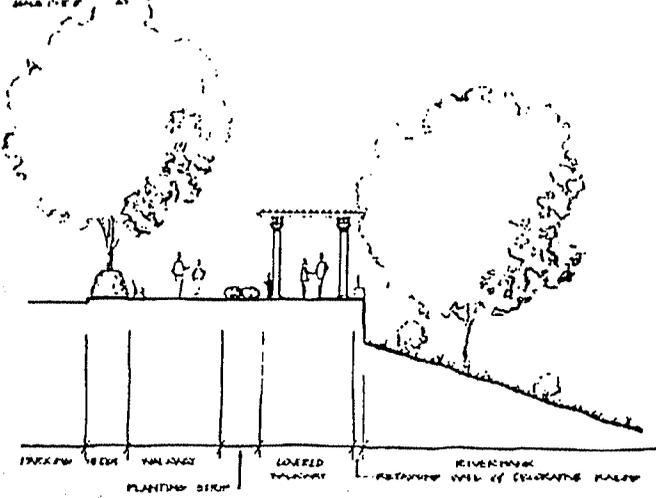
The plan for Union Square also envisions traffic and parking improvements to solve existing and anticipated vehicular and pedestrian problems. *A parking area for 92 automobiles and 16 trailer spaces* is under design in the area between the railroad tracks and Riverside Way as the primary location of parking to serve residents and businesses on Broad and South Main Streets and boat ramp users.

The traffic flow at the Union Square - South Main Street intersection should be improved by creating a *three lane cross section to permit a right-turn lane* at the traffic signal. This would free up vehicular congestion at this intersection. Simultaneously, improvements are needed to make this area more pedestrian-friendly. This can be accomplished by giving more green time for pedestrian movements when future development in this area dictate and by creating *distinctively-marked pedestrian crossings* to alert motorists and pedestrians to the likely presence of people on foot. The Town has applied to the New Jersey Department of Transportation for a \$125,000

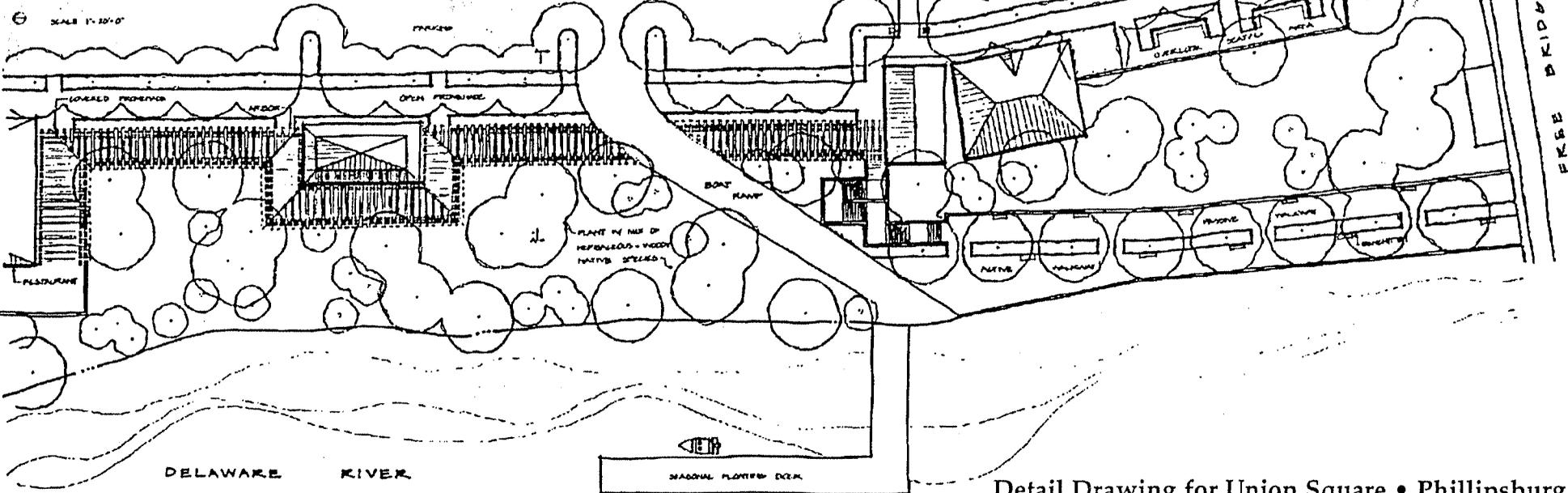
grant to change signalization and to construct an aesthetic crossing area towards creating pedestrian-friendly conditions in Union Square.



SECTION A-A



SCALE 1"=20'-0"



Detail Drawing for Union Square • Phillipsburg, New Jersey

Traffic and pedestrian improvements are needed on both sides of the Delaware River. *Phillipsburg and the City of Easton have jointly petitioned the Delaware River Bridge Commission to collaborate with the two communities on making transportation and aesthetic improvements* such as:

- decorative lighting and flags to dramatize the unique steel cantilever Free Bridge
- improve vehicular flows at the bridge approaches which are pedestrian-friendly
- construction of pedestrian crossings with distinctively-designed pavement markings
- creation of a cobblestone pedestrian plaza with turn-of-the-century street furniture
- granting permission to use the land under the bridge as part of a riverfront walkway
- relocation of the storage yard and maintenance garage on Block 902, Lot 9 and deeding of this property to Phillipsburg for private redevelopment
- granting of a weight waiver to allow a rubber tire Trolley link between Easton and Union Square

A pedestrian walkway and bikeway stretching south from Union Square to beyond the proposed New Jersey Railroad Museum is proposed as the principal recreation feature along the riverfront. The *riverwalk* would make the attractive Delaware riverfront accessible to the public and link together historic and recreational features. A Master Plan for the design of the 1.8 mile

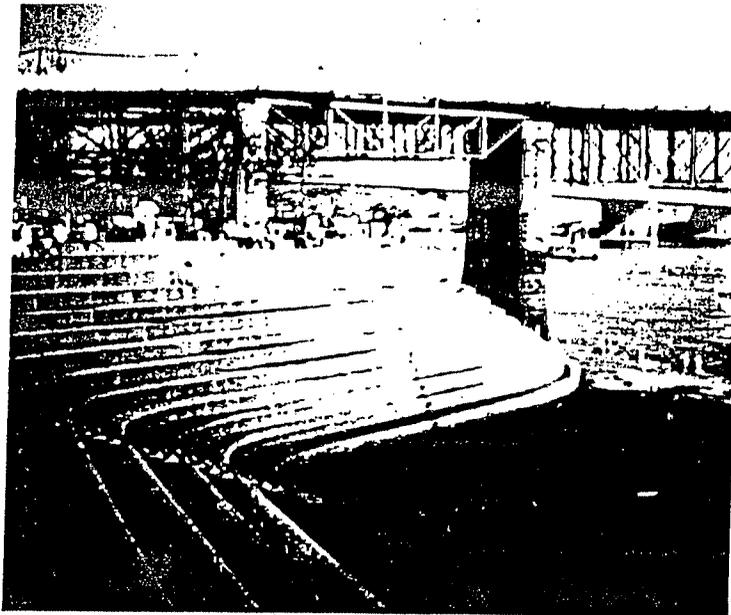
pedestrian walkway and bicycle path is underway using a \$100,000 grant from the Transportation Trust Fund.

The riverwalk should be at least *twenty-five to thirty feet wide with a separate pedestrian path and bikeway*. It could be constructed of hand-laid bricks or paver blocks set between concrete curbs and designed to withstand periodic river fluctuations and require minor maintenance. Aesthetically-designed concrete benches

and interpretative signs in the form of plaques set in the riverwalk should be the kind of design solutions employed to deal with the impact of river flooding.

As one travels south of the Free Bridge along the riverfront, it is suggested the *former bathing beach be restored* and be annually replenished with sand. The Delaware River is this country's largest unpolluted river and sustains smallmouth bass, striped bass and





the American Shad. A bathing beach at this location would create a pleasant setting for sunbathing and wading in the river. It would bring new customers for the snack bar, small restaurants and shops in the Union Square area.

The plan envisions an *amphitheater* in the area between the Free Bridge and the first railroad bridge over the Delaware River. With attractive views across to the Lehigh River Dam, this area is ideal for a public performance facility as well as a place to sit in the sun and watch the river. This is a sufficient depth of land and the topographic conditions are right for the construction of an amphitheater *capable of accommodating 250 persons*. As a concrete structure of steps and stage an amphitheater can withstand the fluctuations of the Delaware River.

It is also recommended that *steps be upgraded leading from the amphitheater to the top of the riverbank* to facilitate public access to food and convenience items available at the Union Square Bagel and Country Store.

Speaking of pedestrian access at this point, the plan strongly endorses *preservation of the steps leading down from Phillipsburg Hill* to South Main Street to ease local access to businesses and the riverfront. Further, the plan suggests a *pedestrian bridge over the railroad* be developed across the street from the

Phillipsburg Hill steps down to the Union Square Bagel and Country Store property facilitating access to the amphitheater and the riverwalk.

The riverwalk would continue eastward to the area of *Morris Canal Arch and inclined Plane No. 11*. The Morris Canal arch, an imposing solidly built high cut limestone abutment, was the entryway to the historic 19th century commercial waterway which stretched from Jersey City on the Hudson River across New Jersey to the Delaware River. The Phillipsburg Riverview Organi-

