
**CREATING GREAT PLACES TO AGE:
AGING-FRIENDLY LAND USE
IMPLEMENTATION PLAN
FOR THE VILLAGE OF RIDGEWOOD**



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INTRODUCTION

This plan outlines a process to guide the Village of Ridgewood in implementing actions that will allow Village residents of all ages to benefit from an improved pedestrian environment, a vibrant downtown, and a more diversified housing stock. It builds on the 2018 [Creating Places to Age: Land-Use Analysis of Aging-Friendliness](#) compiled for the Village of Ridgewood by New Jersey Future. The land-use analysis assessed four categories of the Village’s built environment—housing, transportation/mobility, the Village’s downtown, and public spaces/facilities in the Village—to evaluate how features of the Village affect residents’ ability to continue living in the Village and engaging in the community throughout their senior years of life. Based on the land-use assessment, New Jersey Future recommended over two dozen strategies for making land-use features, policies, and practices in the Village more aging-friendly. Ridgewood leadership agreed to continue working with New Jersey Future to develop this plan as a resource guide for implementing recommendations of the assessment.

Twenty-six percent of Ridgewood’s population is aged 55 or older. As people transition into and progress through their older years, many face challenges to maintain an active and socially engaged lifestyle, or even to continue living in the homes or communities they’ve settled in. With 78% of its housing being single-family detached, the average value of residential housing being over \$818,000,¹ and less than 25%² of housing being renter-occupied at a median gross rent of nearly \$2,000³—housing options in Ridgewood Village do not offer many opportunities for its older population to retain their homes or to “downsize” to housing that is more affordable, easier to maintain, or has better accessibility for reduced mobility.⁴ Acknowledging that 97% of Ridgewood’s land is already developed or constrained, creating additional housing stock and diversifying the types of housing available in the Village will necessarily involve innovative strategies. The cost of housing (and especially property taxes) is perhaps the most challenging issue, but aging-friendly communities are not only affordable, they are also accessible and livable, meaning that they provide traversable networks throughout the community (without having to drive a car), opportunities to spontaneously engage in social interactions, and empowerment to accomplish daily tasks or activities with appropriate independence. That is why the recommendations of the Land Use Analysis of Aging-Friendliness highlighted ways to encourage a vibrant, mixed-use town center; a pedestrian-oriented community form; an interconnected network of public facilities and green spaces for recreation and social engagement, *as well as* recommended strategies to increase housing options and stock in the Village. Implementing actions that enhance the downtown, pedestrian environment, and housing options of Ridgewood Village will make it a great place to live and experience for people of all ages.

WHY LAND USE IS IMPORTANT

The built environment of a community affects the ability of its residents to age in the community in an engaged and active way. An aging-friendly community ensures that older residents have access to affordable and suitable housing; community amenities, services, and employment; opportunities for social inclusion; and transportation and mobility options.

¹ Based on an equalization ratio of market value to assessed value computed by NJ Department of Community Affairs.

² 23.2%

³ \$1,969

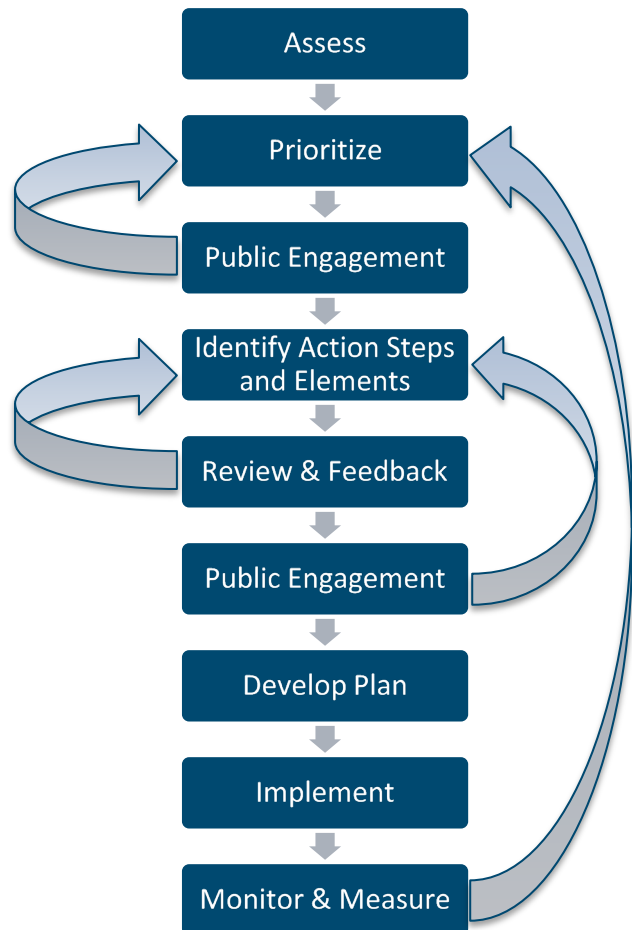
⁴ Statistical data sources are the 2017 five-year American Community Survey and the 2018 New Jersey Data Book.

