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SMART  
GROWTH  
AWARDS 2017

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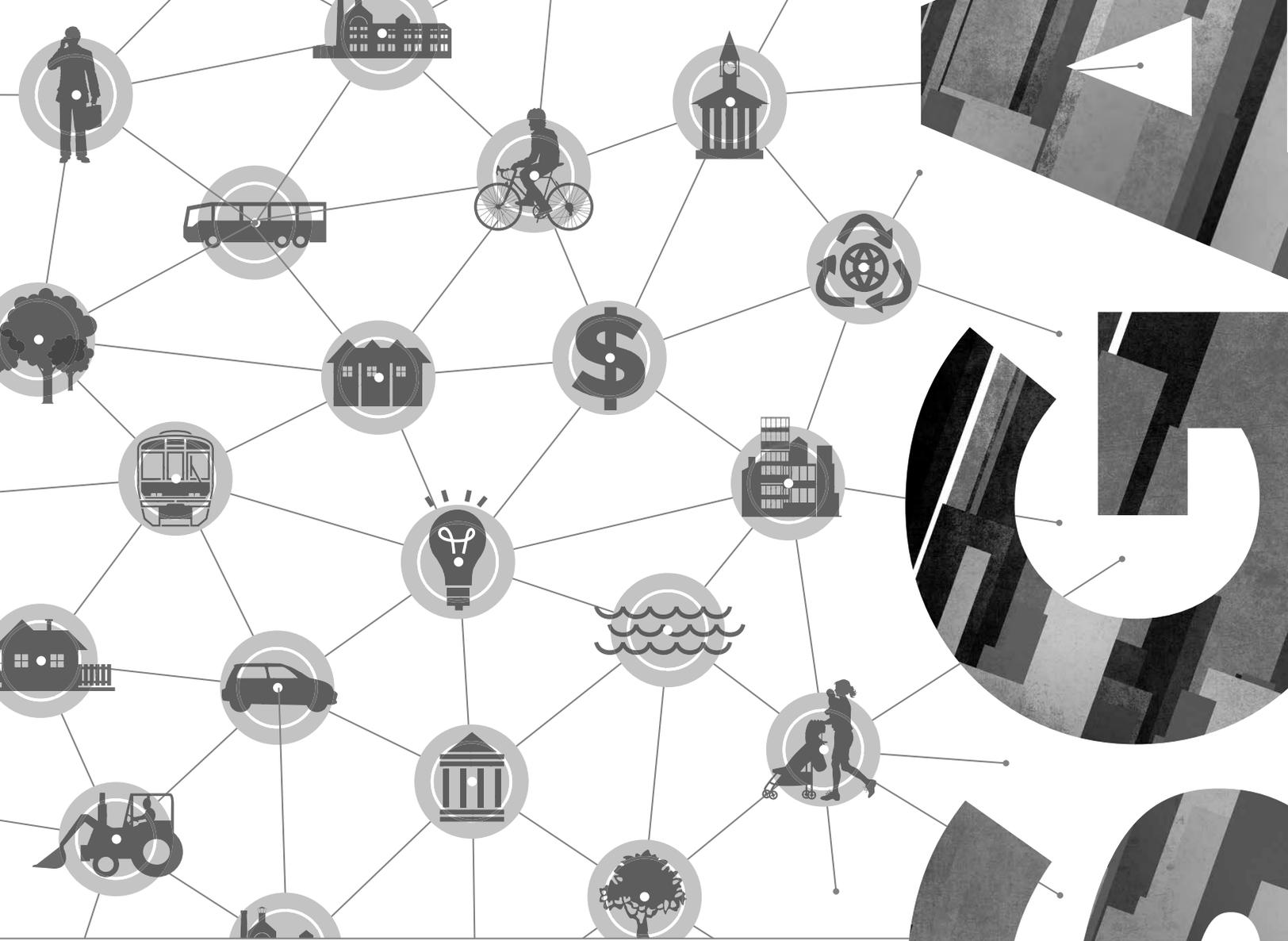
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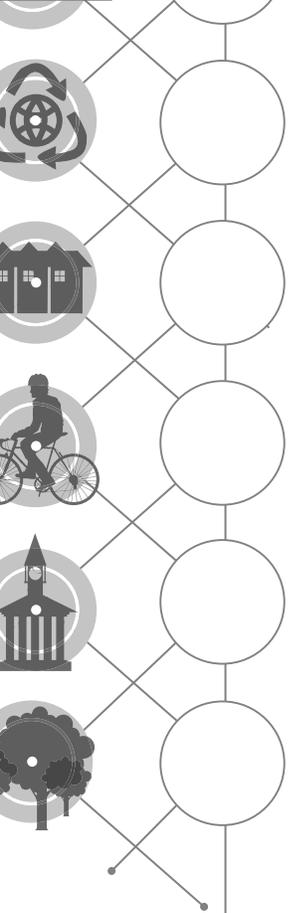
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NEW JERSEY FUTURE  
**SMART  
GROWTH  
AWARDS 2017**