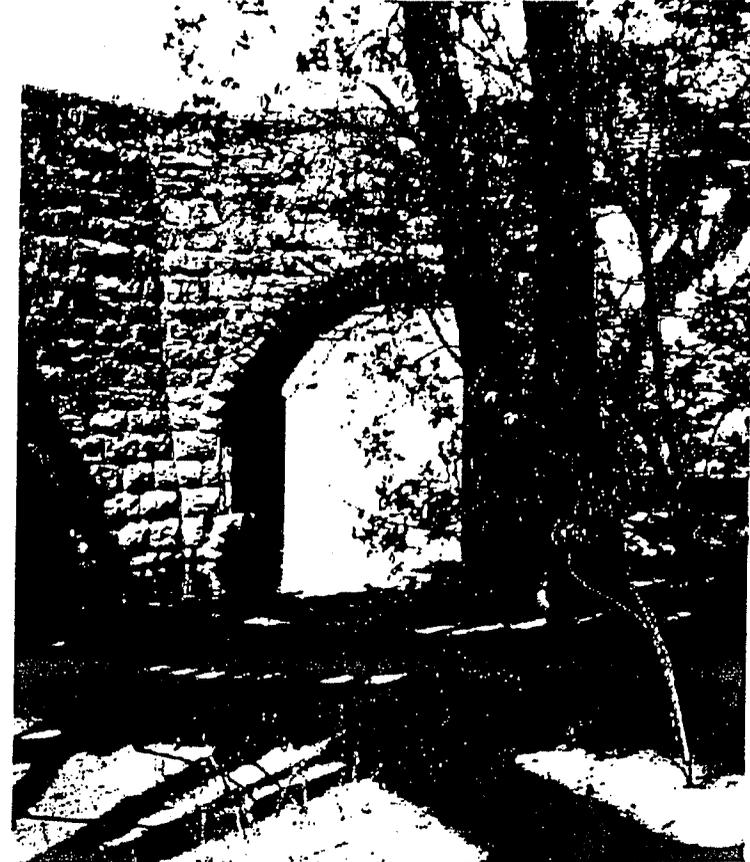
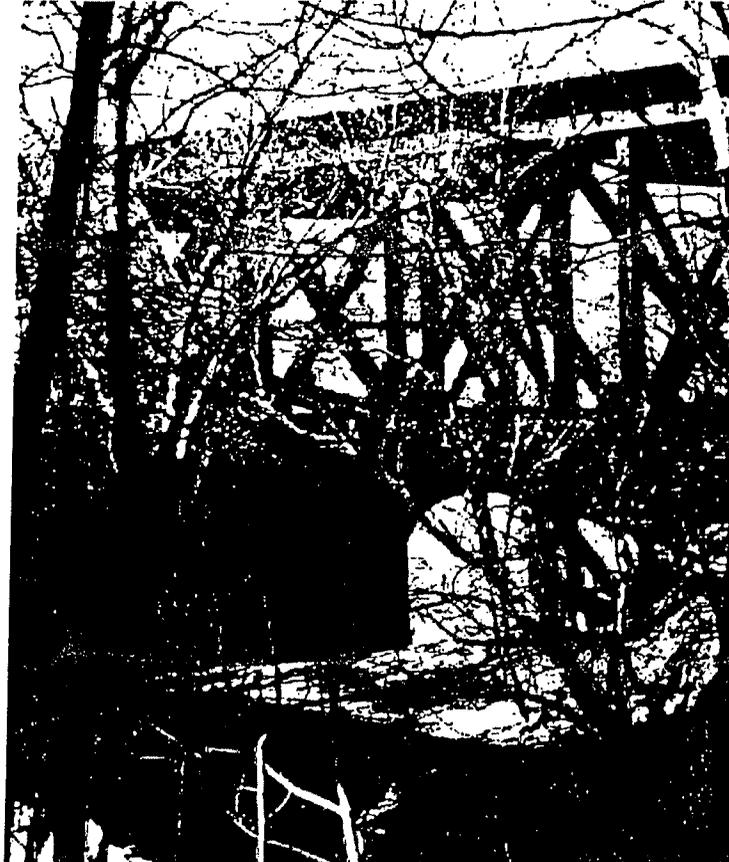
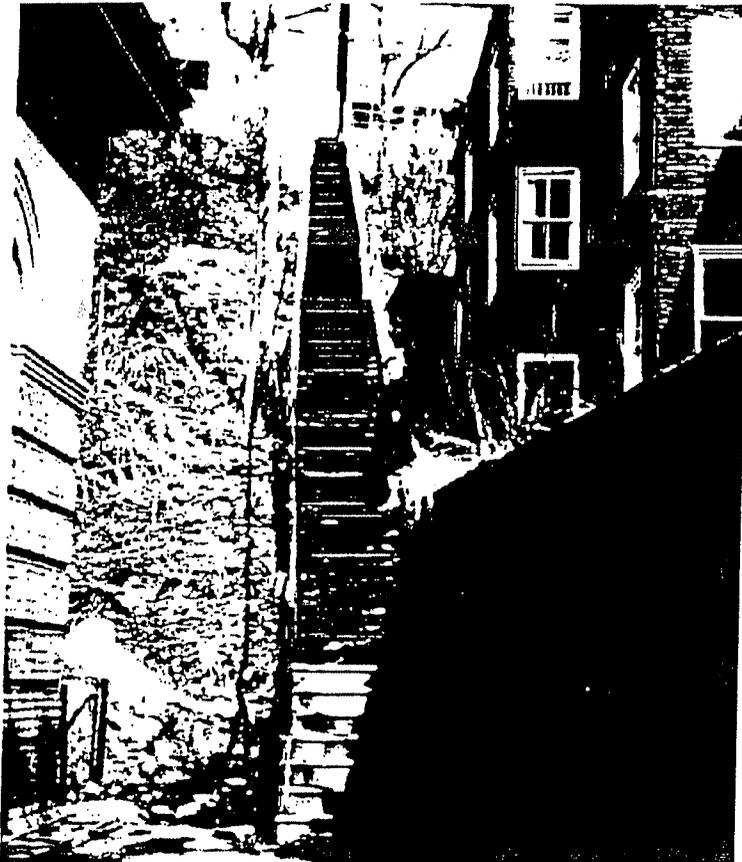


zation, a non-profit group dedicated to the preservation of Phillipsburg historic past and future rebirth, has a \$500,000 grant to implement the Riverview Conservancy project consisting of a greenway or riverwalk as outlined in this report, construction of a modern boat access and boat trailer storage area, and the restoration of the Morris Canal Archway and inclined Plane No. 11 along with interpretative signage.

Specifically, the vision plan suggests the use of Block

917, Lot 25, a three-quarter acre site below the Elizabeth Street parking lot owned by the Belvidere and Delaware railroad, for *public access to the riverwalk* and the Morris Canal archway area. A small *Morris Canal museum with canal boat models, exhibits and restrooms* could be developed on this site to accommodate interpretative facilities and public tours. In addition, this museum building could also serve as a *stop for the Belvidere and Delaware excursion train* which will be described in more detail later.

At this point, *the riverwalk could branch off in two directions*. One trail would continue *along the riverfront to the proposed Railroad and Transportation Museum site*. The second trail could go *under the two railroad overpasses and continue along the abandoned Lehigh Valley Easton and Amboy Division railroad right-of-way or through the Delaware Park area*. Another recreational use of the north-half of the abandoned rail right-of-way which stretches out into the countryside could be for horseback riding in addition



to jogging, walking and biking. It has been suggested that the other half of this abandoned right-of-way and its bridge over the Delaware River be used for *trolley shuttle between Phillipsburg and the attractions in Easton and the Lehigh Valley.*

Returning to South Main Street starting on the southern side of Union Square, the plan foresees this area as the ideal spot for *passenger station for the Belvidere and Delaware Railroad excursion rides* along the Delaware

River. This plan strongly endorses support for what could be a major tourist attraction for South Main Street. The Belvidere and Delaware or Bel-Del railroad, a lightly used freight line paralleling the Delaware River between Phillipsburg and Milford, offers the opportunity for a 15.5 mile rail excursion ride through a very scenic corridor with a wild and scenic river designation. The Bel-Del is owned by the same family who owns and operates the successful Black River and Western railroad in Hunterdon County. Other potential

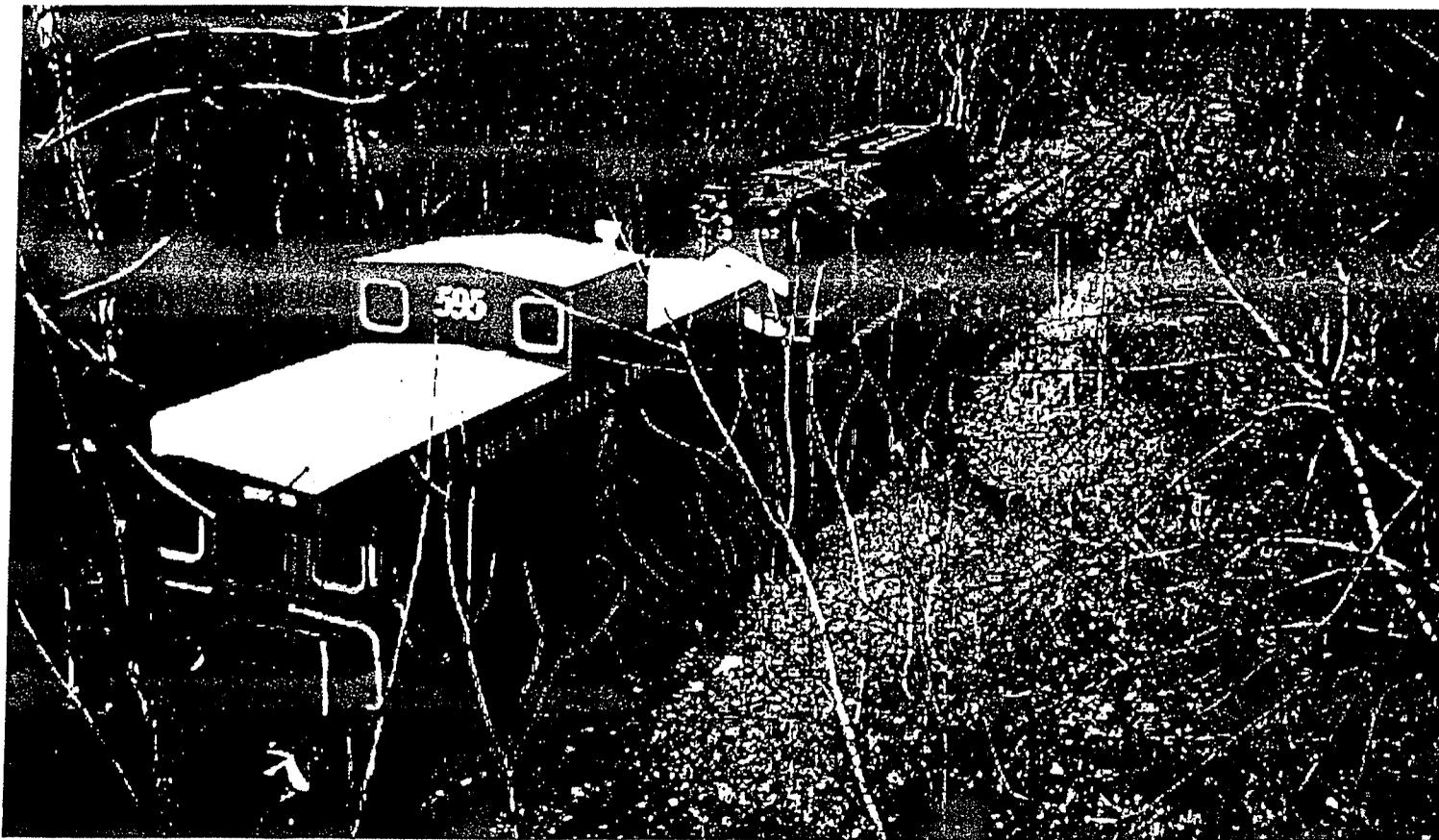
passenger stops for the Bel-Del would be the previously-described railroad site at the foot of Elizabeth Street or within the proposed New Jersey Railroad and Transportation Museum site at the end of Stockton Street.

Retail activity is limited today in the area between Union Square and the Railroad Bridge. The area is dominated by many law offices and *professional offices* (engineering, real estate, title companies.) *New retail stores could support these professional office* businesses making South Main Street an even more desirable business address. This area needs restaurants and business-support services (stationary, gifts, books, etc.)

Tourist-oriented businesses such as crafts, gifts, books, antiques and memorabilia could continue up South Main Street stimulated by Union Square activities and the nearby link to Easton, the street's architectural character and proximity to new restaurants.