PURPOSE

Adaptive framework for community members and local government to implement aging-friendly land use improvements

Implementation planning is a critical element in the development of any plan. It identifies the action items, responsible parties, time frame, priorities, and funding needed to realize goals and objectives. The stage for robust implementation is set when decision makers support the initiative and can contextualize implementation within a path of feasible and well-formulated actions. Stakeholder input is just as important. Inclusive community planning provides an opportunity for those affected by the decisions to be meaningfully involved in making choices that determine the future of their communities.

It is important to lay out a plan that identifies the specific actions to take, how to get them done, and who is responsible. This provides a place to start and a process to keep implementation on track toward accomplishing the objectives. It also allows for inclusion of stakeholders and an iterative decision-making process, while also demonstrating how aging-friendly community building can be integrated into typical operational, planning, and decision-making processes at the local level. To get the full benefits of implementation planning, both public officials and citizens need to understand, support, and be committed to the planning process.



Catalyst and momentum for action

Implementation efforts will be more successful when there is widespread support. The planning process can help build that support. Through an iterative engagement process, implementation planning can help to inform the community about the importance of aging-friendly land use, solicit input early in the process and throughout to minimize objections to the plan, draw in more aging-friendly advocates, and actively promote the plan. A successful implementation plan will generally need to include the following five best practices:⁵

1. **ACT.** The plan needs to be actionable and should identify specific steps to take to meet specific attainable objectives.
2. **INTEGRATE.** Implementation plans are more effective when actions and recommendations become part of the comprehensive planning process and integrated into policies. Examples

⁵ Adapted from: Godschalk, David R. and William R. Anderson. "Sustaining Places: The Role of the Comprehensive Plan." American Planning Association Planning Advisory Service (PAS) Report. January 2012.

include a review and update of local codes and regulations for consistency with the plan and to implement the actions of the plan; and an allocation of funds for implementing the actions of the plan.

3. **ENGAGE.** Public buy-in is critical, so engaging stakeholders should be done pro-actively. An effort should also be made to engage a diversity of stakeholders by soliciting representative input from the community. Transparency and public engagement will make a plan more accepted and effective. Effort should be made by local leadership to make a public commitment to implementation of the plan; pursue opportunities for community participation in implementation actions; and involve representatives from public, private, nonprofit, and institutional partners with the goal of securing commitments to participate in implementation.
4. **PROMOTE.** A supported plan is more likely to be successful and celebrated by the community. The plan should be promoted minimally: after it is adopted, when there is community involvement, and to celebrate milestones.
5. **MONITOR.** Regular monitoring, evaluation, and updates are essential to maintain both the relevance and credibility of the plan. Tracking action items is one simple element of plan monitoring.

This implementation plan will provide a resource and framework for Ridgewood Village to successfully implement aging-friendly land use actions.

RIDGEWOOD BACKGROUND



The Village of Ridgewood is a 5.8 square mile municipality in Bergen County, New Jersey. It is within an approximately 20-mile drive of New York City and is almost entirely built-out, with less than 0.5% of its land being potentially developable. Ridgewood can be characterized as containing a center, with a well-defined mixed-use downtown but with some territory not necessarily within easy walking distance of that center. Ridgewood's net activity density⁶ is 6,947 people plus jobs per developed square mile,⁷ ranking it in New Jersey

Future's "moderate suburban" category, the fourth highest out of six categories. The Village has a small-town charm and appeal, including a vibrant central business district concentrated within a 150-acre

⁶ Last updated based on a 2015 land use / land cover analysis.

⁷ Net activity density is population + employment per developed square mile. It is computed by New Jersey Future based on 2015 land use / land cover data and 2015 population and employment figures. The median net activity density among all 565 municipalities in the state is 5,244, so Ridgewood's net activity density is about 30 percent higher than the municipal median. The scale of six categories is based on the distribution of net activity density calculated for municipalities in New Jersey. See the [Identifying good 'places to age'](#) section in New Jersey Future's [Creating Places to Age in New Jersey](#) report for an explanation of how the six categories were defined.

area centrally located in the town. The zones that encompass the business district permit the wide mix of commercial and residential uses that support downtown vitality.

Ridgewood's housing stock is dominated by single-family detached houses (78.3% of all units). What few alternatives exist tend to be duplexes (7.2%) and larger apartment buildings (8.7%). More than three-quarters (76.8%) of Ridgewood households own their homes, well above the statewide rate of 64.1%. For those that do not, Ridgewood's rents are generally much higher than statewide: Median gross rent for Ridgewood is \$1,969 per month, compared to a median of \$1,249 for the state, making Ridgewood's median rent more than 57% higher than statewide.⁸

The Village has an interconnected street network by which pedestrians can get around the town. A 2017 mobility report⁹ noted that a complete sidewalk network can be found in most areas of the Village, but sections are cracked or uneven, and crosswalks in high-traffic areas are unsafe. A follow-up walkability study identified four key locations in Ridgewood where pedestrian improvements were warranted and provided a detailed list of 20 specific and general recommended improvement strategies to enhance connectivity and mobility. Ridgewood's street network and sidewalk and crosswalk infrastructure overall promote safe and effective pedestrian access for getting around town, although areas in need of improvement have been identified.

