



MLUC NEWS

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At The College of New Jersey

From The Director's Desk

September 2007

Two weeks in mid-March were marked by the NJ Smart Choices Leadership Training Institute produced by MLUC@TCNJ. Eight New Jersey municipal participants were carefully selected to focus on seven different municipal projects. The Institute was funded by the New Jersey Department of Transportation (NJDOT) and the Robert Wood Johnson Foundation (RWJF). RWJF also hosted the Institute at its Plainsboro campus. Institute partners included the Project for Public Spaces (PPS) and University of Maryland's Smart Growth National Center for Research and Education. The project's manager was Ms. Carmen Valentin.

The Institute was the culmination of a three-part strategic sequence that spanned three years. To begin, MLUC@TCNJ sponsored a series of awareness-raising workshops. The four interactive workshops drew more than 200 municipal, county and state agency participants between September and December 2005.

Six months later, in June 2006, MLUC@TCNJ, at a press conference attended by Congressman Rush Holt, announced its "Building Livable Communities" grant awards amounting to more than \$300,000 to nine municipalities involving eight "smart growth" projects. The Institute held in mid-March 2007 was intended to build upon the previous workshops and the grant funding.

The NJ Smart Choices Leadership Training Institute was deliberately designed to be action-oriented. Its intention was to focus municipalities on action-learning around real projects that they at first identified and later defined. Municipalities were required to prepare the projects prior to their arrival at the Institute to present them to their fellow participants.

MLUC@TCNJ staff met with the municipal project teams to assist in this preparation in the weeks before the Institute. Municipal representatives and MLUC@TCNJ staff walked the sites and talked through the projects to ensure that MLUC@TCNJ staff could in-turn prepare its PPS and Smart Growth National Center partners. The expressed intent was to synthesize PPS place-making expertise with the leadership training provided by the Smart Growth National Center, while MLUC@TCNJ would keep the projects focused, ensure an action orientation, and provide a New Jersey context.

Establishing working relationships with municipalities prior to the scheduled Institute was viewed as not just important, but essential. The purpose was to build relationships that would strengthen during and even after the Institute's conclusion on March 23rd. The hope is to provide technical assistance and other support on the municipally-identified projects from inception through completion.

Ideally, these municipalities will continue to serve as "communities of practice" for others that follow in their footsteps. "Communities of practice" are pockets of expertise that will grow into a network to serve as models to emulate and also to provide valuable expertise and support.



MLUC Staff at Leadership Institute: (From Left) Winnie Fattou, Herman Volk, Director Dr. Martin Bierbaum, (PPS Staff) Juliette Michaelson, Andy Wiley-Schwartz, (U of MD Staff) Judy Brown, John Frece, (MLUC Project Manager) Carmen Valentin

By all accounts, the Institute achieved its intended objectives. The participating municipalities appeared pleased at its conclusion with what transpired. Valuable information and experiences were exchanged. Insights were gleaned. Just as importantly, the work persists. The eight municipalities involved in seven different projects have continued to meet, identify next steps, and act upon the insights first expressed during those four days in March. (See the article inside.)

We at MLUC@TCNJ have drawn valuable lessons to be applied to future institutes. In this way, we can begin to serve as a repository for such learning. The acknowledged high points were the impassioned presentations by the multiple panels of experts and the unexpected candor demonstrated by the participating State department and agency representatives. The strategic sequence that included awareness raising, funding and carefully tailored, action-learning proved a powerful combination that should have lasting municipal impacts on this Institute's participants and should be repeated with others at future institutes.

Director

Martin Bierbaum

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MLUC PRODUCES 1ST NEW JERSEY SMART CHOICES LEADERSHIP INSTITUTE

For four intensive days in March 2007, municipal leaders, state officials, and experts on leadership, redevelopment, transportation and land use participated in the first New Jersey Smart Choices Leadership Institute convened by the Municipal Land Use Center at The College of New Jersey (MLUC@TCNJ) at the Robert Wood Johnson Foundation (RWJF) campus in Plainsboro.

