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Introduction

The Campus Gateway Redevelopment Plan is a narrowly focused planning study intended to provide a redevelopment strategy for the neighborhood immediately adjacent to the campus of the New Jersey Institute of Technology (NJIT). The University Heights neighborhood, as its name implies, is home to several institutions of higher education, but also has medical and religious institutions and strong residential involvement. Integral to the planning process was an extensive outreach survey and numerous meetings with the major stakeholders and abutters identified by NJIT. Each stakeholder has its own interests and priorities; however, they all have a common goal to generate investment in and excitement about the neighborhood where they live and work.

The Gateway referred to in the title of the study can be understood figuratively as promoting connectivity among the neighborhood’s major stakeholders and residents. Rather than separating or dividing, a gateway promotes openness and accessibility. NJIT sought to engage the neighborhood and combine forces with the major stakeholders to develop an “urban living environment.” To this end, the master plan addresses the properties on or near Martin Luther King Jr. Boulevard between Central Avenue and Orange Street. At both of these intersections, which are a five-minute walk apart from each other, we propose creating new public open spaces, suitable for active and passive uses, framed by both new and existing buildings. In this proposal, a destination is created not only in one place but along two blocks of Martin Luther King Jr. Boulevard.

A separate site addressed in the study is located in the south-west corner of NJIT’s campus. This is designated for a Creek Village, a place that could gather into new row houses all the amenities and fraternities currently in row houses on or near Martin Luther King Jr. Boulevard. These row houses would form one edge of an open space dedicated to NJIT student resident life. At the western-most corner of the site, an opportunity exists to build a “signature” academic building, to act as another gateway, giving those entering from the west a sense of arrival.

We sought not only to create a density of building around these new open spaces, but also a density of use. Whether in the morning or evening, during the week or on the weekend, when a person arrives, they would enter a space assured to have pedestrian activity. A means to encourage this activity is to create a mixed-use neighborhood. Conceptually, this calls for retail space at street level with a variety of uses above. In our proposal these uses include residential, academic, commercial and larger format retail. For those who live and work in the neighborhood, this mix of uses contributes to their quality of life and for the visitor it fosters a memorable experience. The somewhat intangible objective then is to make a place where people will want to come back to again and again.

By advancing this planning initiative, NJIT continues to make strong ties outside its campus borders and is dedicated to the economic development both within Newark and throughout the region.
SECTION ONE

site analysis
The project site is located in Downtown Newark, New Jersey, on and about the campus of NJIT. The scope of the project has been conceived with the involvement of the major Stakeholder’s close by, including the faculty, staff and students of NJIT, St. Michael’s Medical Center, NJIT’s Creek organizations located along or near Martin Luther King Jr. Boulevard, and the Historic James Street Commons Neighborhood Association.

The center of NJIT’s campus is within a half-mile of several institutions of higher learning, diverse cultural institutions, several modes of transportation (subway, light-rail, commuter rail, bus and highway), access to parks downtown and the 360-acre Branch Brook Park.
Aerial View
Existing Conditions

The aerial was pieced together from several screen shots taken from the maps available on local.live.com, whose photographic imagery for Newark was, at the time of this study, generated approximately in 2006.

The aerial clearly depicts an excessive quantity of surface parking and the lack of continuous urban fabric.
The study area for this project is contained within the boundaries defined by the dashed red line. This area includes the parking lots owned by NJIT and the surrounding streets as depicted in the Luther King Jr. Boulevard, encompassed of lots represented by many red symbols. These locations were derived from the NJIT Campus Gateway Plan developed by the planning firm Neumann in 2004. Also highlighted on the map are the Border Fence Housing near the northwest of the study site, the planned area for Monroe Church in the northeast, and the length of Martin Luther King Jr. Boulevard to the south. These areas are also being identified as having significant role in the future Gateway development plan.

Briefly speaking, this Redevelopment Plan should be an integral part of a greater effort to revitalize the economic potential of the University Heights neighborhood. To this end, we encourage the city of Newark, including key partners and local organizations to become involved in current planning efforts. With careful deliberations and careful planning the possibilities for the neighborhood are great.
The traditional figure ground drawing shows, through simple contrast, buildings on the site (in black) and the space at grade between buildings (in white). On this site, the white space of the city blocks shows the preeminence of surface parking lots. In the Master Plan section, we show how the proposed projects will fill in, to the extent possible, some of this white space, reconstituting the urban fabric.