Elizabeth Street parking should be expanded so there is parking at both ends of this section of South Main Street. Additional parking area can be created by removing some of the less attractive dilapidated wooden houses. The brick residential structures should be retained and no gaps in the building facade along South Main Street should be created for parking lots.

The architectural character of South Main Street between Union Square and the Black Bridge is a main organizing principal of the proposed economic revival of this business street. Phillipsburg must capitalize on this distinguishing physical asset and require that all renovation and new construction deliberately create a



turn-of-the-century look. The modern architectural appearance of franchise business should not be tolerated. Strict adherence to a consistent architectural look will only reinforce Phillipsburg as a unique place in the region to work, shop and live. Loan programs should encourage facade renovation that follow this architectural guideline. *Facade restoration* consistent with South Main Street's original architectural style is the highest priority improvement taking precedence over other streetscape improvements proposed in this vision plan.

Along with attractively-designed architecturally-compatible facades, care must be taken to make all storefronts fresh, inventive and interesting. Most importantly, there should be no vacant lots in the continuous building wall which forms the street. A major impediment to enticing shoppers down a retail street is the "dead" space of empty storefronts, non-retail uses like offices or residences or, worst of all, open parking areas. A frontage of 30 feet without retail is often enough to cause shoppers to stop in their tracks and turn around.

The vision plan strongly endorses the establishment of a *South Main Street historic district* between Union Square and the Black Bridge as a means of preserving and enhancing this street's historic heritage and architectural integrity. This plan agrees with the view of the Phillipsburg Riverview Organization that :

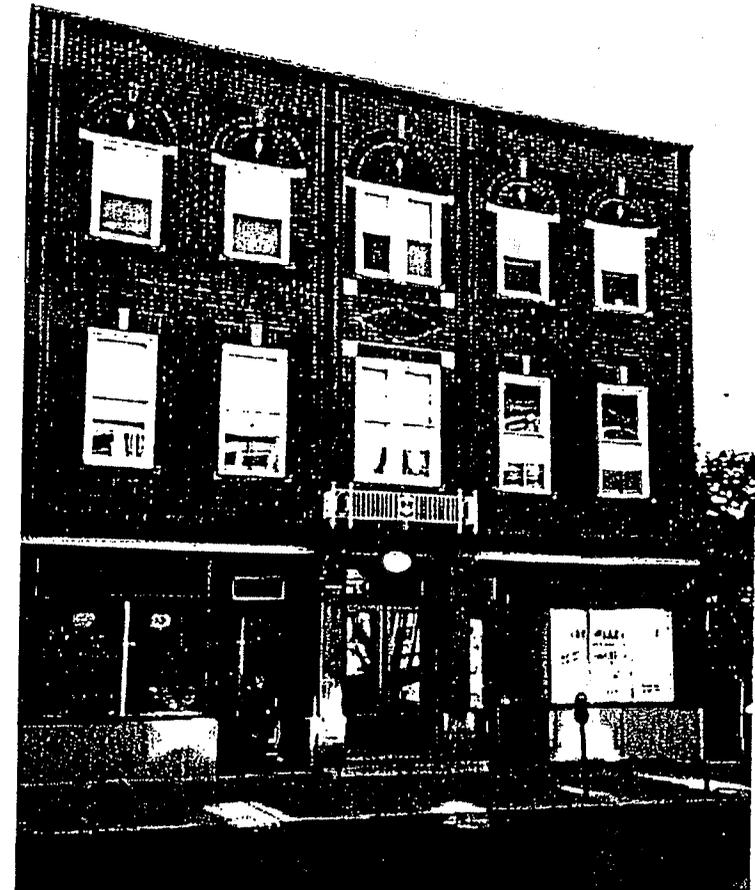
"This area has the potential to be one of the most beautiful historic districts in the area. The pride and satisfaction which comes from living in a historic district can be a great incentive for improvement to the area and a boost in property values. If this historic district is registered at the state and

national levels, then tax benefits are available to the commercial property owners, when improvements are made to their properties."

This plan strongly opposes any demolition or major alteration of the unique architectural resources of South Main Street unless absolutely necessary due to severe deterioration or fire damage.

Besides architectural renovation, there are many public infrastructure projects that can be implemented over time to make South Main Street a more memorable place for shoppers and residents. Among the *streetscape improvements* recommended for South Main Street area:

- bury all unsightly overhead utility and telephone wires in a sidewalk planting strip

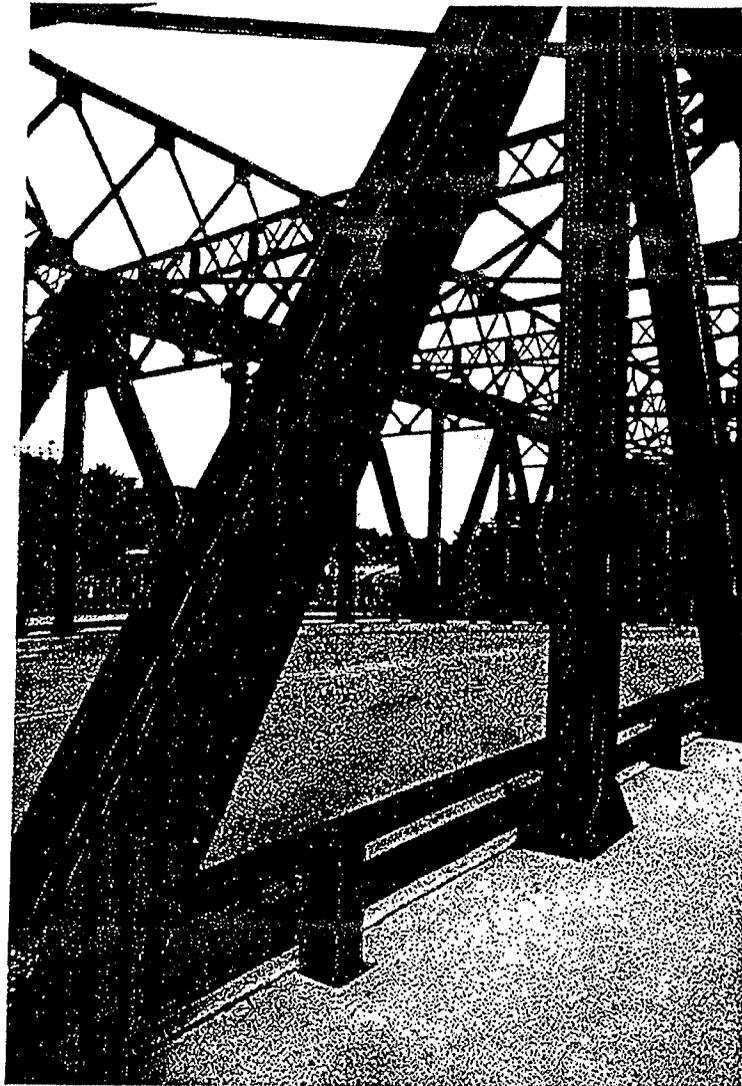




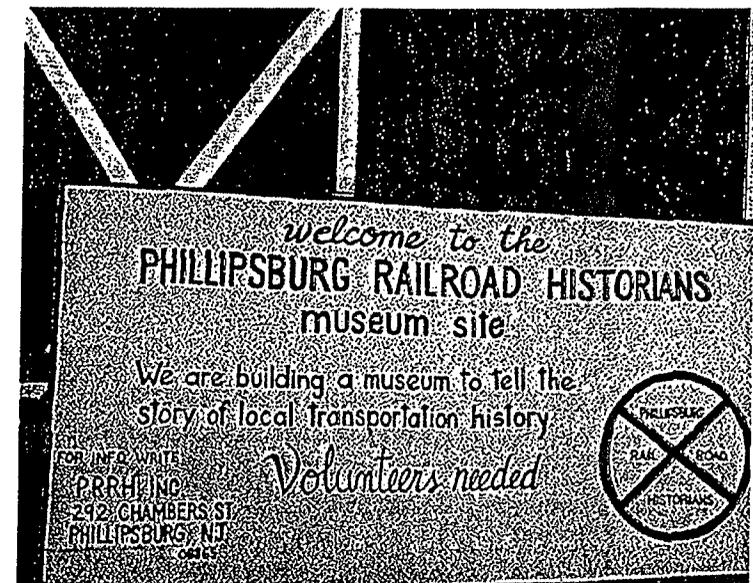
Union Square, the demand for retail or professional service businesses dependent on a regional customer base will lessen because there currently is no major attraction,

- redo the sidewalks in a variety of brick, concrete pavers, and slate when sidewalks are dug up to install the underground wiring
- install granite curbs, decorative street sign holders, antique lighting fixtures and plant street trees
- use compatible *turn-of-the-century street furniture* such as benches, trash cans, planters
- adopt a *business sign ordinance* that mandates a specific turn-of-the-century style graphics and materials

When South Main Street crosses the Black Bridge, the architectural character of the street changes and so does its potential retail market. The further one travels from



or anchor in the parlance of the regional shopping mall, to draw the regional consumer down South Main Street. It is hoped that the proposed Railroad and Transportation Museum planned for the foot of Stockton Street will provide that essential tourist draw. Without major State and Federal funding which is uncertain at this moment, the likelihood is the railroad museum will take many years and many hours of volunteer help before it becomes a regional tourist attraction. The Phillipsburg Railroad Historian's initiative with the Centerville & Southwestern miniature railroad gives an indication of the favorable potential lure a railroad-themed facility can bring to this section of South Main Street.



It is the view of the consultant team that this section of South Main Street will serve for the foreseeable future as *the neighborhood retail convenience center for surrounding neighborhoods.*

One way of creating a larger local residential market for South Main Street is additional residential development. One of the bolder long range initiatives suggested for future review is the development of a *mixed use area of housing and stores* near the Black Bridge extending from South Main Street to the Bel-Del tracks incorporating part of Delaware River Park. Phillipsburg lacks a *high-end rental residential* neighborhood and this area could be developed with apartments and townhouse condominiums for non-family households such as empty-nesters, singles and young couples who could be attracted by this area's commanding riverviews and convenient in-town location. This kind of residential development generates a tax surplus and deepens the market for South Main Street businesses. This housing market will only emerge when South Main Street's restoration efforts hint at the ambiance of Hoboken, New Jersey or Philadelphia's Society Hill.

Any proposal to develop part of Delaware River Park is bound to stir opposition. But this park is underused today because it is nearly inaccessible to the rest of the community and has an unsafe feeling to it because there are no passerby or residential eyes on the park to convey a sense of security. Any reuse of this area should incorporate a much smaller but more interesting public park that, in reality, could provide for greater use for many more people.