The Institute was funded by NJDOT and RWJF. The Institute's purpose was to provide local leaders with the knowledge, skills and tools to more successfully integrate transportation planning and local land use decision-making in ways that fostered learning through interactive sessions and peer-to-peer consultations.

The Institute provided a forum where municipal teams were able to work collaboratively focusing on an action-oriented agenda related to their self-identified smart growth projects. Seven municipalities and a non-profit housing developer made up the project teams that were carefully selected based on the common theme of redevelopment. Staff members from the New Jersey Department of Transportation (NJDOT) and the New Jersey Department of Environmental Protection (NJDEP) also participated. Observers included representatives from the New York Department of Transportation and TCNJ administration and faculty.

Consultants from the National Center for Smart Growth Research and Education at the University of Maryland and the Project for Public Spaces (PPS) in New York collaborated with MLUC@TCNJ in designing the program. Dr. Judy Brown, Professor and leadership expert from the University of Maryland, and Dr. Martin Bierbaum, Director of MLUC, facilitated the activities.

Each municipal team was asked to bring at least three people from its municipality, the "Champions for Change" with the will and the ability to move the project forward. The teams were expected to prepare a description of strengths and challenges with respect to the selected project to present at the Institute. In addition, they were told that the relationship with MLUC@TCNJ and its consultants would continue beyond the four-day Institute to assist with project implementation. Accordingly, MLUC@TCNJ staff along with PPS consultants, have continued to work with the municipalities since the Institute took place through the spring and summer.

The seven municipal teams and their respective projects are:

1. Asbury Park - City Hall and Transportation Center Redevelopment to serve as catalyst for providing a sustainable community life that op-

timizes economic opportunities, enhances social and community building, and links the eastern oceanfront where most of the redevelopment is taking place with the still impoverished and largely African-American west ward.

Next Steps: The Institute helped the Asbury Park participants to: 1) better understand that the city may be missing opportunities to link its west ward with the redevelopment at the oceanfront; 2) identify those opportunities to engage the community more effectively; and 3) understand that it could begin to take important incremental steps absent a larger, more comprehensive plan at this time.



Asbury Park Team, Left to Right: Terry Reidy, Hazel Samuels, Don Sammett

2. Fair Haven – This friendly, "Mayberry-like" municipality located on the Navesink River chose to focus on creating a more functional town center. The downtown needs a "center" that is functional, but it needs to be a place where people go "by choice, rather than by necessity," according to Mayor Michael Halfacre. Pedestrian safety and safe routes to school by walking and biking are serious concerns. The commercial district is about 50 years old and needs modernizing. **Next Steps:** Fair Haven will consult with NJDOT and PPS as well as with other state departments and agencies to implement its goals. The Borough also expects to involve its children in the planning process to get their input with respect to proposed bikeways and safe routes to schools.



Left: Michael Redpath (Toms River) Right: Mary Howell (Fair Haven Borough)

3. Toms River - This municipality's vision is to create a redevelopment area with high potential for a transit village in proximity to its bus station and adjacent to its Business Improvement District (BID). Toms River's challenges are related to mobility and connectivity. It has great public spaces such as the Farmers' Market, a waterfront park, and the Ocean County Library, but they are not well connected. The waterfront park is underutilized, because it is too difficult for pedestrians to get there. Roadway "improvements" coming off the Garden State Parkway and Route 9 have exacerbated the situation. **Next Steps:** Toms River has to be more intentional about utilizing its public spaces. The Leadership Institute enabled the team to put its many pieces together. The next step is to help the municipality focus on the "big picture" and reach consensus or at least subordinate the many minor issues that have historically kept it from acting on its larger vision.