Conceptually, extents of white space make for less desirable places to live, work and play. When streets are lined with buildings though, the public realm is defined, activity concentrated, and neighborhoods connected. Ultimately, this is the goal of this study.
Topographical Analysis

Existing Conditions

Martin Luther King Jr. Boulevard parallels a topographical shift upwards from the lower downtown area to the University Fringe Neighborhood. Prior to its being renamed, Martin Luther King Jr. Boulevard was named High Street; a name derived undoubtedly from its location encapsulating the downtown. On this axis, we will be shown later in section drawings, there are instances where the grade increases twenty feet over the length of a block from east to west. On these sites affected, we used this change in grade to insert a parking garage underground and create a variety of public spaces above ground.
Immediate Site Context
Existing Conditions

A further refinement of the greater site context map, this drawing shows the civic, cultural and educational institutions which border the study area. Several have their own Development/Master plans which will require additional coordination in subsequent phases of this study for a more comprehensive understanding of the impact of the proposals included in this plan. Ideally, the various priorities, goals and objectives of each institution would be reviewed to find common interests on a neighborhood-wide scale in order not to duplicate the effort realizing those interests. Supplying parking for each institution, for example, could be channeled into a cooperative parking strategy, releasing valuable land for other uses.
This analysis shows the location and quantity of the parking capacity currently on both the NJIT and St. Michael’s Medical Center campuses.

Apart from any future development parking needs, both institutions are nearing or have reached the limit for the parking spaces they can offer. Parking is one of the central issues for all of the development proposals for the study areas, and the Master Plan addresses this issue specifically.

### NJIT Parking Capacity

<table>
<thead>
<tr>
<th>Lot Designation</th>
<th>Type</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lot 1</td>
<td>Student Parking</td>
<td>342 cars</td>
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<tr>
<td>Lot 4</td>
<td>General Parking</td>
<td>770 cars</td>
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<tr>
<td>Lot 5</td>
<td>Parking Deck</td>
<td>175 cars</td>
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<td>Lot 10</td>
<td>Student Parking (In-street)</td>
<td>9 cars</td>
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<td>Lot 13</td>
<td>30 Minute Parking</td>
<td>19 cars</td>
</tr>
<tr>
<td>Lot 14</td>
<td>Faculty and Staff</td>
<td>14 cars</td>
</tr>
<tr>
<td>Lot 15</td>
<td>General Parking</td>
<td>54 cars</td>
</tr>
<tr>
<td>Lot 16</td>
<td>Faculty and Staff</td>
<td>14 cars</td>
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<tr>
<td>Lot 17</td>
<td>Faculty and Staff</td>
<td>41 cars</td>
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<td>Lot 18</td>
<td>Faculty and Staff</td>
<td>34 cars</td>
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<td>Lot 19</td>
<td>Faculty and Staff</td>
<td>41 cars</td>
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<tr>
<td>Lot 20</td>
<td>Faculty and Staff</td>
<td>25 cars</td>
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<tr>
<td>Lot 21</td>
<td>Faculty and Staff</td>
<td>22 cars</td>
</tr>
<tr>
<td>Lot 22</td>
<td>Faculty and Staff</td>
<td>19 cars</td>
</tr>
<tr>
<td>Lot 23</td>
<td>Faculty and Staff (Reserved)</td>
<td>44 cars</td>
</tr>
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<td>Lot 24</td>
<td>Faculty and Staff</td>
<td>42 cars</td>
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<tr>
<td>Lot 25</td>
<td>Faculty and Staff</td>
<td>42 cars</td>
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<td>Lot 26</td>
<td>Faculty and Staff</td>
<td>11 cars</td>
</tr>
<tr>
<td>Lot 27</td>
<td>Visitor Parking</td>
<td>17 cars</td>
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<td>Lot 28</td>
<td>Visitor Parking (In-street)</td>
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<td>Lot 29</td>
<td>General Parking</td>
<td>280 cars</td>
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<tr>
<td>Lot 30</td>
<td>General Parking</td>
<td>120 cars</td>
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</table>