AGING-FRIENDLY COMMUNITIES INITIATIVE IN RIDGEWOOD

New Jersey Future had the opportunity to work with Ridgewood Village in large part due to the efforts of the community group, [Age Friendly Ridgewood](#), and the work that group did to lay the foundation for aging-friendly community building in the town. Age Friendly Ridgewood is one of six community groups in six Bergen County towns that are recipients of [The Henry and Marilyn Taub Foundation Aging-Friendly \(HMTF\) Communities](#) grant program. The HMTF Aging-Friendly Communities initiative aims to foster a collaborative network of community leaders who work at municipal, county, and state levels to help meet the needs of older residents in all aspects of community life and personal independence. The HMTF also funded New Jersey Future to compile aging-friendly land use assessments for the grantee towns and to engage in a second-phase planning process that would help the grantees implement the recommendations of the land use assessments in their respective towns. This plan is an outcome of that grant. Although the grant program is focused on meeting the needs of older residents, the outcomes of the program are centered on creating and promoting housing, transportation, and social environments that will make the community better for people of all ages.



⁸ Housing statistics information based on the Census Bureau's 2017 five-year American Community Survey.

⁹ On June 19, 2017 a group of village residents, community and Bergen County officials, and representatives from the New Jersey Department of Transportation participated in a senior mobility workshop sponsored through the New Jersey Department of Transportation's Office of Bicycle and Pedestrian Program. A report was produced after the workshop.

PROCESS AND OBSERVATIONS

Ridgewood Village entered into an agreement with New Jersey Future to designate an aging-friendly project committee and engage in implementation planning. The 16-person Ridgewood project committee included representatives of local housing, health, commerce, social, and aging advocacy organizations, as well as the municipal planner, engineers, recreation program coordinator, land use board members, town manager, and mayor. New Jersey Future began the implementation planning process with an aging-friendly land use educational session and implementation planning workshop. The objectives of the workshop were for New Jersey Future to describe our [Creating Places to Age](#) program, inform the project committee about aging-friendly land use and describe the implementation planning project; and for project committees of the HMTF Aging-Friendly Communities Initiative to prioritize the recommendations of the aging-friendly land use assessment reports created by New Jersey Future for their towns.

RIDGEWOOD AGING-FRIENDLY LAND USE GOALS

- Improve pedestrian safety and mobility
- Expand housing diversity and affordability
- Create a more vibrant mixed-use downtown
- Engage residents and build support for initiatives that support the goals
- Align Master Plan with community design goals

To assist Ridgewood with prioritizing the recommendations of their land-use assessment report, the workshop included: a facilitated discussion, a dot voting activity, and follow-up feedback from the steering committee regarding their top three priorities in terms of importance as well as personal interest in helping a project move forward. The framework used to prioritize recommendations relied on identifying SMART¹⁰ objectives and evaluating recommendations based on an impact/

feasibility grid. New Jersey Future then drafted a summary document identifying aging-friendly land use goals for Ridgewood and a prioritization of actions to implement the recommendations of the aging-friendly land use assessment report. New Jersey Future convened additional follow-up meetings with the project committee to finalize the aging-friendly land use goals and priority actions of this plan. The implementation planning process identified five broad goals the Village should pursue to improve livability and four priority strategies to begin implementing those goals. To ensure municipal support for the implementation plan, New Jersey Future gave presentations to and solicited feedback from the Village council and planning board, and the project committee gave a presentation to the Village council as well.

There is a strong desire on the part of Ridgewood leadership to support or promote Complete Streets strategies, increase affordable housing options, and contribute to a more vibrant downtown to benefit residents of all ages in the Village. The aging-friendly land use recommendations are consistent with this intent, and with ongoing municipal support, strategies can be successfully implemented for prioritized objectives. With guidance from the Village engineer, the town can take actions to align community design guidelines with the Complete Streets policy and establish a phased improvement project in the annual capital improvement program. The Village can also work with the business community to form a Special Improvement District¹¹ to help fund improvement projects.

¹⁰ Specific, Measurable, Attainable, Relevant and with a Timeframe

¹¹ Special Improvement Districts are authorized by state law and created by an ordinance of the local government for enhancement of the municipality's commercial corridor. The Improvement District provides a mechanism for the businesses and property owners of a community to organize as a single entity, to raise funds for activities that enhance or expand upon municipal

An example of an effective and feasible action at this stage appears to be implementation of a tactical urbanism demonstration (i.e. pop-up) that can be facilitated by the municipal planner and launched during May or October Sale Days in collaboration with the Ridgewood Chamber of Commerce.

There is also an opportunity for the Village to integrate goals and strategies to increase housing diversity and guide community design, particularly for downtown areas, into the master plan update through alignment with the current visioning process. The Village has a resource in the town’s planner, who could evaluate strategies such as form-based code;¹² zoning changes to allow for alternative dwelling units shared housing; and transit-oriented development. These actions would support both housing and town center goals.

To build support, the Village can hold a public meeting to describe the work and goals of the aging-friendly project committee and solicit feedback. There is consensus among the committee that public support for increased density is low, so an effort should be made to show the tax and community benefit of smart growth development.¹³ Enhancement of the built environment should be balanced with development of public spaces and green infrastructure, including trails and green corridors that support walkability and pedestrian mobility goals.