4. Hamilton Township – The Township participated along with its non-profit partner, Isles. This Township plans to capitalize on the natural fit of the East State Street corridor as a main street by creating

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an integrated revitalization plan. The project area is in the Bromley neighborhood, which borders Trenton. Its plan will focus on reducing the auto-dependency of neighborhood residents, promote retail opportunities and business development within walking distance, while making the corridor more pedestrian-friendly. A major challenge for Hamilton Township is to connect the Bromley neighborhood to the proposed Transit Village around the Hamilton Train Station. **Next Steps:** Hamilton Township will need to approach State departments and agencies early to obtain necessary additional funding. It will also have to engage in extensive public outreach to mobilize both residents and business leaders. It has organized an advisory committee to work on these aspects of the project.



Hamilton Township Team Left to Right: Alex Allen, Allen Schectel, Gary Gray

5. Middlesex Borough – This Borough intends to build upon its vision of creating a transit village around a railroad station and an integrated bicycle and pedestrian roadway along Lincoln Boulevard. It expects to expand both residential and commercial activity; create a Town Center with three- to four-story mixed-use structures and establish a new market area with a major supermarket chain as its anchor. Middlesex decided to avoid the problems it might face by invoking eminent domain by instead gaining the trust and cooperation of residents and business owners. Remaining challenges include coordinating communications among its stakeholders and maintaining the support of the residents throughout the process. **Next Steps:** The Middlesex team learned from experiences shared by the other teams and was able to identify the experts from the private sector as well as state agency resources that could provide assistance with its project.



Middlesex Borough Left: Ron Dobies, Right: David Briggs

6. Orange/West Orange/Housing and Neighborhood Development Services (HANDS) –

The City of Orange and the Township of West Orange have been jointly planning the redevelopment of the Valley neighborhood which straddles their common border in partnership with HANDS, a non-profit corporation from Orange. The vision is to convert this area, which was the former “hat-making capital of the world,” into the Valley Arts District complete with a farmers’ market. The challenges faced by this project include getting NJ Transit to improve

two railroad stations in proximity to this district. The municipalities need additional financing for public improvements and support to attract and sustain an artist community future. Affordable home ownership will be another challenge. **Next Steps:** The municipal team conceded that it arrived at the Institute with great uncertainty. Would people really “get it”? The team focused on Memorial Triangle, a sliver of an underutilized park. As a result of the Institute, it learned that it did not have to develop the space first, but just start using it. The team proposed to close the street around Memorial Triangle to hold a street festival. The team in effect established it as the place that will become the center of the Valley Arts District. Redevelopment will follow.



Orange/West Orange/HANDS Team Left to Right: Pat Morrissy, Don Meisel, Marty Mayes

7. Raritan Borough – The Borough will create a plan to meld opportunities for riverfront access and protection of the floodplain resulting from the careful redevelopment of Orlando Drive from Route 206 to the John Basilone Memorial Bridge to Old York Road. Its vision is to create a center of activity for residents and visitors that will connect the downtown with the riverfront. In addition, Raritan is one of three municipalities with Bridgewater to the north and Somerville to the east, which comprise the Somerset County Regional Center. Together they can create a continuous greenway. A challenge facing the borough is the zoning along the waterfront – the area is zoned as manufacturing and has a number of probably contaminated industrial sites. An identification and assessment of issues and preparation of an Orlando Drive Conceptual Vision Plan will be needed to move forward on this project. **Next Steps:** Raritan Borough plans to hold a series of workshops to educate and mobilize its community residents.



Raritan Borough Jamie Sunyak



Institute External Consultants — from PPS Juliette Michaelson, Andy Wiley-Schwartz; from University of Maryland National Center for Smart Growth Research — John Frece, Judy Brown

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WHAT'S SO SPECIAL ABOUT DELAWARE TOWNSHIP?

Residents share views at July forum

With assistance from the Municipal Land Use Center at The College of New Jersey (MLUC@TCNJ), Delaware Township applied for and received a \$50,000 grant from the Office of Smart Growth, an office within the Department of Community Affairs (DCA). The grant was awarded under the "rural sustainability" focus area and will be used by the Delaware Township Zoning Review Committee to assist with ongoing efforts to consider future land use planning options as part of the Master Plan update process. Only 15 other municipalities and organizations in the state received such grants, and in Hunterdon County, only West Amwell received a similar grant - also for \$50,000.