Total Parking Capacity: 3032 cars

### St. Michael’s Medical Center Parking Capacity

<table>
<thead>
<tr>
<th>Lot Designation</th>
<th>Type</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lot 1</td>
<td>Visitor Parking</td>
<td>450 cars</td>
</tr>
<tr>
<td>Lot 2</td>
<td>Physician and Staff</td>
<td>72 cars</td>
</tr>
<tr>
<td>Lot 3</td>
<td>Physician and Staff</td>
<td>64 cars</td>
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<tr>
<td>Lot 4</td>
<td>Visitor Parking</td>
<td>38 cars</td>
</tr>
<tr>
<td>Lot 5</td>
<td>Visitor Parking</td>
<td>116 cars</td>
</tr>
</tbody>
</table>

Total Parking Capacity: 723 cars
Over 40,000 people arrive at University Heights daily (which includes NJIT, Rutgers, Essex County College, Science Park and UMDNJ), primarily by car, parking in the available surface lots and structures. The remaining people either arrive by public transportation or walk from their nearby residences. This drawing attempts to document the convergence of those arrival points on and around the study area as a means to understand its current pedestrian activity.
Currently there exist a significant amount of open spaces near and within the study area. However, most are privately owned and maintained, and though they may appear public, they are private and have restrictions to their access. Though the well-maintained and beautiful Washington Park serves many segments of the population, the dearth of public open space nearer the study area is extremely apparent. Historically, Newark developed around large parks (then named commons) including Washington Park, Military Park and Lincoln Park. Enhancement of public open space creates more vibrant neighborhoods, places for people to socialize and most importantly acts as a catalyst for investment.
The Master Plan shows the conceptual design of each of the development opportunities within the study area, all of which are in the conceptual phase. Each of the four major projects, and a list of minor recommendations, are shown on the map. As the map is updated, the Master Plan is expected to be revised, and in the future, the St. Michael's surface lot, preserved as such, will be redeveloped. The design is drawn in red, showing the proposed buildings on the site. As the site is planned to be developed in a certain manner, the buildings attempt to be responsive to the scale and use of the context within which they are being placed.
This drawing compares the existing buildings (in black) and the proposed development (in red) as a graphic representation of the full potential of the study area. Except for two existing new houses and several non-contributing concrete block structures, the plan as represented does not presume the demolition of existing buildings.
SECTION THREE

proposals
The greatest opportunity for a large-scale intervention exists on the site of the St. Michael’s staff housing lot. Included within the proposed design, the following existing buildings should be preserved: (1) the three-story corner retail building at the intersection of James Street and Martin Luther King Jr. Boulevard, and (2) the former Fire Station currently owned by Theta Chi Fraternity. Both buildings are of historic or neighborhood value and their inclusion would maintain familiar faces in the area. The remaining five buildings do not appear to warrant saving.

With this large parcel, located at the northern end of Martin Luther King Jr. Boulevard and near Interstate 280 and Broadway Street Station, the opportunity exists to create an anchor of neighborhood retail and a northern gateway to the University Heights District. The key component for this proposal is a large, multi-level parking structure, oriented off the end of an extended Summit Street (to minimize its scale, lower housing is proposed built on either end of the garage). Pedestrians would not, across Summit Street (a narrow, controlled one-way) and be given the option of entering a grocery store, a theater (or gym/wellness center), or descending the monumental exterior stairs to Martin Luther King Jr. Boulevard. These entries are an outside space for relaxing, conversation, looking, or reading for example. This two-level approach to the site overcomes the challenge of the considerable twenty-five-foot grade change from Summit Street down to Martin Luther King Jr. Boulevard. Retail spaces would be located on the ground floor along Martin Luther King Jr. Boulevard, with a larger-scale disposition anchoring the northern corner (at Building D). The former Fire Station would be rehabilitated into retail use, possibly for use as a restaurant.