STRATEGIES

This plan includes specific **action steps to implement four high-priority strategies**. It also includes a list of other important objectives that can be considered “future actions,” although the project did not outline a specific action plan for each “future” action.

Strategies to create an aging-friendly community that offers a compact, pedestrian-oriented, mixed-use downtown—where residents of all ages can live close to services and amenities, enjoy unplanned social encounters, and contribute to a vibrant town center economy—will need municipal actions that promote a diversity of mixed-income housing options and create complete and green streets that are inclusive of civic spaces and environmental benefits. Various strategies can be implemented to achieve these goals. Housing can be diversified beyond the typical single-family detached unit by allowing other housing types—such as townhouses, duplexes, accessory units, or shared housing—to be mixed into residential and commercial districts. Streets can be made more accessible for people of differing mobilities by doing things like widening sidewalks, installing curb bump-outs, reducing vehicle speeds, and enhancing crosswalks and intersections to be safer. Paired with installation of civic and green spaces—and potentially development over time of an interconnected network of parks, trails, and pedestrian corridors throughout the Village—these actions would also have the co-benefit of promoting a more vibrant community by helping to attract pedestrians to downtown shops, restaurants, and businesses.

Ridgewood Village is a “walkable” community with a strong downtown form and economy. It can build on these assets to promote the Village as a great place for people of all ages to live and experience. There are also strategies to market these strengths so that the Village can sustain the community form its residents value. The rail station not only serves the Village’s commuting residents, but it can also bring

services, and through a District Management Corporation, to manage themselves to become a more effective destination for commerce. They work by collecting a special assessment on the commercial properties in a designated district, which supports initiatives that drive business activity, increase property values, and support marketing and branding efforts. The [New Jersey Department of Community Affairs](#) can provide guidance about Improvement District Programs.

¹² Form-based code is a land use regulation that replaces traditional zoning. Rather than specifying uses and bulk requirements for districts, it is based on design and form to regulate for a type of development pattern in an area.

¹³ Smart growth development is based on the principle that compact, pedestrian-oriented, mixed-use development results in more sustainable and equitable land use that promotes vibrant communities and economically viable downtowns.

patrons to local businesses. Formation of a special improvement district in the downtown could be a vehicle to fund pedestrian and other improvements that would reinforce that benefit to businesses.

A greater variety of housing options can be encouraged by changes to zoning that would permit smaller units, adopt universal design standards, or incentivize formation of a compact, mixed residential and commercial downtown. Older residents may need smaller homes that are more affordable and easier to maintain; and they may also desire to live close to destinations so that they do not have to rely on driving an automobile and could accomplish daily tasks or socialize by walking in their neighborhoods.

There are many things the Village can do to enhance the built environment. This plan details only four strategies but includes several others that are described in more detail in the [Land-Use Analysis of Aging-Friendliness](#) that New Jersey Future completed for the Village in 2018.

The four high-priority implementation strategies for Ridgewood Village are as follows:

STRATEGY 1: Conduct a Demonstration Project

Evaluate problematic intersections or crossings and consider complete streets strategies to improve pedestrian crossings; and employ pop-up traffic calming techniques as a low-cost, temporary test of which methods to pursue.

Demonstration projects provide a low-cost means to test pedestrian improvements before making them permanent. Also referred to as “tactical urbanism” or “pop-ups” this strategy involves building off a 2017 Walkability Report for the Village, which identified four sites as problem areas and makes recommendations for improvements to those as well as to the downtown area and community in general. Types of demonstration projects include painting streetways or installing low-cost built features to control traffic patterns and/or provide pedestrian islands, placing temporary landscaping elements or other features to act as barriers between pedestrians and traffic, or displaying creative signage to alert or direct traffic of pedestrian activity in the vicinity. These projects can easily accommodate community involvement and are designed to be scalable and iterative so that they can be modified after they are evaluated for effectiveness. This strategy would be paired with a pedestrian safety campaign to promote safe pedestrian practices in the Village.

STRATEGY 2: Install and Improve Street Furniture

Survey existing street furniture, particularly at busiest bus stops, and identify where it is needed to ensure safe walking conditions, including lighting, and regular rest areas to enable pedestrian travel to destinations.

Street furniture refers to things like benches, bus shelters, and lighting; and it should be appropriately designed and placed to enhance pedestrian safety and access to mobility, particularly in the downtown, but throughout the Village. The first step of this strategy is to create an inventory of existing street furniture, which would enable the Village to then identify existing features in need of improvement and any gaps in inventory. Based on a phased schedule to repair, replace, or install specific street furniture features over time, the Village can seek grant funding or incorporate projects into its capital budget and begin implementing improvements.

STRATEGY 3: Fund and Implement Sidewalk/Crosswalk Improvements

Establish a phased sidewalk and crosswalk improvement project in the annual capital improvement program, each year funding an additional increment of improvements.