Mayor Kristin McCarthy and Donna Drewes, Community Planner for MLUC@TCNJ, completed the grant application, which is intended "to develop a planned and balanced approach to development within rural areas of the state." In a letter to Mayor McCarthy, the DCA Commissioner stated that the award can be used to explore "density transfer mechanisms to protect farmland, support agricultural industry, and provide new and diverse housing opportunities," and to "build a model for sustainable rural development."

The Committee envisions using a portion of the money for a build-out analysis, a parcel-by-parcel study of the potential for future development in the entire township, which may be re-visited under several different zoning scenarios. Grant money is also earmarked for a market analysis to assess market need for various housing types. A fiscal impact analysis will be completed to determine how different land use planning options will affect items such as local school enrollment as well.

On March 24, the Committee explained the reasoning behind the need to amend the township's zoning ordinances at its first public meeting. The township's Professional Planner, Betsy McKenzie, spoke about how Delaware Township's land use regulations are not accomplishing the goals of the Master Plan. The Committee also presented information from a groundwater study that was commissioned by the township in 2005. The township's Environmental Consultant, Amy Greene, spoke about some of the environmental constraints within the township, and members of the Review Committee presented a draft Agricultural Base Study - a snapshot of agriculture in the township today.

The comprehensive project continued with a second public meeting held on Saturday, July 14, 2007, at the Delaware Township School. The purpose of this special joint session of the Township Committee and the Planning Board was to actively seek public input on the Township's Master Plan update. Flyers asking, "What's so Special About Delaware Township?" were circulated to encourage public participation in the process.

This meeting was different from the first because it focused solely on the concerns of the public. Previously, the Zoning Review Committee had presented community study results and allowed questions, but at the July meeting, the public was given a blank slate and asked to share its concerns about the future of the township. What does the Township need to consider as the Master Plan update process moves forward?

Community members directed and led the discussion by sharing their ideas about what makes Delaware Township the place they choose to live. In a relaxed and open setting, residents spoke eloquently and passionately about concerns for the future of their community and what they liked most about it now. The meeting started in a large circle with all participants being invited to identify particular issues that they felt deserved discussion. After writing their ideas on pieces of large flipchart paper, all suggestions were posted and combined into topics to be discussed at smaller group sessions. Participants were free to choose to attend any of the group discussions and to move between groups, at any point in the program.

There were seven group discussions with topics varying from stabilizing the tax base to fairness in zoning and affordable diverse housing. Each group discussion was assigned a location and time where participants could hear each others' views. A note-taker was chosen in each group, and at the session's close the notes were collected, and later published in an informal report to the Zoning Review Committee. This report will be used as a reference point by the Zoning Review Committee in its ongoing work to revise the land use ordinances. The next public meeting scheduled for September 11th will begin a discussion on design, density and forms the community may want to consider.

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MLUC@TCNJ RECEIVES FUNDING FROM NJ DEPARTMENT OF EDUCATION TO FACILITATE SUSTAINABILITY EDUCATION

With support from the NJ Department of Education's Office of Vocational-Technical, Career & Innovative Programs, the Municipal Land Use Center at The College of New Jersey (MLUC@TCNJ) is developing an exciting new initiative to incorporate "sustainability" into career and technical education curricula.

Sustainability can be defined as "providing for the needs of the present generation without compromising the needs of future generations." Sustainability includes three basic components: economy, environment, and social justice (equity).

By providing opportunities for career and technical education in fields related to areas of expanding concern, such as sustainability and climate change, **The Green Jobs for New Jersey/Sustainable Career Track Initiative** will prepare students for critical, increasingly in-demand careers, while assisting communities to grow in ways that protect the environment and support public health.

This initiative relates directly to two of the priorities identified in Governor Corzine's "Economic Growth Strategy for the State of New Jersey 2007" -- establishing a world-class workforce by assisting the state's students and

job seekers to obtain the skills and education needed in a competitive global economy, and promoting sustainable growth with a particular emphasis on the state's cities, to support economic growth while protecting the environment.