Dear distinguished honorees and guests:

Welcome to the 2017 Smart Growth Awards celebration! It is an honor to be in the company of leaders like you, who continue to commit yourselves and your resources to making New Jersey a better place. Tonight's event celebrates the very best of those efforts.

We're thrilled to be hosting this event in the historic and newly redeveloped Hahne & Co. building — a 2016 Smart Growth Award winner and a symbol of all the regeneration that is going on throughout New Jersey.

Special thanks also go to this year's awards jury, whose biographies you will find in this program book. They bring to the process a full range of experience and expertise, and we appreciate the time they commit in order to ensure that the selected winners truly represent the very best of smart growth in New Jersey.

With much appreciation, we thank this year's event sponsors, who not only make this awards program possible, but help enable New Jersey Future to conduct important research, education and advocacy to inform decisions about how the state should grow.

Tonight's winners are projects and plans that will prove transformative to their communities. Two expand housing choices and public spaces near transit; two repurpose historic buildings for new uses; one remakes an outdated neighborhood into a vibrant new one; another brings new commercial life to an old industrial waterfront; and one sets out a blueprint to enable students in an entire school district to walk or bike to school safely. Each in its own way, these projects and plans are all examples of what we mean when we talk about the best of smart growth.

New this year is our recognition of a project that includes a significant green infrastructure component. We commend the people behind the Kearny Point project for embedding green stormwater management features in every phase of their ambitious plans for this property. When those plans are realized, the project will serve as an important example from which we all can learn.

Tonight we also honor with our 2017 Cary Edwards Leadership Award someone who has done as much as any other individual to advance the quality of smart-growth planning in New Jersey. James W. Hughes Ph.D., the outgoing dean of the Edward J. Bloustein School of Planning and Public Policy, has been relied on frequently as an expert on New Jersey's economy and demographics, and the Bloustein School has, through his leadership, become a reliable source of knowledgeable, forward-thinking leaders in both the planning and public service sectors. New Jersey is immensely better off because of his efforts.

Thank you for joining us this evening as we honor all of tonight's winners, and for working together with us toward a bright New Jersey future.

Sincerely,

Peter Kasabach  
Executive Director





## AWARDS PROGRAM

6:15 PM WELCOME

**Peter Reinhart**

*Director, Kislak Real Estate Institute, Monmouth University  
Chairman, New Jersey Future Board of Trustees*