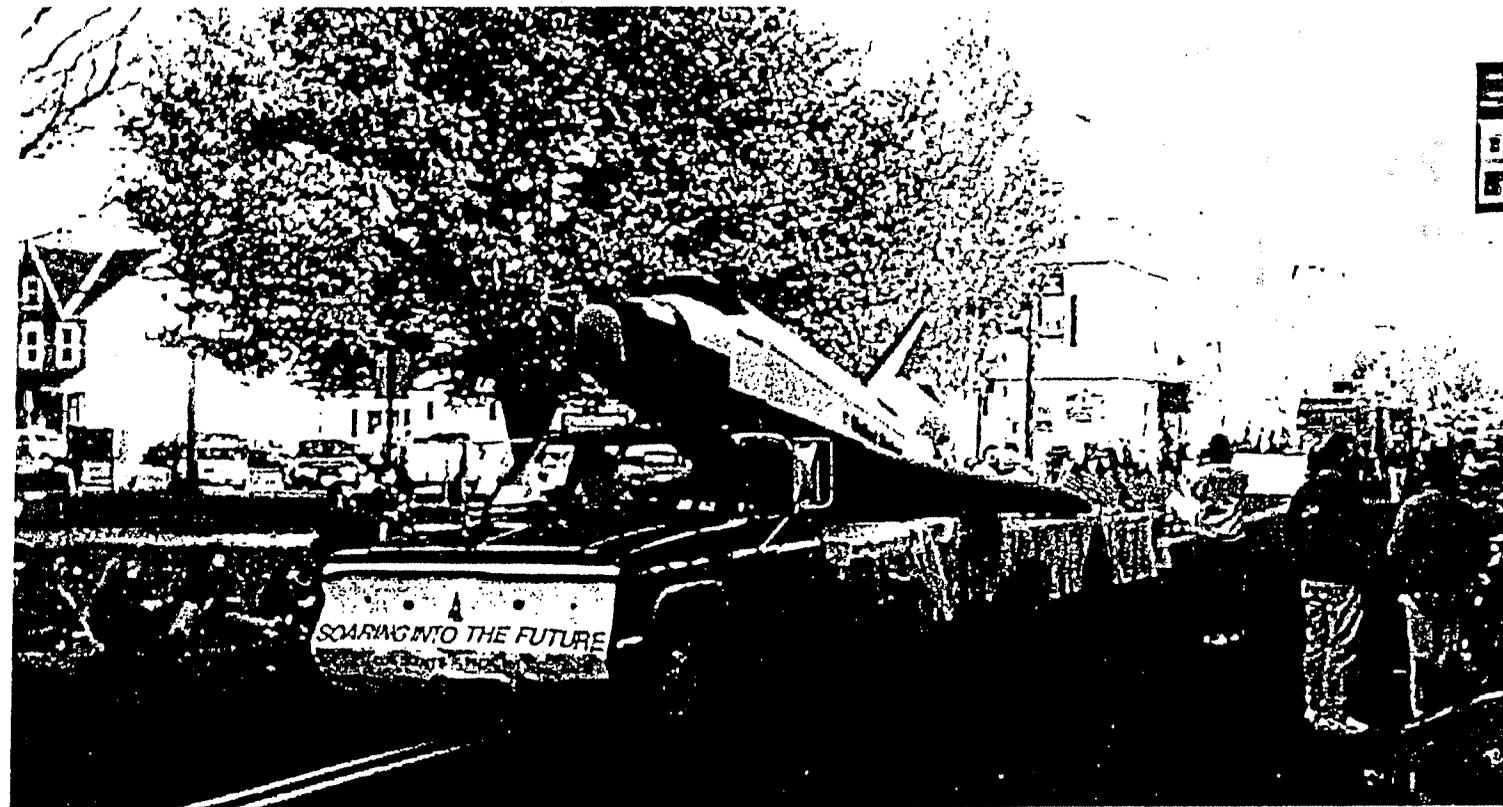
One immediate project to increase the residential cus-

tomers base on South Main Street would be the development of assisted living senior citizen housing on the vacant five-acre site near to the senior citizen mid-rise. This property, owned by New Jersey Transit but available to the Town of Phillipsburg, would be an ideal site for expansion of the adjacent Centerville & Southwestern line along with commercial development.

As the largest vacant parcel in the South Main Street study area, the plan's goal would be the development of a small stand-alone supermarket or a super drugstore

along with other typical convenience stores. It is recommended in the design of any retail use that all customer parking be located beyond buildings which should be developed flush with the characteristic street setback on South Main Street; otherwise a large patch of black-top parking and a deeply set-back one story shopping center will weaken the urban visual character of South Main Street.

Directly across the street one sees how the development of frontyard parking typical of suburban develop-



ment creates a weak and uninteresting appearance. It is recommended that a *street edge be created through the use of street trees, decorative lighting and banners*. The installation of banners along the entire length of South Main Street have been implemented as an early action item to bring unity and life to the street. One can see the visual benefits of banners in Easton where they have brought color, information and unity to the downtown area.

Shappell Park should be designed to be a more prominent visual feature, a focal point for public events and a pleasant urban park for informal meeting and sitting. The design proposed in this plan is purely conceptual and meant to stimulate ideas on how this site can be used to revitalize this area of South Main Street. The park plan in this report features a plaza space on each point of the triangle with the stage and sloping seating lawn inside of these spaces. The plazas are open to the street, welcoming residents and visitors into the park, to find a comfortable seat in or out of the sun, perhaps to watch a performer or just to watch people. The main plaza at the west end of the park features the Civil War monument, highlighted by the placement of trees which frame the monument from every approach on foot and by car. The plaza at the intersection of Jersey and Sitgreaves Streets features a low triangular stage with a small water feature at each point. The stage can function as a platform for street performers, sitting, or as a soapbox for anyone inclined to be heard by a public audience. The third plaza space at the corner of Jersey and South Main Streets is simply a meeting place and a prime vantage point for those wishing to take in the hustle and bustle of the vibrant streetscape. Park visitors who wish to find a quieter spot to sit will find four,

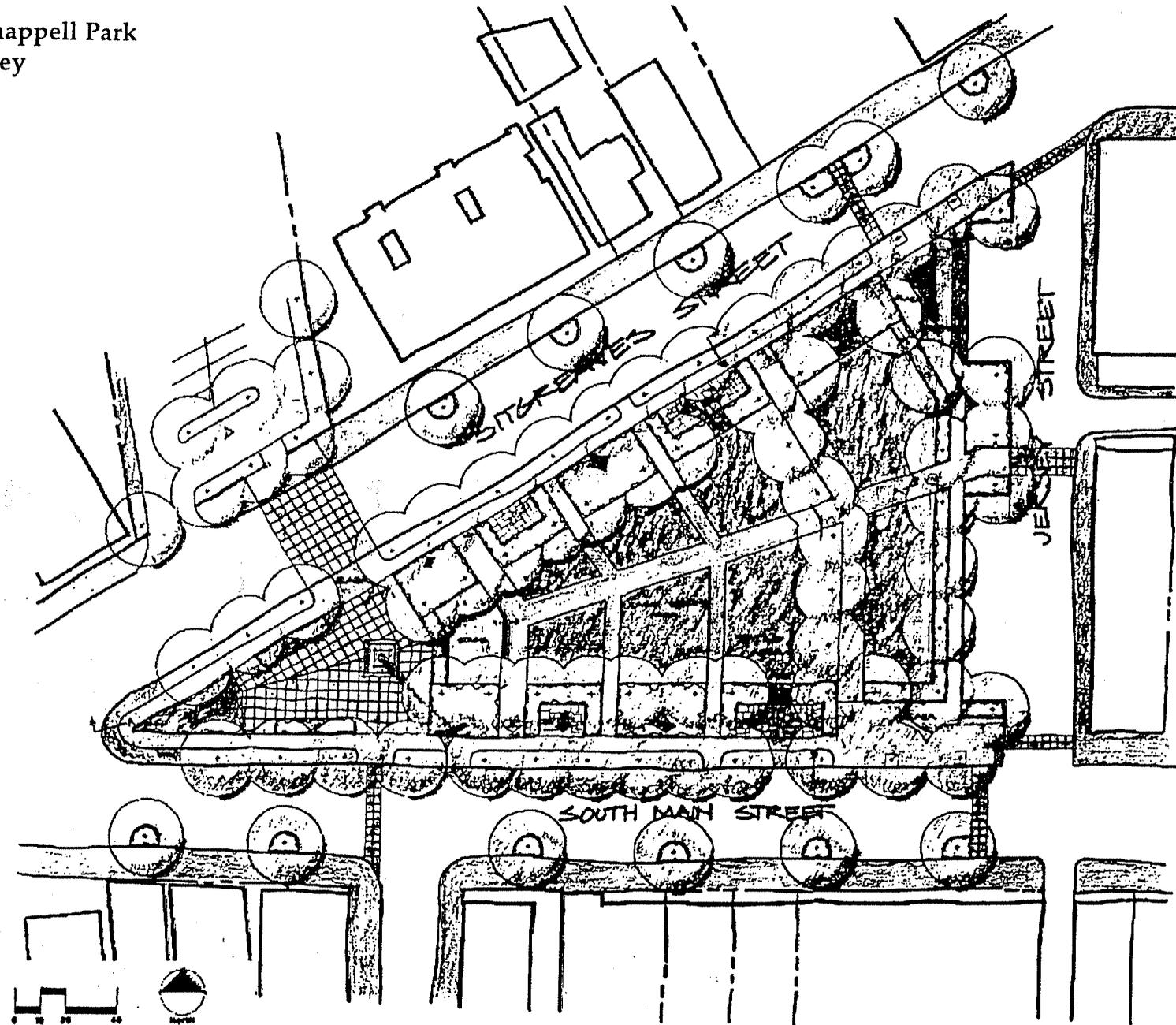
more secluded seating areas along Sitgreaves and South Main Streets. Here, retaining walls and low plantings give the visitor a more enclosed, protected feeling while still allowing observation of the street scene.