An Advisory Committee comprised of volunteers from State Agencies, as well as the business, education and non-profit sectors is assisting with development of a framework for the project, as well as identification of the competencies, education and skills students will need in a sustainable future.

The Middlesex County Vocational and Technical School District has expressed a strong interest in this initiative, and will be field-testing sustainability lessons related to Agriscience during the coming school year. MLUC@TCNJ is actively seeking additional teachers and schools who may be interested in partnering to develop and provide sustainability education.

If you are interested in learning more about this project, please contact Winnie Fatton, Project Manager, at 609-771-2855.

MLUC@TCNJ'S HERNANDEZ SCOOPS TRENTON TIMES

MLUC@TCNJ's summer intern Angel Jesus Hernandez spent 8 weeks this summer exploring the likely impacts of the relocation of Capital Health System's Mercer Campus (CHS-Mercer) from Trenton's west ward to suburban Hopewell Township. His research presented on July 11th to NCUR-Lancy faculty and students found that CHS based its decision primarily on its concerns about the likelihood of its anticipated future fiscal insolvency if it continued to absorb the cost of providing charity care to Trenton residents. CHS-Mercer lost an estimated \$16 million due to charity cost shortfalls last year. CHS-Mercer felt that making a move now was a fiscally prudent decision for if it waited to relocate it would be unable to secure the financing necessary to underwrite a later relocation.

Mr. Hernandez expressed concern that the CHS-Mercer move will have negative effects on its patients and its immediate neighborhood. However, he also explained the way that the State of New Jersey, through its certificate of need approval process, intends to mitigate the worst effects by requiring CHS to bolster services at its second Trenton hospital—The Fuld campus.

It was precisely that approach that Trenton Mayor Douglas Palmer blasted on July 19, 2007 in a front page article in the Trenton Times. The Mayor rejected the idea of strengthened services at Fuld, even though that was an approach that had been supported by New Jersey Department of Health and Senior Services Commissioner Dr. Fred Jacobs. Instead, Mayor Palmer revealed that he had been talking with St. Francis Hospital, Trenton's third hospital center, encouraging it to construct a new hospital in downtown Trenton. Palmer accused CHS of abandoning the city.

Angel Hernandez's shared insights were part of a larger summer effort involving 10 TCNJ students and 7 TCNJ faculty members. Each of the students participated in research designed to create interdisciplinary understandings of changes occurring in the Trenton metropolitan area. The Lancy Foundation funded this research through its initiative with the National Conferences for Undergraduate Research (NCUR) to encourage summer undergraduate research opportunities.

Through this program, student researchers worked closely with faculty mentors on specific research projects, while the entire team of faculty and student researchers met weekly to discuss a range of questions designed to deepen understanding of Trenton's social and economic conditions as well as the city's relationships with its surrounding suburbs.

In addition to Angel Hernandez's CHS-Mercer Relocation Project, which was guided by Dr. Martin Bierbaum, MLUC@TCNJ's Director, other projects included Johanna Soto and Dan Suarez providing support to anthropology professor Rachel Adler's multi-year study of ethnic change in Trenton's Chambersburg neighborhood; Joanna De Leon working under the guidance of sociology professor Dr. Elizabeth Borland to identify and explain Trenton social movements around the defense of immigrants' rights and curbing violence; Valerie Koch, who uncovered evidence of social entrepreneurship by non-profit groups and was guided by TCNJ's Bonner Center Director, David Prensky; Andrew Máthé, Alex Rass, and Jaclyn Kahn, guided by biology professor Curt Elderkin in conducting research on the Assunpink Creek, which runs through the City of Trenton; Tamaria Green and Regine Saintilien, who assisted so-

(continued on next page)

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(HERNANDEZ SCOOPS continued from previous page)

cology professor Diane C. Bates in describing and explaining the social and institutional context related to the stalled construction of the Jefferson School annex in North Trenton and concerns about environmental justice issues and the ways they affect Trenton's African American community; and nursing student Jessica Tellier, working under the tutelage of Assistant Nursing School Dean Antonino Scarpati, as she applied nursing theory to empirical research related to Trenton's Project TEACH (Teen Education and Child Health).