**Peter Kasabach**

*Executive Director, New Jersey Future*

**Timothy J. Touhey**

*Senior Vice President, Investors Bank*

PRESENTATION OF 2017 SMART GROWTH AWARDS

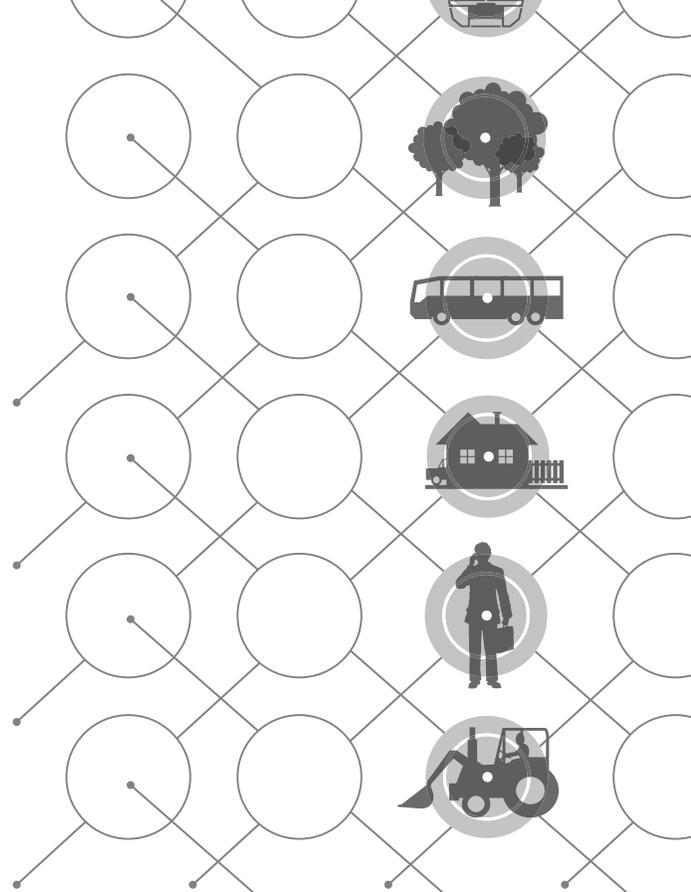
**M. Courtney McCormick Esq.**

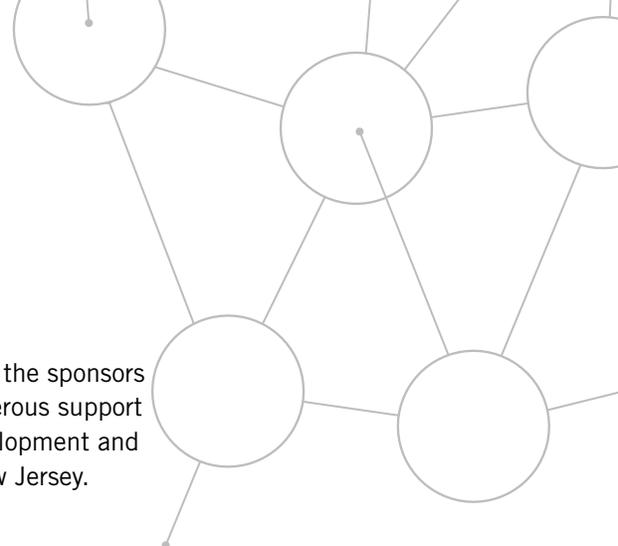
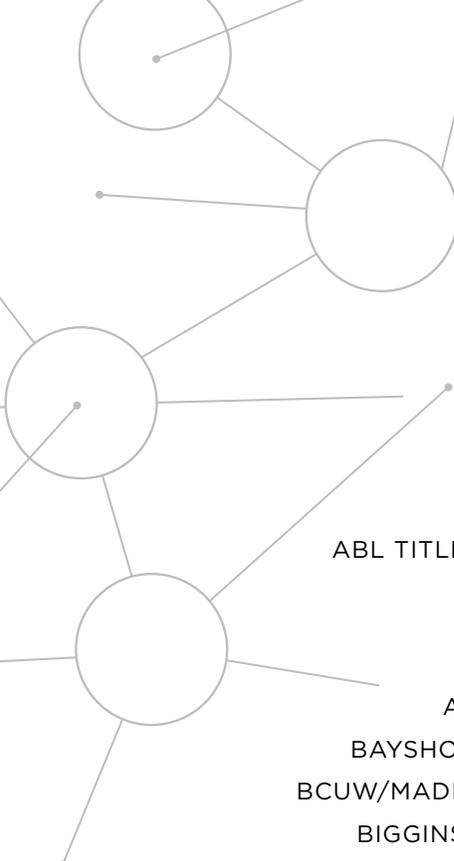
*Vice President, Renewables and Energy Solutions, PSE&G  
Chairwoman, 2017 Smart Growth Awards Selection Committee*

PRESENTATION OF 2017 CARY EDWARDS LEADERSHIP AWARD

**Hon. James J. Florio**

*Former Governor, State of New Jersey*



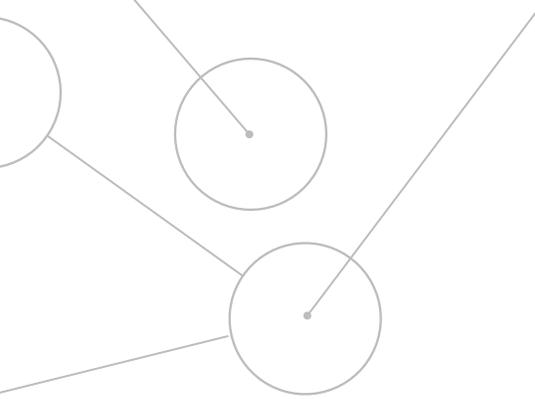


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New Jersey Future offers its heartfelt thanks to the sponsors of the 2017 Smart Growth Awards, whose generous support makes it possible to celebrate the best in development and redevelopment projects in the state of New Jersey.