The stage and lawn seating areas form the heart of the park. Section A-A' depicts the proposed topography of the park along a line from the intersection of Sitgreaves and South Main Streets through the proposed planting

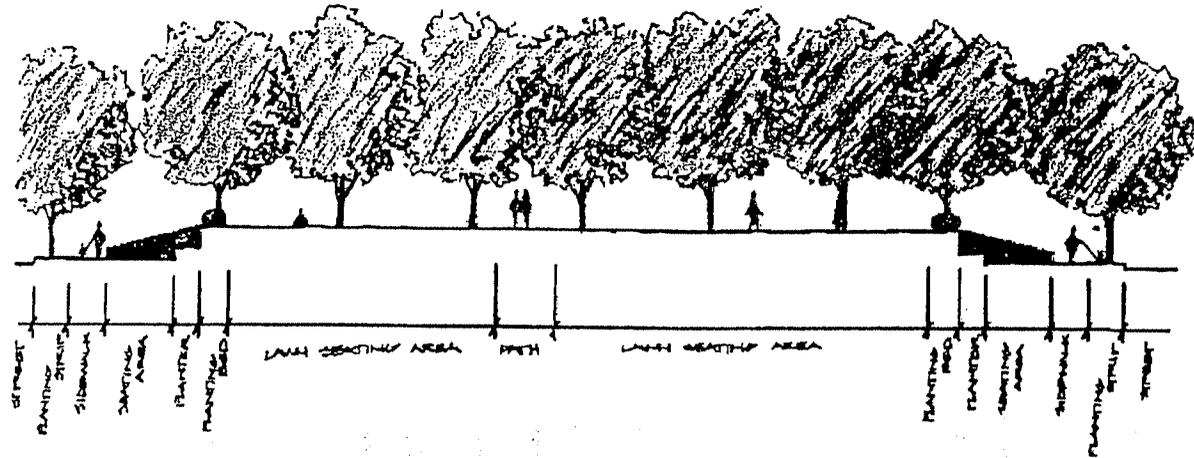
bed at the point, the main plaza and monument, the stage, up the sloped lawn seating area, and back down the large passive lawn to a point just west of Jersey Street. The view shown on the drawing includes everything on this line and some elements to the north of this line. Section B-B' shows a view taken perpendicular to Section A-A'. This section is taken starting at Sitgreaves Street, across the lawn/street tree planting strip, across the sidewalk, through one of the quieter seating areas,



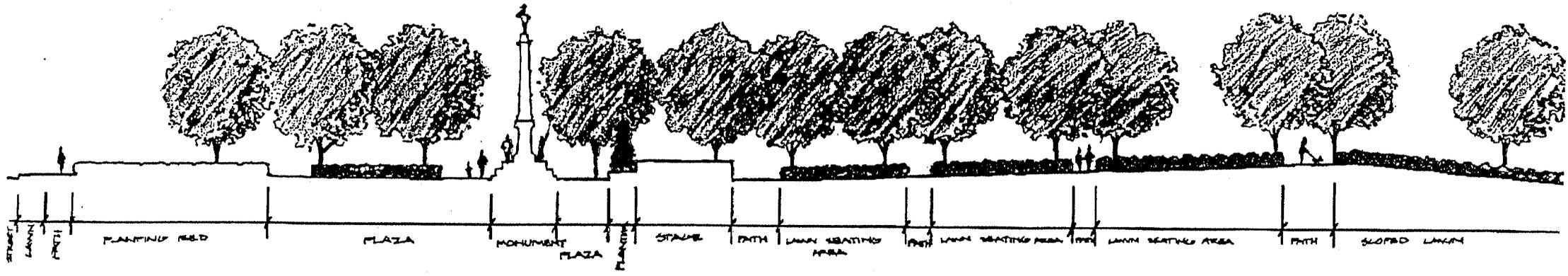
Conceptual Plan for Shappell Park
Phillipsburg, New Jersey



SECTION B-B,
SCALE: 1" = 10'-0"



SECTION A-A,
SCALE: 1" = 10'-0"



Section - Elevations for Shappell Park • Phillipsburg, New Jersey

up to the level of the lawn seating areas, across the lawn, the main path, another lawn panel, back down to another of the more secluded seating areas, across the sidewalk, and across the lawn/street tree planting strip to South Main Street.

The proposed plan also includes connections to the streetscape surrounding the park. All of these are constructed of materials complimentary to those within Shappell Park itself. These connections help to make automobile traffic more aware of pedestrians crossing the street, and to visually tie the park to the streetscape around it. In addition, planting areas have been proposed along Sitgreaves and South Main Street to further tie the park and streetscape together and to enhance the pedestrian experience on the building side of these streets.

In the process of redesigning Shappell Park, many elements have been changed, and others have been eliminated. The mortars which are currently spaced around the monument are not shown on the proposed plan as we feel that they take away from the monument itself with their bright red mountings and perhaps are better suited to another site. If they are a more integral part of the monument than we understand, perhaps painting the mountings black and careful siting by a landscape architect would result in a more desirable whole. Another important element which must be moved is the plaque and Red Japanese Maple recognizing a former mayor of Phillipsburg. We feel that the redesigned Shappell Park will be a site worthy of use as a place of honor for noteworthy past, present, and future residents. Plaques honoring these citizens could simply be placed by existing trees throughout

the park, or could be concentrated at the various entrances to the park.

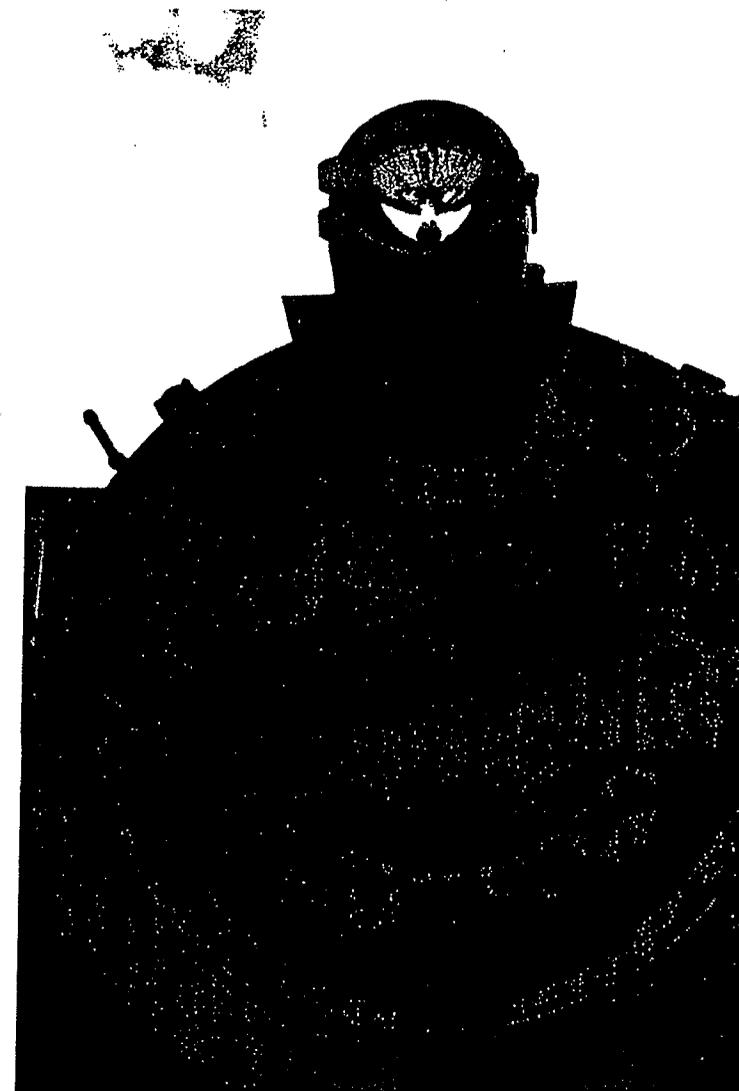
The proposed plan for Shappell Park outlined above brings all the elements necessary for a vibrant urban environment together in an innovative, spatially interesting, aesthetically pleasing yet functional way. A revitalized South Main Street should feature Shappell Park as one of its prime destinations. The UEZ Board has subsequently hired an architect-landscape architect team to prepare a detailed design plan and bid specifications for Shappell Park.

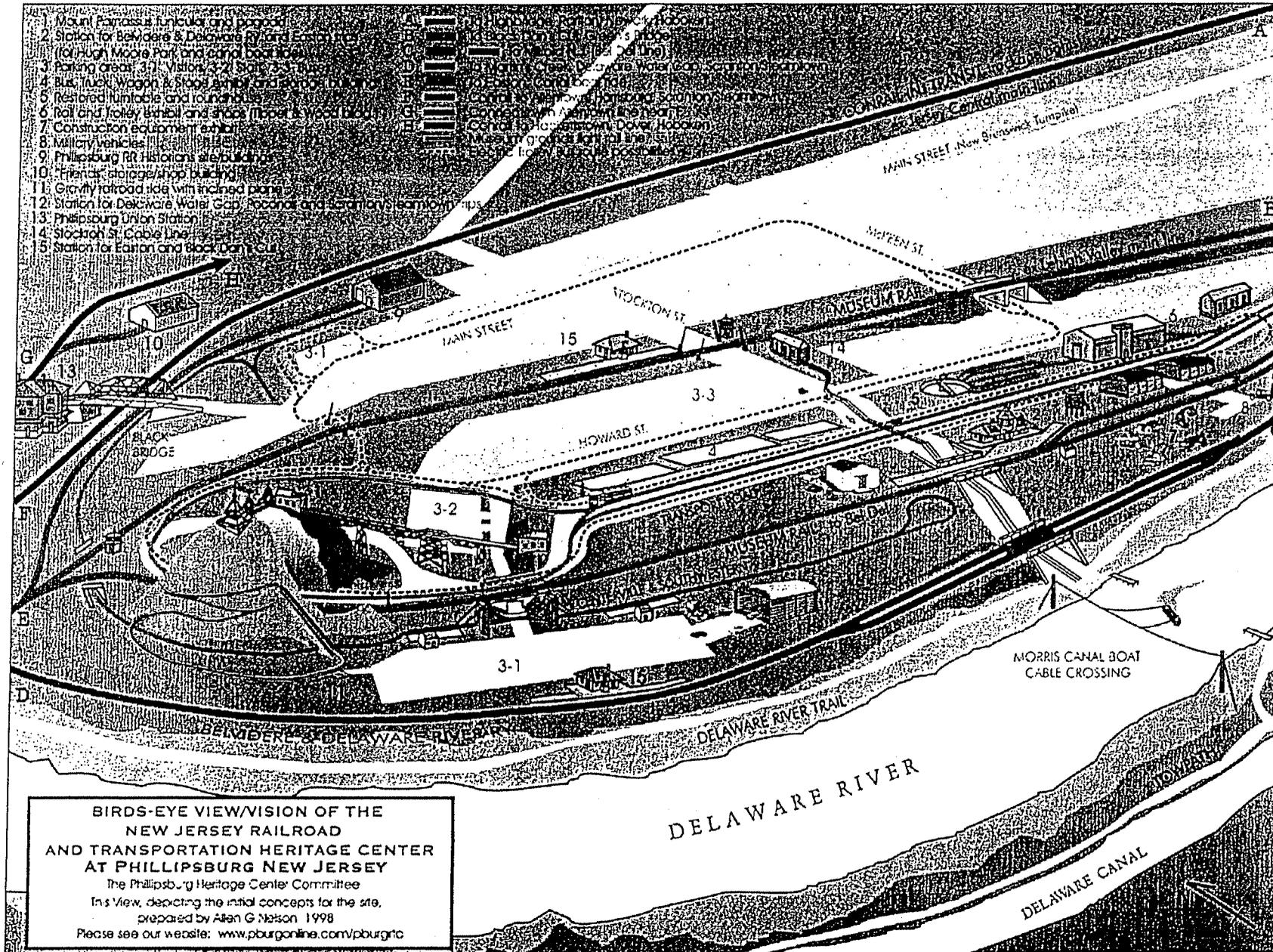
Phillipsburg should continue its renovation program which has been tastefully and sensitively implemented by the Community Development Department through the use of RCA funds. Emphasis should be placed on *upgrading all the properties surrounding Shappell Park*. The area around Shappell Park could be the most attractive area of South Main Street as buildings here form a comforting sense of enclosure. It could be a showpiece of how all of South Main Street could be revived. The renovation of the bakery building hints at how attractive this area could become.