The value of this inter-disciplinary research was the clarification of the many challenges facing Trenton from multiple perspectives. While stu-

dents struggled to identify New Jersey's capital city potential, they also expressed real apprehension that poverty, gang violence, joblessness and health disparities, along with the need for strong leadership on both the state and local government levels will continue to plague city redevelopment efforts.

Students are currently revising their findings for presentation at the National Conference for Undergraduate Research in March 2008. More information about individual research projects and the overall summer project experience can be located at the project's website: www.tcnj.edu/~trenton.

CAMPUS COMMUNITY

LEAD 2007 PROGRAM

The College of New Jersey, in collaboration with the New Jersey Association of Counties, conducted the sixth LEAD (Learn, Excel and Deliver) workshop series this spring. The program is designed to provide county officials with advanced training in areas relevant to their careers in the public sector. LEAD is a cooperative venture of The College of New Jersey (TCNJ) and the New Jersey Association of Counties (NJAC). The NJAC Foundation, the educational arm of the New Jersey Association of Counties, endorses the program and will provide partial reimbursement for successful completion of the course, which can also be taken for credit at The College of New Jersey.

County government leaders and academic faculty interact with course participants from county government, offering an opportunity for attendees to learn and share professional experiences. Topics included:

- *The County and State in the Government Structure* – led by TCNJ Professor Stuart Koch, assisted by practitioners Assemblyman Alex DeCroce, from the 26th District and Gregory C. Fehrenback, Former Business Administrator, Sussex County;
- *Leadership and Managerial Effectiveness* – led by Nicholas Finamore, Executive Coach for the NJ State Motor Vehicle Commission and former Dean of the AT&T Executive College;
- *Developing an Effective Communications Strategy* – led by TCNJ Professor Dr. John Pollock, with practitioners Josh Kitchen, M.P.A., Senior Vice President of Operations and Raul Vicente, Jr., Vice President, Marketing and Public Relations, The Bruno Group;
- *Regional and Economic Development and Economic Planning* – Led by Dr. Henry Coleman, Professor of Public Policy at Rutgers University with practitioners Kaye Braaten, NACo County Services Representative and Raymond Fischer, Finance Officer New Jersey Economic Development Authority;

- *The Role of County Planning and Transportation Issues* – led by Dr. Martin Bierbaum, Director of MLUC@TCNJ, with practitioners Ray Zabihach, Morris County Planning Director and Joseph Ettore, Monmouth County Engineer.

This year's program participants included a Senior Vice President from the Bank of America; a Captain from the Bergen County Sheriff's Department; the County Administrator from Cumberland County; an Aide to a Hudson County Freeholder; the Supervisor of Passports from the Hudson County Clerk's Office; the Hunterdon County Planning Director; a Confidential Aide to the Mercer County Administrator; NJAC's Legislative Director and Director of Public Relations; and a Manager from the Northrop Grumman Corporation.

If you'd like to learn more, or even pre-enroll for next year's session, contact Susan Harrison at MLUC at 609-771-2832.



TCNJ's Acting Provost Beth Paul and Dean Susan Albertine joined NJAC's Executive Director Celeste Carpiano in presenting certificates to graduates of the course.

TRANSPORTATION

FINAL REPORT ON EXIT 8A IS NOW AVAILABLE

Over the past 16 months, MLUC's Director has conducted a study of the area around the NJ Turnpike's Exit 8A Area, which is comprised of 2 counties and 9 municipalities in the middle of Central Jersey. Approximately 168 square miles with a population total of approximately 182,000 people according to the 2000 U.S. Census, the area includes a dynamic development mix of warehouse and distribution centers interspersed with age-restricted residential communities. Its strategic regional location and attractive local characteristics, such as relatively flat topography, available water and sewers, and local government interest in adding to property tax revenues have contributed to the area's rapid growth.