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# ABOUT THE SMART GROWTH AWARDS

New Jersey Future's Smart Growth Awards honor adopted plans and approved and built developments that exemplify sound land-use practice through the implementation of smart-growth principles as embodied in the State Development and Redevelopment Plan. The awards shine a well-deserved spotlight on the municipal officials, developers, contractors, architects and corporations with the courage to initiate projects and growth patterns that help strengthen New Jersey's economic, social and environmental future.

Nominees are drawn from a statewide public nomination process launched in the fall of each year. The finalists are selected by an Awards Selection Committee of professional developers, architects, planners and redevelopment experts. The winning projects are chosen following site visits and interviews with project leaders.

Preference is given to projects that promote redevelopment and infill development in areas and centers designated for growth by the State Plan. In addition, winning projects are evaluated against the following smart-growth criteria:

- ◆ Near existing development and infrastructure
- ◆ Create or enhance connections to existing developments or plans
- ◆ Create or enhance a vibrant mix of uses (residential, retail, office)
- ◆ Protect or enhance open space, farmland, parks and critical environmental areas
- ◆ Increase the range of housing options available
- ◆ Create or enhance transportation choices
- ◆ Designs foster walkability and activities at the street level that encourage personal interaction
- ◆ Improve resiliency to natural hazards
- ◆ Respect community character, design and historic features
- ◆ Utilize green or regenerative design techniques and materials

June 2002 marked the first Smart Growth Awards celebration. The annual event attracts state, county and municipal leaders, as well as community activists and professionals who are committed to bringing smarter growth to New Jersey.

## SPECIAL CITATION

When possible, winning entries will also receive special recognition for innovative use of "green" infrastructure, in an ongoing effort to encourage plans and projects to make green infrastructure the first choice in stormwater management throughout New Jersey. To learn more about New Jersey Future's Mainstreaming Green Infrastructure program, please visit <http://njfuture.org/mainstreaminggi>.

## ABOUT THE ANTIQUE TILES

New Jersey Future's Smart Growth Awards are created with antique tiles made in and around the Trenton area at the end of the 19th century. They were made by Trent Tile, Providential Tile Works and the Robertson Art Tile Company, all of which manufactured decorative tiles for use in homes and offices. At its prime, Trent produced 8 million square feet of tile each year.

New Jersey Future is proud to offer these awards as a reminder of the great things that will continue to happen in our state.

The tiles were collected, restored and mounted by Marge Miccio of Artifacts Gallery, which offers a large collection of Trenton memorabilia. It is located at 1025 South Broad Street, Trenton, (609) 599-9081 and can be found online at [artifactsgallerytrenton.com](http://artifactsgallerytrenton.com).





# 2017 AWARDS SELECTION COMMITTEE

The selection committee is an all-volunteer group that spends many hours reviewing nominations, conducting site visits and interviews all over the state, and then deliberating to select the final winners. The selection committee evaluates each nomination against smart-growth principles as well as its contribution to the surrounding community and the state as a whole. We thank them for their effort and dedication to selecting the best smart growth projects in the state.

## **M. Courtney McCormick Esq.**

*Vice President, Renewables and Energy Solutions, PSE&G  
Chairwoman, 2017 Smart Growth Awards Selection  
Committee*

Courtney McCormick is responsible for the operations and strategic growth of PSE&G's and PSEG Long Island's solar energy, energy efficiency, demand response and alternative-fuel vehicle programs, as well as efforts to develop and implement additional products and services. Ms. McCormick joined PSEG in 2008, and was previously vice president, deputy general counsel and corporate secretary with responsibility for corporate governance and corporate transactions, business assurance and resilience, shareholder services, corporate records management, legal administration, securities and stock exchange matters and reporting compliance. Previously, Ms. McCormick worked at the law firms of King & Spalding LLP and Pillsbury Winthrop LLP. She is a member of the Board of Trustees of the Smart Electric Power Alliance and on the Advisory Board of the Rutgers Law School Center for Corporate Law and Governance.