Across the street, the NJT Business Incubator building would be preserved and repurposed into retail uses at grade, with potential co-working units above. Also on this eastern side of Martin Luther King Jr. Boulevard, we propose two new buildings, programmed as residential over ground-level retail. Activating Martin Luther King Jr. Boulevard on the northern end and requiring eliminating the surface lots that currently face onto it. Building upon the existing lot owned by the Mormon Church would require rebalancing these displaced spaces within the long parking structure. By defining a continuous street edge boundary, a greater sense of gateway and arrival would be experienced, a key goal for the Master Plan.

Although the retail program identified is hypothetical, the proposed mix of tenants is based on the extensive survey conducted within the community and local market conditions. The proposed building footprints have the capacity to serve many types of retailers. An important requirement is to have retail space located on both sides of Martin Luther King Jr. Boulevard. This building, which later becomes another access to street, is critical to their success. And if additional market studies verify the demand for housing within the University Heights neighborhood, the Gateway site has significant capacity to include housing above the retail

mlk gateway
The information listed above is for reference only and was provided to Eliks Manfredi Architects by others.
Proposed Renovation:

1. The existing window bays which face the street will be extended down to grade to create a series of glass store-fronts.
2. In order to create a visually accessible and functionally viable sales floor, the slab of the current 1st floor will be lowered to grade.
3. To provide access to an existing courtyard, the street-side loading dock will be expanded to connect the center of the building to the street.
At the intersection of Central Avenue and Martin Luther King Jr. Boulevard, an almost invisible public open space currently exists. Summit Avenue (along with Central Avenue and Summit Street) borders this open space and is a one-way street in the north-south direction. With the consent of the appropriate agency, the design presented proposes that Summit Avenue, between Martin Luther King Jr. Boulevard and Summit Street, be dedicated to vehicular traffic and realigned into a pedestrian-only park (with maintaining access to existing utilities buried under the street). The former commercial building (now in the design proposal) which faces onto Summit Avenue would be razed and the area between Summit Avenue and the former building would be transformed into retail land, and the finely detailed glass facade preserved. Here, restaurants would be encouraged, allowing tables and chairs to spill onto the new public open space. The adjacent existing buildings on the northern edge of this new park would be adapted to have ground floor retail uses with housing on the upper floors. Sufficient floor traffic is by extensive planting and perhaps a water feature, this park would create a place for congregation, rest, and play.

Across Central Avenue, Mueller’s Flower Warehouse, which has a large presence on the block, would be relocated to a site elsewhere but retains its character and importance. The entire block would then be demolished, with the exception of the rear house owned by the Sigma Pi Fraternity. This building would be remodeled for potential academic uses on the upper floors and ground floor retail uses. The land of the site would be transformed into a hotel and conference center with ground-level retail, which rises along Central Avenue until it reaches to Summit Street. Both the conference center and hotel would have their main entrances on Central Avenue, ensuring good visibility from downtown and the newly created public park.

To complete the streetscape that faces onto the triangular park, the buildings on the block defined as west of Summit Street between Central Avenue and Summit Street, would be demolished and replaced with a residential over retail building. As it sits at the top of the site, elevation-wise, it will become a main feature of the space. Although this parcel is outside of the limits of the study area set by the Newark Plan, it is important for the success of the development area (as parking demand would be accommodated in the PV parking structure).

Across Summit Street from Mueller’s Flower Warehouse, a surface parking lot owned by NJIT is currently reserved for future university growths. To plan for future parking needs (including the existing spaces that would be displaced), the plan shows a conceptual academic building with retail space at the ground level. This proposed solution also recommends modifying a portion of Drisker Street as a pedestrian only street, with vehicular access limited to deliveries and emergency vehicles.

As the development of the NJIT campus and the study area continues, there will be opportunities to increase connections to the neighborhood. In the future, all institutional buildings should address the public realm with active pedestrian-oriented spaces.

university park
The information listed above is for reference only and was provided to Ellius Manfredi Architects by others.
The largest as-yet unbuilt parcel owned by NJIT, surface parking lots 16 & 16a, present the opportunity for creating a new location for NJIT’s Greek Organization. Relocated from their current location along Martin Luther King Jr. Boulevard, the separate houses would be brought together into new residential buildings designed specifically to accommodate the intended use. Built in typical row house fashion, each Sorority/Fraternity would be separated from the next with a party wall, allowing for the house to create its own identity. The long curving facades would form the western edge to a newly proposed green space. This green space would serve as an extension of their living rooms, and figure prominently in the collective resident student life at NJIT.