The Study involved developing municipal case studies, interviews with both municipal and private sector interests, as well as a series of facilitated stakeholder forums at sites within the Exit 8A Area and provided a valuable internet mapping tool for county and municipal use. As warehouses and distribution centers in the area reach critical mass, land use conflicts, and growing numbers of trucks and vans that are used to transport both freight and employees from miles away have begun to make the social costs of this development pattern more obvious. This leads to increased traffic congestion and accumulating public health and safety concerns, as well as raises issues related to New Jersey's state economy and its relationship to the wider national and global economies.

The major lessons learned from this study include the following:

- 1. The Land Use Pattern and Transportation Situation at Exit 8A is the result of multiple causes – natural, geographic, socioeconomic, private market forces, along with public policies promulgated by different levels of government over the past two decades.*
- 2. No "Silver Bullet" or single answer exists to address the many concerns raised by the diverse stakeholders who participated in this study.*
- 3. The significance of this study may have less to do with the New Jersey Turnpike Exit 8A per se, which is rapidly approaching build-out, but more to do with the knowledge transfer that will affect other locations at interchanges throughout New Jersey.*
- 4. Local jurisdictions have an important role to play in both recognizing the needs of a growing and increasingly important element of New Jersey's economy and in reconciling those needs with maintaining and promoting an attractive quality of life in New Jersey's communities, e.g., density/intensity issues, parking issues, lighting issues, aesthetic impacts, green building, trucker services, extending hours of operation, and distribution centers planning for the next generation.*



- 5. Developing, managing and sharing land-use and transportation data across government jurisdictions and with the private sector is a necessary and important planning and management function that requires explicit attention.*
- 6. Some issues raised by the New Jersey Turnpike Exit 8A Area experience cry out for regional solutions including, but not necessarily limited to: the assessment of cumulative and secondary impacts, and cost-sharing of indirect costs as they are experienced throughout the region.*
- 7. Even simple tasks, such as designating preferred truck routes and installing signage, can prove difficult without appropriate forums and implementation mechanisms in place.*
- 8. As the Exit 8A Study Area rapidly approaches build-out, operational improvements are necessary along with an irreducible number of roadway construction projects to manage the situation.*
- 9. Ancillary concerns, such as creating the opportunities for affordable housing in proximity to areas of job growth, easy access to labor and recognizing and addressing environmental constraints are important, although not a major focus of this study.*
- 10. The New Jersey State Development and Redevelopment Plan (NJSDRP) does not include accommodations for warehouses and distribution centers, which are part of a rapidly growing sector of New Jersey's economy.*
- 11. Trucker services are desperately needed in the Exit 8A Study Area.*
- 12. Facilitated dialogue among the different levels of government and with the private sector can lead to improved mutual understanding and ultimate resolution of a number of important issues related to Exit 8A concerns.*

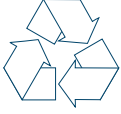
The Lessons Learned led to more than a dozen Action Step Recommendations, which are contained in the full Report. The Report which was completed and distributed in both hard copy and CD to NJ DOT, relevant state agencies, and elected officials. Reports were also sent to Assembly people, State Senators, as well as regional and metropolitan planning organizations. Participants in the Stakeholders' Group, as well as Mayors, Planning Board chairs and consultants from the municipalities in the study area received the report, as did Planning Departments in Mercer and Middlesex Counties. In addition, copies of the report were provided to interviewees from the distribution centers, and other industry representatives. Copies are available upon request by calling Susan Harrison at 609-771-2832.



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UPCOMING EVENTS, TRAINING OPPORTUNITIES and RESOURCES:

OCTOBER 12: ANJEC Annual Environmental Congress - Conference Center in West Windsor. The day will feature speakers, workshops and discussion on global climate change and energy issues. The focus will be on New Jersey's communities and what they can do, both to reduce production of greenhouse gasses and to prepare for changes in climate that are already occurring.