## **Hon. Sheena Collum**

*President, Township of South Orange Village*

Sheena Collum was elected in May 2015 as the 49th president of the Township of South Orange Village, a municipality of 16,000 residents, and was the first woman to hold this role. She is also currently the youngest female municipal executive in the state of New Jersey. She has concentrated her priorities around growth and economic development, shared services, citizen engagement and streamlining municipal operations and customer service through the expansion of technology. Ms. Collum also serves as the executive director of the American Planning Association's New Jersey chapter, a statewide planning organization whose mission is to help build stronger communities and provide more choices for how people work and live while meeting the challenges of both growth and change.

## **Colin Driver**

*Director of Economic Development, Borough of Somerville*

Colin Driver manages the day-to-day redevelopment and economic development activities for four redevelopment areas, including the former Borough Landfill Redevelopment Area, which includes the NJ Transit Somerville railway station. Mr. Driver was instrumental in having the landfill area declared a Brownfield Development Area by the NJ DEP, having the borough declared a Transit Village by the NJ DOT, and working with the NJ EDA, the NJ DEP, the NJ EIT and the governor's office to create innovative remediation and redevelopment financing packages. Mr. Driver has worked with developers on the design of transit-oriented developments, and with the Borough Council and Planning Board to introduce unique solutions to zoning issues to help foster redevelopment in the borough.

## **Maura M. Fennessy AICP**

*Government Relations Specialist, Princeton University*

In her current role, Maura McManimon Fennessy advocates on state legislative and regulatory issues that affect the university, its students, faculty and staff. She also serves as the vice president for policy with the American Planning Association's New Jersey chapter. Before joining the university, Ms. Fennessy worked for over a decade in the land use and housing policy arena, serving as executive director of the Office of Smart Growth, and director of policy and planning at the New Jersey Housing and Mortgage Finance Agency, both within the Department of Community Affairs. Ms. Fennessy began her professional career at the U.S. Department of the Interior as special assistant to the secretary.



# 2017 AWARDS SELECTION COMMITTEE

## **Olivia Glenn**

*Regional Manager, South Jersey Metro, New Jersey Conservation Foundation*

In her current role Olivia Glenn is responsible for land preservation and development work in the region, with a special emphasis on Camden. She has a strong background in the non-profit and government sectors. Prior to joining New Jersey Conservation Foundation, she worked at the governor's office; for a charter school in Camden; and for the state Department of Environmental Protection. She has been named a Camden County Sustainability Champion and is a member of the Camden County Open Space Advisory Committee and the New Jersey Environmental Justice Advisory Council. She is the New Jersey lead of the Circuit Trails Coalition, a regional network linking 750 miles of trails in greater Philadelphia.

## **Earl G. Jackson IV AIA**

*Founder and Principal, The Architecture Workshop*

Earl Jackson founded The Architecture Workshop as a professional practice that focuses on filling the gaps between art and works of architecture, urban design, and infrastructure. Mr. Jackson serves as associate adjunct professor of architecture at Columbia University and has taught at the New Jersey Institute of Technology. Before founding The Architecture Workshop, Mr. Jackson was partner and design director at Cooper Robertson, associate director at Skidmore Owings Merrill, and a designer with Michael Graves. He has global experience in transit-oriented development and waterfront design, and in the wake of Sandy, served as a design lead for New York City's Special Initiative for Rebuilding and Resiliency, New York State's New York Rising, and HUD's Rebuild By Design, and as an advisor for the Rockefeller Foundation's 100 Resilient Cities Initiative.

## **Debra Tantleff**

*Founding Principal, TANTUM Real Estate*

TANTUM is a certified Women's Business Enterprise focused on creating boutique multi-family and mixed-use communities in the New Jersey region. Prior to founding TANTUM, Ms. Tantleff was a vice president of development at Roseland, a Mack-Cali Company, where she oversaw a portfolio totaling more than 5,000 residential units and 200,000 square feet of retail space. She serves on the New Jersey Committee for the Regional Plan Association and the Executive Board of Directors for Downtown New Jersey. She was named to Real Estate Forum's Top 40 Under 40 in 2012 and to NJBIZ's Forty Under 40 in 2016. She received the Women Builders Council's 2015 Outstanding Women Award and has been recognized numerous times by the National Association of Home Builders and the New Jersey Builders Association.