Marketing efforts should be directed in the section of South Main Street between Shappell Park and Jefferson Street to encourage uses missing from the typical collection of neighborhood retail services like a barber shop, shoe repair or equipment rental. To draw the entire Phillipsburg community downtown, South Main Street needs to have more *public uses like a satellite post office or library or medical clinic*.

The attraction that could change the retail character of

this section of South Main Street and bring in a regional clientele is the proposed *Railroad Museum and Transportation Heritage Center*.





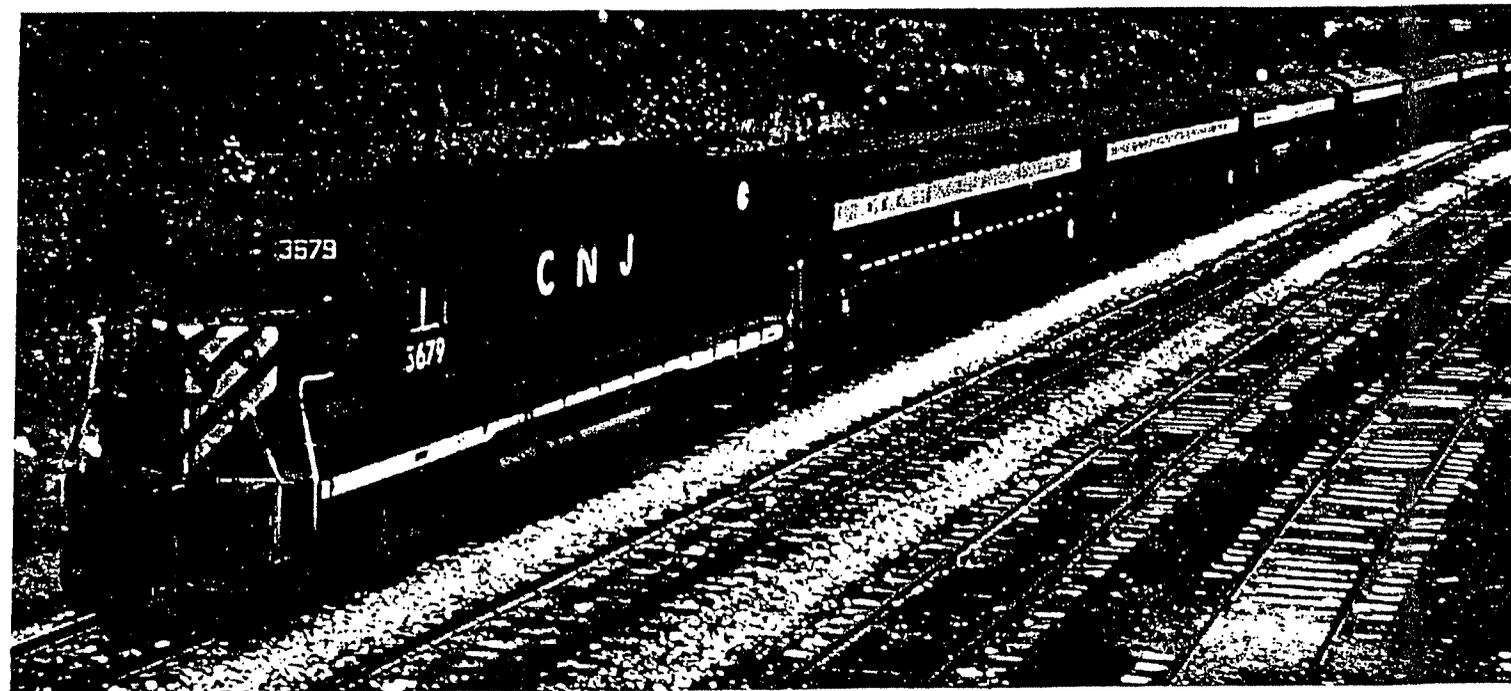
A site at the front of Stockton Street two blocks from South Main Street has been designated by Phillipsburg officials for the railroad museum and transportation heritage center. In June, 1998, Phillipsburg was selected by a 16-member state commission as the site most suitable for New Jersey's official state railroad and transportation museum. The next step is the authorization by the state commission of a Master Plan for the Phillipsburg site to determine a museum development program and site plan and implementation requirements. Final action on the museum will be taken by the State legislature. Phillipsburg officials have decided to move ahead and create the conditions for a rail and transportation museum using the resources of the city and Warren County and the legion of volunteers and the resources of rail-

road societies like the United Railroad Historical Society and Friends of New Jersey Railroad and Transportation Museum who own hundreds of pieces of historical railroad equipment which needs shelter from the weather now. To jump-start these efforts, the UEZ has appropriated \$75,000 to the Phillipsburg Railroad Historians, Inc., to build two buildings to store and repair rail equipment.

Knowledgeable railroad enthusiasts support Phillipsburg as the best place for the New Jersey Railroad Museum. They cite Phillipsburg's rich railroad heritage; ample available land capable of accommodating railroad engines and cars, a roundhouse, exhibits and public parking; and the presence of the Bel-Del, an active

railroad which can offer scenic excursion rides along the Delaware and demonstrate how rail serves a nearby working industrial area. The close proximity of the rail museum site to South Main Street conveniently affords visitors food and other services. The fact that the architecture of South Main Street is coincident with the heyday of the railroads reinforces the feelings of nostalgia that draws some people to seek out railroad memorabilia. A decision to site the New Jersey Railroad Museum in Phillipsburg is consistent with the policies of the State Development and Redevelopment Plan to invest state funds to support the redevelopment efforts of New Jersey's older viable centers.

This museum is envisioned to do more than just display



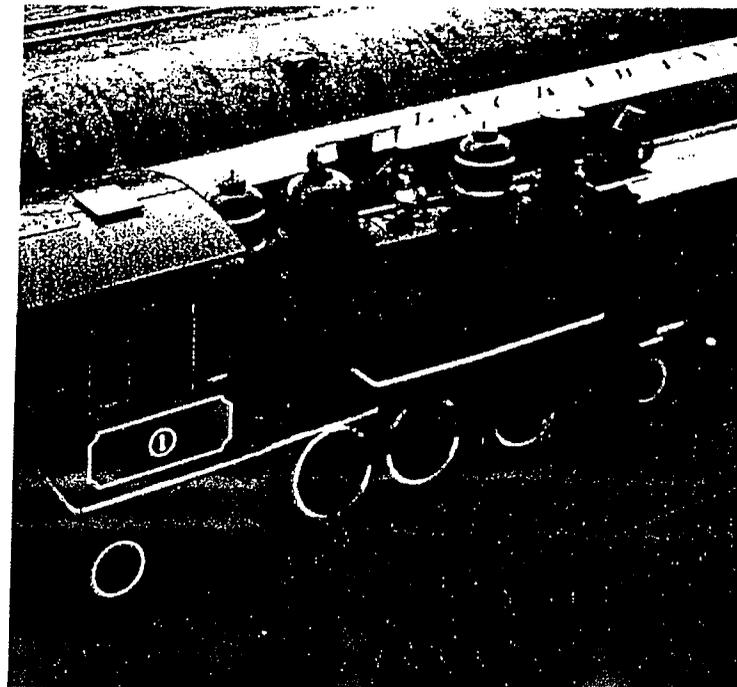
railroad equipment. It will have a strong educational component, displaying the panoply of transportation vehicles (trolley, bus, truck, antique automobiles, military vehicles and rivercraft) and dramatizing the role of the Morris Canal, the 19th Century commercial waterway that once transversed this site. Long range visionaries see a network of rail and trolley lines emanating from this museum taking tourists to the Delaware Water Gap, the Steamtown National Historic Site, and the attractions of the Lehigh Valley and the Poconos.

This plan recommends support for early implementation of the Railroad Museum and Transportation Heritage Center. If designed to appeal to a wide public audience and not just railroad devotees, it could be

a catalyst to draw tourists in the numbers which could generate new retail activity on South Main Street. The Steamtown National Historic Site in Scranton served as the catalyst for the development of an adjacent major regional shopping mall. Just as Steamtown has been used throughout Scranton to boost its ailing downtown, the Railroad Museum and Transportation Heritage Center could provide one of the themes South Main Street could build on for its revival.

Implementing the railroad museum will first require the creation of a site. Phillipsburg officials have targeted a 45-acre parcel known as Block 1502, Lots 41 and 42 and Block 2101, Lots 2 and 3, for acquisition. A 25-acre portion of this site will be earmarked for the museum

and will be integrated with the adjacent 23-acre Delaware River Park. The 20-acre remainder will be developed in a manner compatible with the railroad museum. The Phillipsburg Planning Board is currently studying the entire riverfront, exclusive of the Union Square area, for conditions consistent with statutory definition of "an area in need of redevelopment." Following this study, the Planning Board and the Town's Redevelopment Agency (Municipal Council) will propose and adopt a Redevelopment Plan for the riverfront. The Town of Phillipsburg has received support from the Warren County Freeholders in the form of \$873,000 from the Warren County Open Space program to acquire the railroad museum site.



Parking will be a favorable problem if South Main Street becomes the vibrant commercial street this study envisions it can be. At least 300 to 400 new parking spaces should be provided to meet the anticipated demand from a revived retail and tourist base. There never seems to be enough convenient parking in a successful downtown. The dilemma facing any bustling downtown is developing too many parking spaces right on the shopping street which create holes in the continuity of interesting storefronts. This harms the real reason people choose to walk through a dense downtown which is to window-shop rather than drive directly to a particular store in a parking-rich shopping center. The challenge of Phillipsburg's decision-makers is adding more parking which will not harm the fabric of this business street. The following proposals show where parking can be added and parking policies changed to better serve the future needs of South Main Street while preserving its vital streetscape character.

1. Union Square

- create two acres of parking consisting of 92 automobile spaces and 17 extra-large spaces for boat ramp trailers and vans to use
- parking spaces should be divided into meter parking for short-term retail customers and permit parking for residents and businesses

2. Reese Alley

- add 79 spaces along Reese Alley near the existing Brainards Street parking lot and demolish the deteriorated house at the corner of Brainards and Tyndall

3. St. Phillips Church

- acquire St. Phillips Church parking at Mercer and Stockton Streets amounting to 55 spaces for residents and employee parking

4. Changes to Existing Parking Policies

- revise Market Street, Sitgreaves and Stockton & South Main parking lots making these three customer lots with 2 hour meters and resident parking by permit between the hours of 6:00pm and 7:00am

5. On-Street and Off-Street Meter Parking Policy

- restrict street parking to one hour meter limit to encourage turnover

6. Later Phase Parking

- add land along Conrail (Norfolk - Southern) for three new parking lots and add parking spaces along Erie Lackawanna's abandoned rail line



IMPLEMENTING THE VISION PLAN

The following actions listed in general order of priority are recommended to implement the Vision Plan for South Main Street.

1. Initiate a redevelopment study of properties from the Union Square south to the Black Bridge at Hanover Street to determine if conditions are consistent with the statutory definition of "an area in need of redevelopment" and to create appropriate zoning requirements, Phillipsburg should acquire properties in need of redevelopment and assemble them into useable parcels to implement development compatible with the Vision Plan. This Vision Plan should be reviewed by the Phillipsburg Planning Board as part of their study of the poten-

tial of the riverfront and considered for adoption as a sub-plan element of the Town's Land Use Plan.