A community building built on the eastern edge of the parcel would be reserved for the use by all of NJIT’s Greek organizations for larger gatherings, such as alumni reunions. A new student residential building with ground-level retail would form the northern edge of the open space. The back half of the ground level could be dedicated space for those organizations currently without a place to call their own. These organizations could then hang their “letters” over the door, like the sororities/fraternities across the open space.

A substantial amount of space on the parcel would be designated for future academic expansion. The corner of Warren Street, Raymond Boulevard and Lock Street has the potential to act as another gateway to the campus, announcing arrival to both NJIT commuters and visitors. This corner is also a high point elevation-wise on campus. For these reasons we would propose a “signature” building, one tall enough to be seen from downtown, with complimentary 360-degree views over Newark. Due to the significant prominence this building would have, it warrants a noteworthy design aesthetic.

Greek Village

Legend
Red
Brown
Blue
Green
Purple
Black
White

Greek Village

Greek Village

Greek Village

Greek Village
The information listed above is for reference only and was provided to Elikus Manfredi Architects by others.
At the corner of Central Avenue and Martin Luther King Jr. Boulevard the old hospital building from the end of the nineteenth century sits vacant (over one doorway the date 1871 is written, over another 1888). Though in need of rehabilitation, it has fine exterior detailing, and is worth preserving. We would recommend that it is adaptively reused as either market rate housing, student housing or offices affiliated with St. Michael’s.

On the northwest corner of the site, Mother Schervier Hall and the one-story parking deck would be demolished. Unremarkable in its architecture and difficult to renovate, the hall need not be preserved. In its place a new building would be constructed for hospital uses with ground level retail opening onto Martin Luther King Jr. Boulevard.

Possibly the most important work to be done at St. Michael’s would be the evaluation and simplification of the vehicular access. Currently, patients and visitors enter from Central Avenue and are individually directed to the emergency room, the valet parking lot or to the main hospital drop-off zone. This creates a significant queue on Central Avenue, frequently backed-up in both directions. Additionally, there are three other curb-cuts on Central for hospital uses. We propose reducing the number of access points and thereby simplifying the arrival of patients and visitors.

On Central Avenue and University Boulevard, the master plan proposes a new parking structure for approximately 300 cars. This would meet the anticipated parking need and maintain the patient satisfaction the institution requires for continued success. In order to maintain an active street front, a retail component would be included at the ground floor.

st. michael’s
The information listed above is for reference only and was provided to Eikus Manfredi Architects by others.
With the relocation of the fraternities to the new Greek Village, there is a unique opportunity to adaptively reuse the existing rowhouse buildings in a manner which supports active pedestrian environments along MLK Boulevard. There are many financially viable examples where former residential row houses have been adaptively reused and transformed into public uses such as specialty retail, restaurants, professional services, etc. Medbury Street in Boston, M Street in the District of Columbia and Samam Row in Philadelphia are examples that have become not only financially successful but iconic symbols of thriving urban retail, characterized as desirable destinations within their larger urban context.

The adaptive reuse of these new houses will become the pedestrian "thread" that ties the commercial development from North to South along MLK Boulevard. Each building will require careful and thoughtful renovation to accommodate the requirements of retailers while maintaining the scale, character and feel of the historic row house building typology. Integral to the renovation, each retailer will have the responsibility to provide the appropriate accessibility.

mixed-use/adaptive reuse
### Study Area Property Ownership Summary

The information listed above is for reference only and was provided to Elkus Manfredi Architects by others.
Acknowledgements

Ekue Manfredi Architects and Jones Lang LaSalle would like to thank the following for their participation in this planning process:

City of Newark
Newark Housing Authority
NJIT
NJIT’s Office of Greek Life
New Jersey School of Architecture
St. Michael's Medical Center
Historic James Street Commons Neighborhood Association
Bethany Baptist Church of Newark
The Church of Latter Day Saints (North Ward, Newark)
Shea Communications
Turner Construction