Based on evaluation of the Walkability Report compiled for the Village in 2017 and the results of tested demonstration projects and the street furniture assessment described in Strategies 1 and 2 of this plan, respectively, the Village will be in the position to target locations identified as problematic intersections or crossings and street furniture improvement needs. Improvement projects aiming to create a safe and accessible pedestrian network that links important community destinations include features such as sidewalk installation or repair; curb bump outs; pedestrian islands in intersections; crosswalk installation or enhancement; and seating, shade, and lighting appropriately placed along pedestrian routes. Incorporating these projects into the Village’s capital improvement program will ensure that they get addressed and the budget expenses for implementing them can be phased over a period of time.

STRATEGY 4: Understand Ways to Diversify Housing Options

Explore examples and strategies to diversify housing options other than owner-occupied and/or single-family detached that can benefit Ridgewood’s older population.

Housing costs are a major factor determining livability in a community, particularly for older residents who may be on a fixed income or no longer have the same options for employment as they age. One way to reduce housing costs is to increase the types of housing available. Alternative housing types to single-family detached housing include apartments, townhouses, multi-families or duplexes; and alternative housing options can include shared-housing or mother-daughter units. Ridgewood Village is predominantly comprised of owner-occupied, single-family homes which may not be desirable or attainable for certain demographics, including both older and younger residents. Older residents may need to downsize for reasons involving affordability or challenges associated with home maintenance, or they may wish to live more connected to others in a less isolating community design, particularly as driving can become difficult or less desirable. This strategy proposes that the Village evaluate housing options that could be implemented in the Village to meet the needs and vision for the entire community. It involves an evaluation of the Village master plan and zoning codes to assess where changes to these would promote housing that is more affordable, of varying types and supports pedestrian engagement in the community.



HIGH-PRIORITY STRATEGY ACTIONS

Key Considerations for Successful Implementation

1. Assign oversight responsibility to a project committee.

Even the best formulated plans need oversight to ensure that actions are being implemented and objectives are being met. The project committee that was designated for this project, or a newly appointed committee, should be given the responsibility and permission to interact with municipal staff, officials, land use professionals, and partners with the purpose of monitoring progress of the plan and promoting its advancement.

2. Funding source for most actions in the four-strategy plan would be the general fund for research and design or the municipal capital budget for implementation of projects.

It is important to think ahead and budget for community planning and improvements. For the four high-priority strategies outlined here, municipal staff and professionals would be highly engaged, contributing to operating costs for the Village. Other costs will include construction or consultant costs for certain actions. Perhaps the best way to ensure that a project is implemented and sustained is by incorporating it into the municipal capital improvement plan (CIP) with a multiple-year planning horizon.

3. Collaborate with neighboring towns.

The network that comprises the Aging-Friendly Communities Initiative provides a valuable resource for information and cost-sharing opportunities. Several towns, as well as counties, are looking at implementing Complete and Green Streets policies, for example, and it may make sense to coordinate design or construction efforts. Remember to look beyond municipal borders, not only for better land use connectivity, but also for collaboration.

4. Integrate with the COVID-19 recovery effort.

The community will be emerging from the effects of a global pandemic in which the economy was shut down and the governor enacted a stay-at-home order. People will want to feel safe when they venture out. Community planning and design will need to ensure, particularly for the highest-risk populations, that the built environment is safe, and that people feel safe. With more people wanting to be outdoors and away from crowds, walking and biking infrastructure will be important—as well as health precautions such as hand-sanitizing stations and a messaging campaign. To implement the actions of this plan, the oversight committee should incorporate Village COVID-recovery goals and consider how they can be integrated into long-term community planning.

ACTION PLAN

STRATEGY 1: DEMONSTRATION PROJECT

Evaluate problematic intersections or crossings and consider Complete Streets Strategies to focus on improving pedestrian crossings; and employ pop-up traffic calming techniques as a low-cost, temporary test of which methods to pursue.

Lead: Village Engineer

Enabling Aspect: Village Planning Board recommendation that Village Council designate a working group and/or allocate funding for consultant evaluation for the purpose of identifying site(s) locations at which a Rutgers studio demonstration project will be implemented.