OCTOBER 12 and 26: The NJ Association of Counties and the NJ State League of Municipalities are sponsoring a new series of forums on economic development for county and municipal government officials to discuss community-based economic development at the county and municipal level. Featured speakers include members of the Corzine administration and the US Economic Development Administration, as well as county economic development experts. Please visit www.njac.org/forumannouncement.pdf for details, and http://www.njslom.org/cal102007_economic-registration.doc for free registration.

OCTOBER 29: NJSSI's Energy & Climate Policy Conference 2007 at the George Street Playhouse in New Brunswick. Presenting original energy and climate research and future NJ scenarios, and to bring consensus on a set of priorities for climate and energy policy in New Jersey. The conference will feature name speakers, NJSSI speakers presenting original research, and a panel made up of the heads of key NJ state agencies. Contact Medea Villeré at medeav@rci.rutgers.edu for more information and/or to register for the event.

NOVEMBER 2: 2007 Annual Planning Conference at the Hyatt Regency Hotel in downtown New Brunswick, NJ. Sponsored by the American Planning Association and the Edward J. Bloustein School of Planning and Public Policy. Please visit www.njapa.org for more details.

RESOURCES:

NJ Clean Energy Program website (<http://www.njcleanenergy.com/>) offers visitors many options for analyzing and/or reducing their energy use. In addition to guides for buying energy efficient products, and finding a contractor, the site includes a link to a web-based form for analyzing home or business energy use.

Walkable Community Workshop Final Reports: The Walkable Community Workshop Final Reports are now available for download. In 2006, the North Jersey Transportation Planning Authority (NJTPA) conducted a series of half-day "Walkable Community" workshops, with a focus on improving and enhancing walking in northern and central New Jersey. The workshops were held in the 13 counties within the NJTPA region, plus the cities of Newark and Jersey City. The workshops trained participants to identify barriers to walking and ways to improve pedestrian safety in each workshop community, as well as how to inform and instruct residents, transportation professionals, and others about improving walkability. www.njtpa.org/planning/bike_ped/walkable.html

Join the New Jersey Bicycle and Pedestrian listserv: The New Jersey Bicycle and Pedestrian Resource Center listserv is a great way to share information, trade ideas, publicize related upcoming events, communicate successes, and to get help with a problem or issue with which you may be struggling. Membership is open to everyone interested in the bicycle and pedestrian environment in New Jersey. To subscribe visit: https://email.rutgers.edu/mailman/listinfo/nj_bikeped

New Jersey Energy Master Plan: New Jersey's demand for energy in the last decade has grown three times faster than its population. Today, the state is heavily reliant on conventional

fuels, yet has no conventional fuel resources of its own. To meet the growing gap between in-state generation capacity and demand, New Jersey currently imports 25 percent of its electricity, produced in other states mainly at conventional power plants. Conventional power plants produce carbon dioxide, a greenhouse gas that causes global warming.

On October 3, 2006, Governor Corzine announced the commencement of a year-long interagency planning process that will culminate in an Energy Master Plan, a long-term energy vision for the state of New Jersey that plans for the our energy needs through 2020. The Energy Master Plan will fundamentally address three areas: security, safety, and reliability of prices of energy supply and services; economic impact of energy production, transportation, and end use; and environmental impact associated with the production of energy.

The New Jersey Department of Transportation (NJDOT) has requested that the Alan M. Voorhees Transportation Center (VTC), a research center at the Edward J. Bloustein School of Planning and Public Policy, provide technical support and assistance to the Department in drafting the transportation element of the plan. Specifically, DOT has requested that VTC develop the portion of the transportation element dealing with land use and transportation, including but not limited to: smart growth, increasing transit usage, travel demand management, transportation systems management, the use of intelligent transportation systems (ITS), and goods movement.

To learn more about the Transportation Stakeholders Workshop or the draft Energy Plan Matrix, please visit: <http://www.policy.rutgers.edu/vtc/energymasterplan.html>