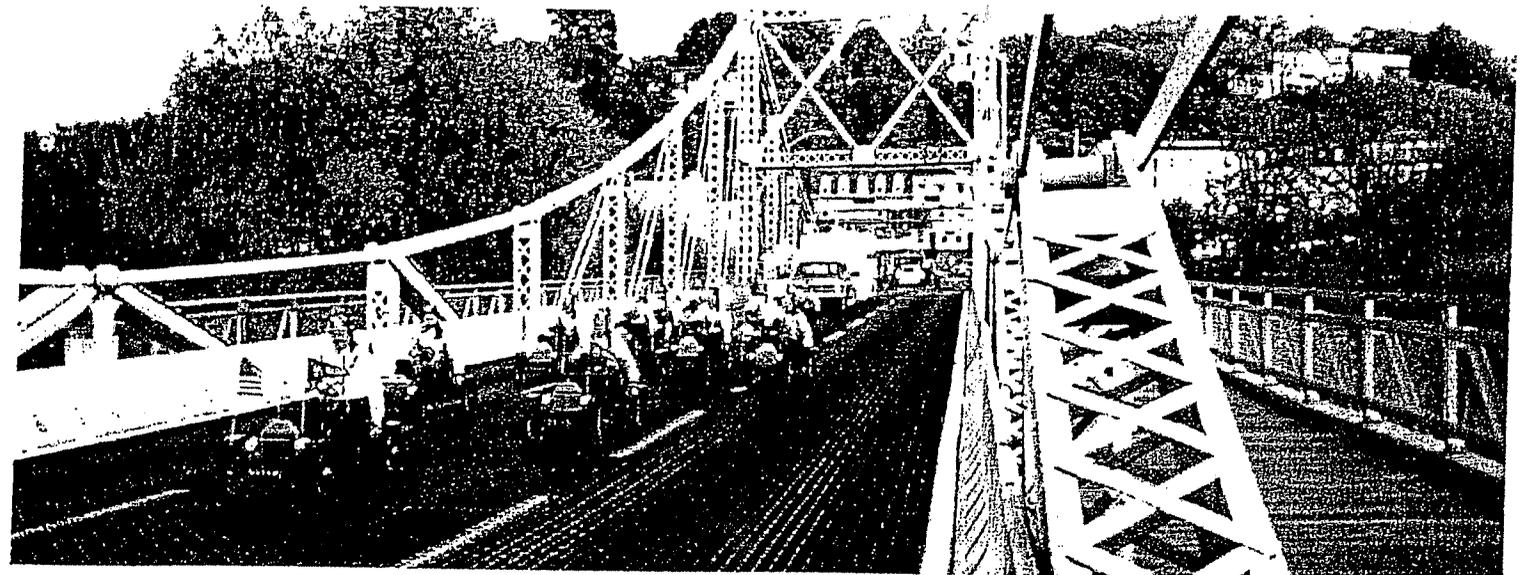
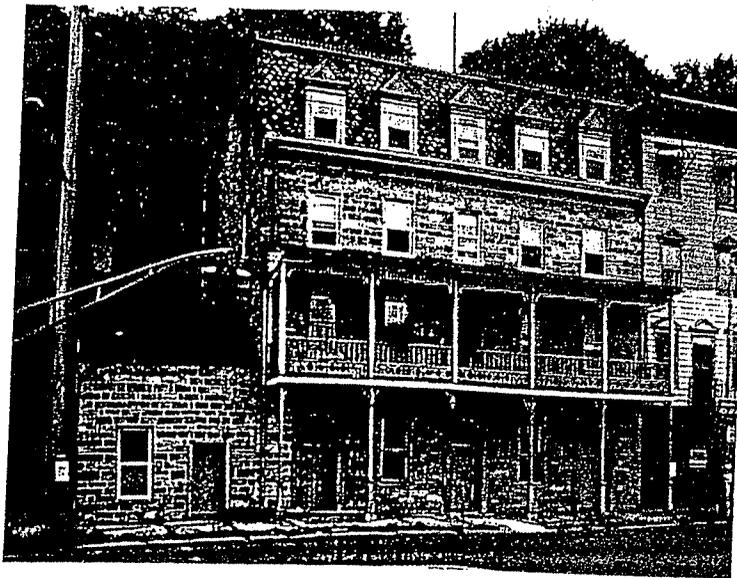
The Phillipsburg Planning Board has initiated an area in need of redevelopment study for the area which includes the proposed site of the New Jersey Railroad and Transportation Museum.

2. Initiate a request for proposal to create the riverfront restaurant and pedestrian promenade by offering the land at a reduced price to the developer who demonstrates the best design for a fun-oriented theme restaurant compatible with the South Main Street Vision Plan and the proven financial ability to implement this project in a short time

period. This request for proposal should be sent to all of the organizations operating theme restaurants like the American Bandstand Cafe, the Out-back Steakhouse, the Hard Rock Cafe, to name just a few.

3. Implement the parking project on Town-owned land in Union Square to relieve current parking problems at this end of Main Street.

4. Phillipsburg should continue its efforts with The City of Easton to involve the assistance of the Delaware River Bridge Commission in implementing recommended improvements in the Union Square area.



5. UEZ should take results of the study's general marketing findings and test them in the marketplace.

5.1 Contact franchise stores for the category of products and services identified in this study using the Retail Tenant Directory to identify likely retailers. These retailers will give you feedback and the benefit of their own more detailed market analysis as to whether Phillipsburg is ripe for their type of store.

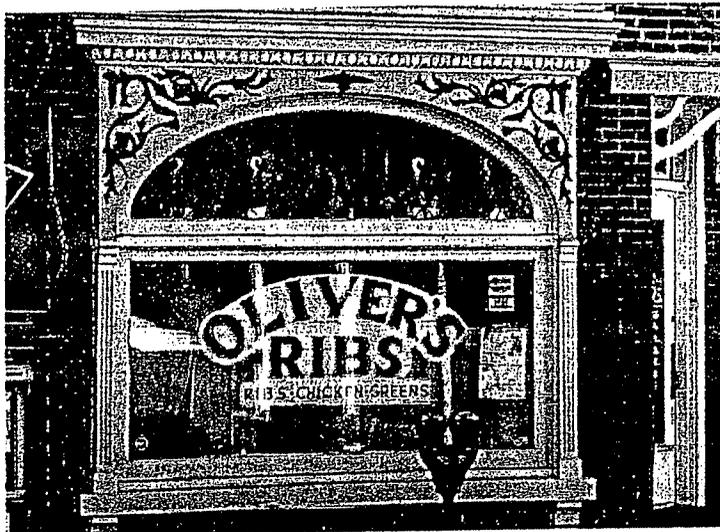
5.2 Do a survey of customers currently shopping on South Main Street as to what products or services they would like to see in the existing stores they patronize and what new products or services not currently in downtown Phillipsburg they would like to find on South Main Street.



5.3 Form a focal group consisting of residents in Phillipsburg and in the surrounding communities and ask a range of questions as to why they do or do not shop on South Main Street and the types of products or services they would come to South Main Street for.

5.4 Store owners need to explore their own particular niche, either with their own customer survey or the results of an UEZ-sponsored review, so that they can create it with their product, service, pricing or promotional policies.

5.5 To interest outside businesses in considering the benefits of opening a store on South Main Street, the UEZ needs to develop and disseminate a comprehensive leasing package for all of the vacant stores on South Main Street giving informa-



tion about Phillipsburg's economic development efforts and specific up-to-date information about the available store space including location, floor area, store dimensions, lease or sales data, anticipated general fix-up requirements and the availability of UEZ or other renovation assistance, existing store characteristics and promotional events. The UEZ should purchase Sanborn building conditions maps for South Main Street which are customized for marketing purposes and capable of being up-dated.

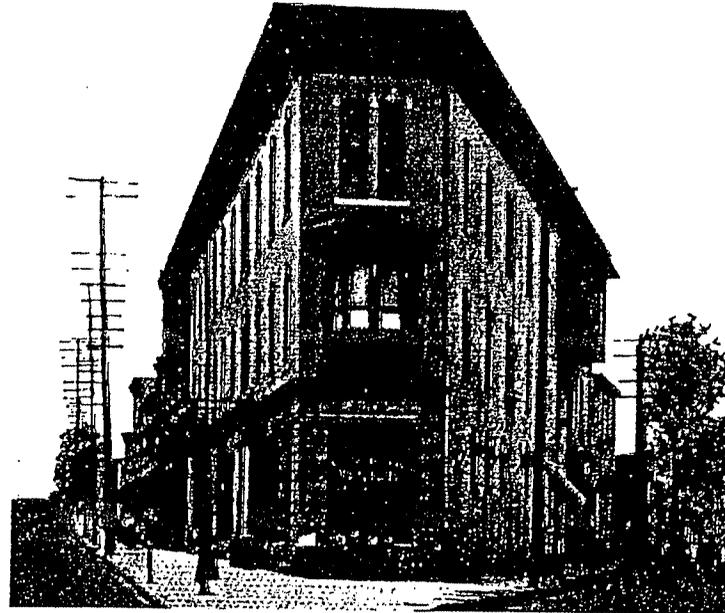
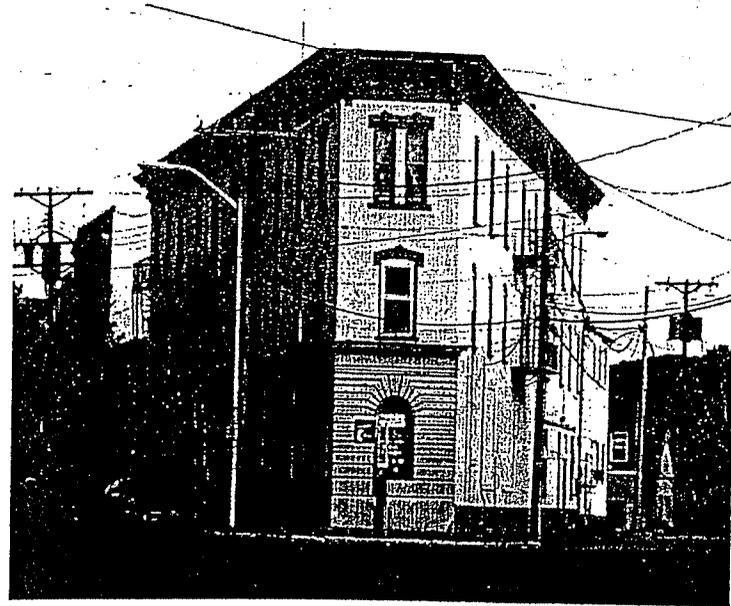
5.6 Fund, set criteria and commission design of innovative CBD logo which can be used on banners, as a letterhead and promotional material.