Category	Action Step	Action	Community Lead	Lead Entity or Department	Partners	Target Date	Estimated Cost	Potential Funding	Resources	
Transportation - Pedestrian	Step 1	Identify and prioritize problem intersections or crossings.							Division of Highway Traffic Safety Grants NJTPA Complete Streets Technical Assistance Program Sustainable Jersey Together North Jersey AARP community action grants NJ Transportation Improvement Program NJAPA Community Planning Assistance Program	Edward J. Bloustein School of Planning and Public Policy AARP Pop-Up Placemaking Tool Kit NJDOT Crash Report Information NJDOT Highway Safety Program Red Bank Demonstration Project (example) Street Smart 2017 NJ Complete Streets Design Guide NJDOT Transit Village Initiative Tactical Urbanist's Guide NACTO Streets for Pandemic Response and Recovery
	1.a	Review June 2017 Walkability Report, which identifies four sites as problem areas and makes recommendations for improvements to those as well as the downtown area and community in general.	Beth Abbott	Village Engineer	-Age Friendly Ridgewood	Sep - Dec 2020	in-house staff costs			
	1.b	Compile and review crash and incident data to assess safety of the four problem areas identified in the walkability study and identify additional problem areas.			-Village Police					
	1.c	Compile list of target locations.			-Village Police -Age Friendly Ridgewood -Village Public Works					
	1.d	Observe and study target locations to prioritize location(s) for demonstration project(s).			-Aging-Friendly Project Committee					
	1.e	Select location for demonstration project.			-Village Arts Council -Ridgewood Board of Education -Age Friendly Ridgewood -Rutgers Bloustein School					
	1.f	Solicit design support and creative input / engagement from the community.			-Village Planner -Rutgers Bloustein School -Village Public Works -Village Police					
	1.g	Develop draft demonstration project concept design and installation plan.								
	Step 2	Identify strategy to implement demonstration project.								
	2.a	Consult with commerce, road and public works entities to identify relevant concerns, issues or resources with selected location, if applicable.	Beth Abbott	Village Engineer	-Village Public Works -Village Central Business District Advisory Committee -NJ Department of Transportation -Bergen County Department of Public Works -NJ Transit	Jan - May 2021	in-house staff costs			
	2.b	Consult Complete and Green Streets guidance and Village policy.			-Village Planner -Rutgers Bloustein School -Village Planning Board -Green Ridgewood Committee					
	2.c	Consult with town historic preservation commission on design elements consistent with historic character of neighborhood, if applicable.			-Village Planner -Rutgers Bloustein School -Village Historic Preservation Commission					
	2.d	Finalize demonstration project concept design and installation plan.			-Village Planner -Rutgers Bloustein School -Village Public Works -Village Police					
2.e	Develop marketing strategy.	-Ridgewood Chamber of Commerce -Ridgewood Guild								

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	2.f	Price out supplies and purchase.			<ul style="list-style-type: none"> -Village Planner -Rutgers Bloustein School -Village Public Works 		\$500 to \$10,000		
	Step 3		Launch demonstration project and assess performance.						
	3.a	Install features.	Beth Abbott	Village Engineer	<ul style="list-style-type: none"> -Village Public Works -Village Planner -Rutgers Bloustein School -Village Police 	May 2021	in-house staff costs		
	3.b	Advertise/promote features (pre and post installation).		Ridgewood Chamber of Commerce	<ul style="list-style-type: none"> -Ridgewood Guild -Village Central Business District Advisory Committee -Ridgewood Board of Education -Village Citizens Safety Committee -Age Friendly Ridgewood 				
	3.c	Monitor/evaluate project performance.		Village Engineer	<ul style="list-style-type: none"> -Village Police -Village Citizens Safety Committee -Age Friendly Ridgewood 	May 2021 - project duration			
	Step 4		Initiate a pedestrian safety campaign running through May and October Sale Days.						
	4.a	Partner with Street Smart NJ to develop a pedestrian safety campaign strategy.	Joan Groome Sue Uhlrich Jeffrey Voigt	Village Citizens Safety Committee	<ul style="list-style-type: none"> -Street Smart NJ -North Jersey Transportation Authority -Ridgewood Chamber of Commerce -Village Board of Education -Village Parks and Recreation 	Mar - Oct 2021	in-house staff costs		

STRATEGY 2: INSTALL OR IMPROVE STREET FURNITURE

Survey existing street furniture, particularly at busiest bus stops, and identify where it is needed to ensure safe walking conditions, including lighting, and regular rest stops to destinations.

Lead: Village Citizens Safety Committee

Enabling Aspect: Village Council authorizes Village Citizens Safety Committee to conduct a survey of existing public seating and associated shelters and lighting with the purpose of addressing damaged or lacking facilities.

Category	Action Step	Action	Community Lead	Lead Entity or Department	Partners	Target Date	Estimated Cost	Potential Funding	Resources		
Public Spaces	Step 1	Create inventory of existing street furniture and associated lighting.									
	1.a	Create a survey instrument to record data.	Sheila Brogan	Village Citizens Safety Committee	-Village Engineer	Jan - Mar 2021	in-house staff costs	-Consider formation of a Special Improvement District to serve as a vehicle to fund street furniture improvements - Main Street New Jersey program - NJ Transit bus shelter	- Alan M. Vorhees Transportation Center - San Francisco Better Streets Design Guidance - NACTO Urban Street Design Guide - NJ Bicycle and Pedestrian Resource Center - NJGIN Open Data portal (bus stop locations)		
	1.b	Determine location identifier and mapping platform if applicable.			-Village Engineer						
	1.c	Design and populate a tabular database of existing street furniture.			-Age Friendly Ridgewood -Village Parks and Recreation -Village Public Works						
	Step 2	Identify existing features in need of improvement.									
	2.a	Conduct site visits to document deficiencies with narrative and photos cross-referenced to the inventory database.	Sheila Brogan	Village Citizens Safety Committee	-Age Friendly Ridgewood	Apr - May 2021	in-kind contribution				
	2.b	Rank locations based on deficiency and importance to pedestrian needs.			Village Engineer					-Village Citizens Safety Committee	
	Step 3	Identify gaps in inventory.									
	3.a	Compile location data of bus stops, destinations and walking routes.	Sheila Brogan	Village Engineer	-Bergen County Department of Planning and Engineering -North Jersey Transportation Planning Authority	May - July 2021	in-house staff costs				
	3.b	Review maps of existing features and destinations to identify target sites for installation of new street furniture.			-Age Friendly Ridgewood						
	3.c	Conduct an open meeting to review data and maps with public to solicit feedback and input.			Village Citizens Safety Committee					-Age Friendly Ridgewood	
	Step 4	Implement a strategy to repair, replace or install street furniture over time.									
	4.a	Seek outside funding opportunities (ongoing).	Sheila Brogan	Village Citizens Safety Committee	-Age Friendly Ridgewood -Village Central Business District Advisory Committee	Aug 2021	in-house staff costs				
	4.b	Develop a phased schedule to install and/or improve street furniture at target sites.			Village Engineer					-Age Friendly Ridgewood -Village Citizens Safety Committee -Village Department of Finance	
	4.c	Begin a phased street furniture installation and improvement program.			Village Public Works	Sep 2021 - June 2022					

STRATEGY 3: FUND AND IMPLEMENT SIDEWALK/CROSSWALK IMPROVEMENTS

Establish a phased sidewalk and crosswalk improvement project in annual capital improvement program, each year funding an additional increment of improvements.

Lead: Village Planning Board

Enabling Aspect: Village Council authorizes Village Planning Board to prepare a capital improvement program.

Category	Action Step	Action	Community Lead	Lead Entity or Department	Partners	Target Date	Estimated Cost	Potential Funding	Resources	
Transportation - Pedestrian	Step 1	Compile project list.							NJ DOT Local Aid Resource Center	Bloustein Center for Local Government Research
	1.a	Review of 2017 Walkability Report, target locations identified as problematic intersections or crossings in Strategy 2 of this plan and permanent improvements derived from Strategy 1 of this plan.	Colette Cummings Sue Ullrich	Village Engineer	-Village Planning Board -Age Friendly Ridgewood -Village Citizens Safety Committee -Village Central Business District Advisory Committee	Sep - Nov 2021	in-house staff costs			
	1.b	Consider the need and capacity for implementation of demonstration projects and conduct demonstration projects, if applicable.			-Village Planning Board -Village Planner -Village Council -Age Friendly Ridgewood		\$500 to \$10,000 per project			
	1.c	Rank sidewalk/crosswalk locations.			-Village Planning Board -Village Planner -Age Friendly Ridgewood		in-house staff costs			
	Step 2	Assess project costs.								
	2.a	Prepare concept design plans and preliminary cost estimates for projects based on Complete Streets/Green Streets principles.	Colette Cummings Sue Ullrich	Village Engineer	-Village Planning Board -Village Planner -Village Council -Village Public Works	Nov 2021 - Feb 2022	in-house staff costs			
	2.b	Identify need and likely cost for outside engineering and design assistance.			-Village Planning Board -Village Planner -Village Council -Village Public Works					
	2.c	Seek outside funding opportunities (ongoing).		Village Citizens Safety Committee	-Age Friendly Ridgewood -Village Central Business District Advisory Committee					
	Step 3	Develop phasing plan.								
	3.a	Develop a construction phasing plan based on project ranking from step 1.c above.	Colette Cummings Sue Ullrich	Village Engineer	-Village Public Works -Age Friendly Ridgewood -Village Citizens Safety Committee -Village Central Business District Advisory Committee	Mar 2022	General Fund			
	Step 4	Adopt projects in the capital improvement plan budget.								
	4.a	Hold public meeting to solicit community support to include street furniture projects in municipal capital improvement plan budget.	Colette Cummings Sue Ullrich	Village Council	-Village Department of Finance -Village Manager	Apr 2022	General Fund			
	4.b	Adopt multi-year capital improvement plan to undertake projects over time.				May 2022	General Fund			
	4.c	Begin phased implementation of sidewalk and crosswalk improvement projects.		Village Engineer	-Village Planning Board -Village Citizens Safety Committee	June 2022	Municipal capital improvement plan budget			

STRATEGY 4: UNDERSTAND STRATEGIES TO DIVERSIFY HOUSING OPTIONS

Explore examples and strategies to diversify housing options other than owner-occupied and/or single-family detached that can benefit Ridgewood's older population.

Lead: Village Planner

Enabling Aspect: Village council authorizes Village Planning Board to research housing choice and affordability options in the Village with the purpose of identifying appropriate strategies by which the Village can diversify its housing stock.