5.7 Fund, commission design of world wide web page. A web page is a viable and low-cost promotional and informational activity that provides access to investors and businesses in the state, national and world marketplace. Establish as a "commercial" (e.g. ".com") suffix identification, rather than as a "government" (e.g., ".gov") entity. Optimum address would be: "www.cbd.pburnj.com." Web site would be updated on a monthly basis to define progress and stimulate interest.

5.8 Fund, initiate state and regional print media advertising and publicity campaign. Use business journals and business reporters to disseminate information on South Main Street activities. Initially, use "tickler" type print ads to establish and promote project interest.

5.9 The UEZ should create a regular newsletter of its activities and plans for South Main Street. The UEZ published its first edition in the Spring of 1998 and plans a semi-annual publication to inform interested persons of its activities.

6. The UEZ must nurture some key retail businesses to induce commercial interest on South Main Street. The creation of restaurants appears to be the most obvious choice for active UEZ subsidization. Further search for an appropriate retail niche strategy is encouraged. The UEZ should be prepared to financially support the type of retail businesses that can build a special market segment attractive to South Main Street's trade area.



If the UEZ decides to actively pursue the creation of restaurants as a means of reviving South Main Street, it should seek the cooperation of the Warren County Community College and the Vo-Technical School in creating an extension of its culinary arts and restaurant management program on South Main Street. The college could create a student-run restaurant on South Main Street that could become an attraction offering gourmet meals at discounted prices. Graduates of this program could become the natural candidates to open unique restaurants on South Main Street capable of drawing regional customers.

7. Continue the facade renovation program on

South Main Street. Phillipsburg should prioritize renovation efforts to implement the Vision Plan. Union Square should be the first priority. The second priority should be the area between Union Square and the Black Bridge. The third priority should be the area around Shappell Park to Jersey Street followed by the remaining segments of South Main Street. The highest priority renovation project should be vacant buildings which will have a ground floor retail user.

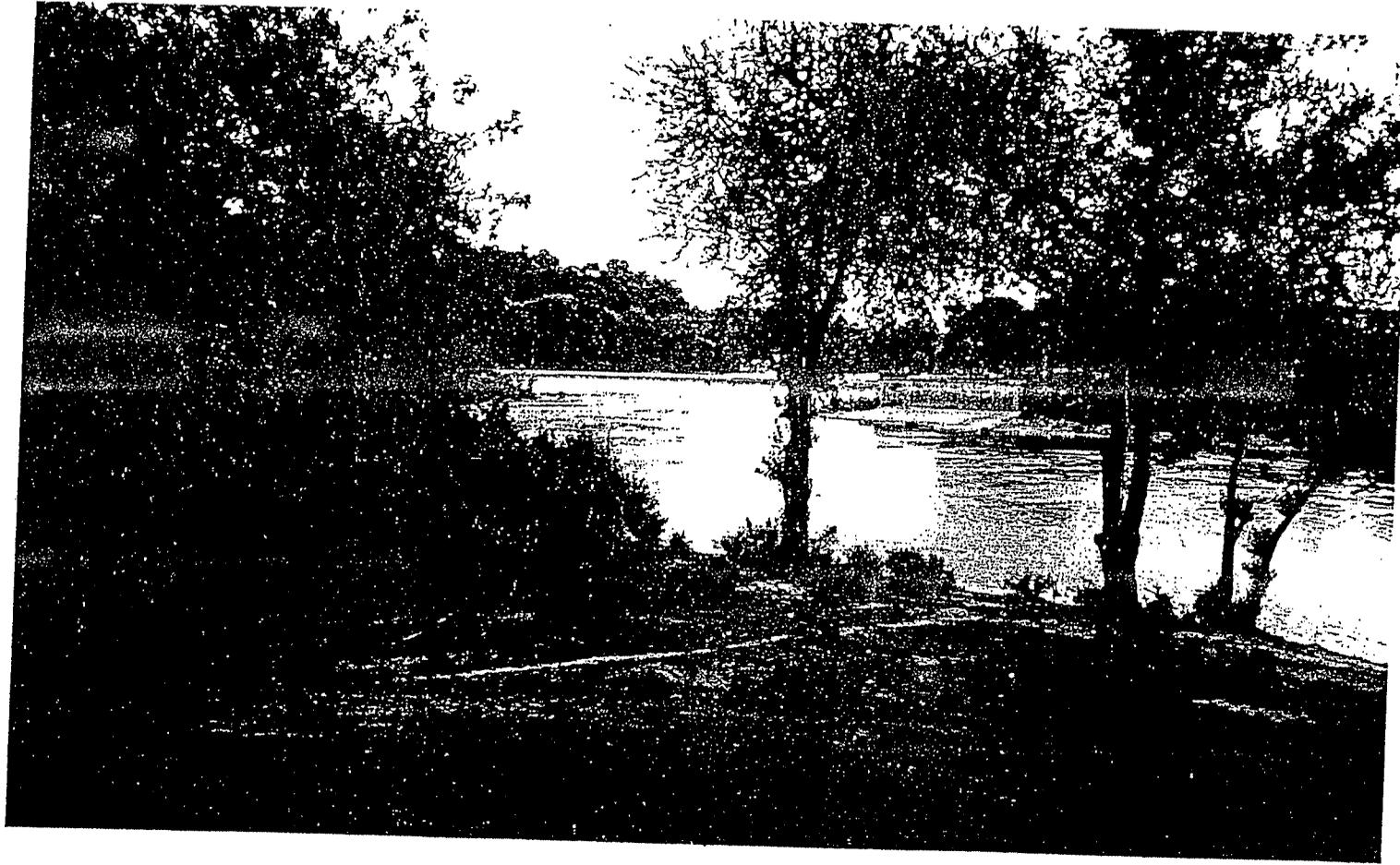
8. Establish an aggressive grantsmanship effort to attract State and Federal monies to implement Vision Plan proposals.

- seek ISTE funding for the construction of the riverwalk, new or upgraded steps to the riverfront and from Phillipsburg Hill and a pedestrian bridge over the railroad at South Main Street.



- seek Green Acres development funding for the restoration of the bathing beach on the Delaware, improvement of Shappell Park, a riverfront amphitheater and supporting facilities for the Morris Canal Arch
- seek additional Warren County open space funds to acquire missing links on the riverwalk.

- seek Green Acres permission to use a portion of Delaware Park for the Rail Museum and Transportation Heritage Center which should be considered to be a regional recreation facility similar to Steamtown which is a national historic park site.
- seek Center designation for Phillipsburg through the State Planning Commission



cross acceptance process. Center designation would put Phillipsburg in a priority position to obtain State funding which could aid South Main Street's improvements. A \$5000 matching grant to prepare a center designation study is available through the New Jersey Department of Community Affairs.

Designated centers are looked upon favorably when towns seek funding through the Department of Community Affairs' Small Cities Block Grant; Department of Environmental Protection's N.J. Waste Water Treatment Trust Fund; Department of Environmental Protection's Green Acres Trust; HMFA Housing Tax Credit; Department of Community Affairs' Neighborhood Preservation Program and Department of Transportation's Intermodal Surface Transportation Enhancement Act (ISTEA).

All of those mentioned give priority funding in grant decisions by giving additional points to centers accepted into the State Development and Redevelopment Plan. In most cases, the extra points will make the difference between two equal applications.

One other direct source of revitalization funds for downtowns is the Local Aid for Centers of Place and State Plan Implementation Program, now in its fourth year. Currently funded at \$750,000 by the New Jersey Department of Transportation, it is the only program restricted specifically to centers. This Program is likely to grown in future funding cycles. Projects range

from strategies enabling the use of a "main street" as both a public space and a transportation link, to traffic calming, parking, waterfront access improvements, streetside landscaping and furniture. Newton, in Sussex County, parlayed its center designation into \$800,000 of funding for downtown improvements over the past two years involving lighting, benches, sidewalks and crosswalks and a redesigned town. Money came from a number of sources: Local Aid for Centers, Department of Transportation and Small Cities Block Grant. All these sources were designed for centers, or add points for center designation. Red Bank received \$120,000 this year from Local Aid for Centers to improve the area around its train station and to link pedestrian movement from the train station to the Senior Citizens' Center. Morristown received \$285,000 to tie business areas together and to tie a residential neighborhood to the business uses with lighting and sidewalks.

- pursue a variety of State and Federal grant and loan programs such as the Community Development Block Grant program to construct streetscape improvements or support economic development programs

9. Support efforts to implement funding and early construction of the New Jersey Railroad and Transportation Museum to Phillipsburg.

10. Officials of The Town of Phillipsburg should work cooperatively with property owners in the Union Square area to work toward assembling a developable parcel to create the pedestrian plaza

and retail shops and other features suggested by the Vision Plan.

11. Implement the UEZ's own facade improvement and parking matching pilot grant incentive program which complements the on-going RCA program. The UEZ program gives priority to grants and loans for property owners with vacant land who create

off-street rear or side yard parking. Grant recipients would have to agree to allow parking to be used after hours by residents or retail uses with evening business activity. This grant program would be different from the Town's RCA program since it would not deal with interior residential improvements. Funding priority with this program should be determined the same as previously stated starting with



the area of South Main Street from Union Square to the Black Bridge and only where facade restoration will generate a first floor commercial use in a previously vacant space.

12. Amend the Zoning Ordinance to assure future redevelopment and renovations are compatible with the Vision Plan proposals for South Main Street

- place all of the properties fronting on South Main Street and in Union Square in one zoning district which permits retail uses by right and incorporates special architectural and signage controls consistent with the turn-of-the-century design theme
- require bulk requirements such as a minimum/maximum frontyard setback consistent with current streetscape character
- require financial contributions to create off-street parking
- prohibit development incompatible with current streetscape character. Parking lots, service stations and any use that opens up large areas in the street wall like front yard parking should be prohibited on all properties fronting on South Main Street.

13. Provide a 75% matching grant for business signs conforming to UEZ sign design guidelines.

14. Provide \$500 worth of time of an architect approved by the UEZ to provide design ideas compatible with the Vision Plan to prospective retail tenants or building owners.

15. Make a storefront display consultant available to retail shopowners to help them create simple, inexpensive but fresh and visually appealing window displays. Attractive storefronts and window displays are much more important than any other

streetscape improvement. The UEZ should help retail tenants employ the techniques of the successful regional malls in the design of their store entry, lighting, fixturing, signage and merchandise display.

16. Adopt an ordinance creating a tax disincentive for owners who demolish historically or architecturally significant buildings in the form of full taxes as if the building were still standing.



17. Prepare Historic District designation for the section of South Main Street between Union Square and the Black Bridge.

18. Acquire from New Jersey Transit the five acre site next to the senior citizen mid-rise housing and market it for commercial development and the use of the Centerville and Southwestern miniature railroad.

19. Work with Bel-Del railroad owner to encourage early implementation of Delaware River scenic rail

excursion rides and arrange for public access through the Bel-Del property and ultimately public use to support Morris Canal Arch activities.

20. Solicit interest in a riverfront hotel and acquire land for its siting.

21. Negotiate with the Norfolk and Southern Railroad, after it completes its merger with Conrail, to permit alternative access for Gulbrandsen Technologies and ultimately to accommodate other riverfront retail activities.