Category	Action Step	Action	Community Lead	Lead Entity or Department	Partners	Target Date	Estimated Cost	Potential Funding	Resources		
Housing	Step 1	Resolution to form a Village Housing Committee.									
	1.a	Consider primary goals, challenges and opportunities for implementing various housing strategies in the Village.	Beth Abbott Sheila Brogan	Village Planner	-Village Council -Village Planning Board -Village Zoning Board of Adjustment	Jan 2021	8 - 12 hours	-NJ Affordable Housing Trust Fund -NJ DCA Local Planning Services -NJ DCA Housing and Community Resources	-AARP Livable Communities -AARP Accessory Dwelling Units Guidance -National Shared Housing Resource Center -Housing and Community Network of New Jersey		
	Step 2	Research potential strategies, including changes to zoning and examples of "middle housing" design standards appropriate for the Village.									
	2.a	Outreach to professionals, state and municipalities to identify strategies implemented or incentivized in NJ.	Beth Abbott Sheila Brogan	Village Planner	-NJ Department of Community Affairs -Village Building Department -Village Zoning Board of Adjustment	Jan - Mar 2021	4 - 8 hours				
	2.b	Consult public opinion survey previously conducted of older residents.			-Age Friendly Ridgewood						
	2.c	Conduct focus groups to gauge public support for strategies such as accessory dwelling units or cluster zoning, downtown residential, among others.			-Age Friendly Ridgewood -Rutgers School of Social Work -Village Central Business District Advisory Committee	16 - 24 hours					
	Step 3	Review Village Fair Share Housing Plan and redevelopment plans and projects.									
	3.a	Consider ways to streamline affordable housing application process.	Beth Abbott Sheila Brogan	Village Planner	-Village Housing Liaison	Jan - Mar 2021	8 - 12 hours				
	3.b	Identify overlap between housing diversification strategies and affordable housing stock.			-Village Housing Liaison -Village Planning Board -Village Council						
	Step 4	Review and inform Draft Master Plan Housing Element.									
	4.a	Draft recommendations to incorporate housing strategies into Master Plan update based on demographic trends.	Beth Abbott Sheila Brogan	Village Planner	-Village Planning Board Master Plan Committee -Master Plan visioning consultant	May 2021	16 - 24 hours				
Step 5	Develop a housing strategies report.										
5.a	Draft recommendations of specific housing policies or actions for the Village to consider, including resources for and potential challenges to implementation.	Beth Abbott Sheila Brogan	Village Planner	-Housing Authority of Bergen County	Aug 2021	16 - 24 hours					

FUTURE ACTIONS

CATEGORY	STRATEGY	NEXT STEP
Center	Market (advertise) the Village as a walkable, mixed-use center	Meet with Central Business District Advisory Committee to assess support and needs for advertising campaign
Center	Explore a form-based code to enhance pedestrian activity	Assess and define areas potentially appropriate for form-based code
Center	Use rail station as a catalyst for transit-oriented development and make the Village commercially competitive in the region	Village council authorizes planning board to prepare a zoning evaluation and parking assessment of area around transit station
Center	Consider formation of a Special Improvement District to serve as a vehicle to fund improvements, particularly those suggested in the walkability study	Meet with Central Business District Advisory Committee to assess support
Center	Participate in Main Street New Jersey program	Monitor Main Street NJ program and submit application when announced
Center	Assess demographic trends of the aging population and incorporate into Master Plan update	Contact County to see if they have or track demographic data at municipal scale
Center	Integrate Aging-Friendly goals into master planning process and Land Use design	Planning Board Master Plan committee identifies where to integrate aging-friendly principles into Master Plan elements.
Public Spaces	Improve pedestrian access to Village Hall	Review bus routes and walkability study to catalogue access issues
Public Spaces	Update the Open Space and Recreation Plan to include development of an interconnected walkable system connecting all neighborhoods to the Village center, parks, and green spaces	Meet with recreation department to determine plan update schedule and discuss
Public Spaces	Consider shared facilities to provide senior center programs and services at other locations	Identify gaps in service areas
Transportation - Parking	Consider alternative parking strategies, such as structured parking, reduced parking ratios, shared parking, improved wayfinding signage that directs patrons to underused lots, allowance for off-site parking, and efforts to promote transit-oriented development that requires less parking. Direct parking utility to evaluate alternative strategies to meet parking demand.	Meet with parking utility to discuss potential alternative parking strategies
Transportation - Pedestrian	Track progress over time on website to engage and inform residents (annotated map with completed projects)	Assess Village website capacity and responsible entity
Transportation - Pedestrian	Align and enhance design guidelines to be consistent with existing Complete Streets policy: increase minimum sidewalk width to 6', enforce low travel speeds; proper signage	Draft a Complete and Green Streets design ordinance
Transportation - Pedestrian	Establish design standards for crosswalks consistent with Complete Streets policy that are incorporated into subdivision and site plan requirements	Draft a Complete and Green Streets design ordinance
Transportation - Pedestrian	Work with NJ Transit to install bus shelters	Identify bus stops without shelters and assess usage

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ABOUT NEW JERSEY FUTURE

NEW JERSEY FUTURE is a nonprofit, nonpartisan organization that promotes sensible growth, redevelopment, and infrastructure investments to foster vibrant cities and towns, protect natural lands and waterways, enhance transportation choices, provide access to safe, affordable and aging-friendly neighborhoods, and fuel a strong economy. New Jersey Future does this through original research, innovative policy development, coalition-building, advocacy, and hands-on strategic assistance. Embracing differences and advancing fairness is central to New Jersey Future’s mission and operations. To effectively advance its mission, New Jersey Future is firmly committed to pursue a culture of greater justice, equity, diversity, and inclusion through its programs, internal operations, and external communications.

ABOUT THE AUTHOR

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