## **Laura Torchio AICP**

*Deputy Director, Transportation Initiatives, Project for Public Spaces*

Laura Torchio has considerable expertise on Complete Streets and Safe Routes to School (SRTS), having worked on both initiatives previously at the New Jersey Department of Transportation and as a consultant with The RBA Group. During her time with the SRTS National Partnership, Ms. Torchio facilitated collaboration among New Jersey's state, regional and local leaders to fund and implement Complete Streets and SRTS programs. Most recently she led and managed the Project for Public Spaces Healthy Places Program, making the connection between transportation and placemaking and positive health outcomes. She is a board member and past president of Bike&Walk Montclair, and helped her community pass New Jersey's first municipal Complete Streets policy, achieve New Jersey SRTS Resource Center Gold SRTS status, and Silver Walk- and Bronze Bike Friendly Community status.

# RUTGERS

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## ARE PROUD TO RECOGNIZE

### CARY EDWARDS LEADERSHIP AWARD



#### James W. Hughes

*Distinguished Professor and Dean  
Edward J. Bloustein School of  
Planning and Public Policy*

*Recognizing his longstanding commitment  
to improving the quality of life and promoting  
smart growth in New Jersey through  
sustainable land-use policy and practice.*

*and 2017*

### Smart Growth Award Winner

#### 2016 Graduate Planning Studio Alan M. Voorhees Transportation Center, Bloustein School

*"Plainfield School District Travel Plan"*

*Student Participants: Nan Chen, Yupo Chiu, Karan Gandhi,  
Ziye Guo, Ganlin Huang, Chao Lyu, Chihuangji Wang*

*Advisors: Leigh Ann Von Hagen, AICP/PP, senior research specialist,  
and Sean Meehan, research project coordinator,  
Alan M. Voorhees Transportation Center*

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# CARY EDWARDS LEADERSHIP AWARD

The Cary Edwards Leadership Award recognizes individuals who have an outstanding commitment to improving the quality of life and promoting smart growth in New Jersey through sustainable land-use policy and practice.

The 2017 honoree, James W. Hughes Ph.D., has been dean of the Edward J. Bloustein School of Planning and Public Policy at Rutgers University since 1995. At the end of the 2016-17 academic year he will step down from his leadership role there, but fortunately for New Jersey, he has no plans to actually retire.

Dean Hughes' academic research and insights have helped bolster the smart-growth movement; providing independent and authoritative statistics and data to predict demographic trends and reinforce the validity of population movements and the impact of these movements on our cities and towns. The high standard he set for graduates of the Bloustein School has filled the planning field with bright, knowledgeable, civically-engaged professionals committed to smart planning and sustainable growth.

A nationally recognized academic expert on demographics, housing, and regional economics, Dean Hughes has authored or co-authored more than 150 articles and 34 books and monographs, including *New Jersey's Postsuburban Economy*, his most recent book, which he co-authored with University Professor Emeritus Joseph Seneca. The book is a wake-up call for the state's policy makers, as New Jersey experiences the growing pains that come with transforming from a car-centric, suburban-dominant society to a new technology- and internet-based global economy in which younger generations and businesses are seeking to locate in the state's urban areas.

As director of the Rutgers Regional Report, Dean Hughes has produced more than 40 major economic, demographic, and real estate studies on New Jersey and the broader metropolitan region. Over the last two decades, the Rutgers Regional Report has been a must-read for policy makers and business leaders, chronicling the trends that shape our state's economy, jobs, and real estate market.

Dean Hughes' list of academic and scholarly works is impressive. But his impact is felt far beyond the academic community. His ability to translate sometimes wonky research findings into language the general public can grasp has made him a resource trusted by local, regional, and national media outlets. Concise and witty, his comments and quotes in articles



**James Hughes**

*Business Leader and Champion  
for Economic Development*

or on the airwaves provide readers and listeners with clear explanations of the economy backed by meticulous research, always a trusted voice of accuracy and wisdom. The state's policymakers and business leaders invariably lean in to listen to James Hughes when he tells them about the state's challenges and the economic opportunities and consequences that lie ahead.

State and national lawmakers have relied often upon Dean Hughes for his knowledge and insights. His testimony on the state's budget and economy has been sought after by many New Jersey state

legislative committees. Policy makers in both Washington and Trenton have called upon him to deliver expert, unbiased policy briefings. Even if what he has to say on a topic isn't good news, it is always illuminating. Dean Hughes' research and writings have informed the state's most important conversations about economic development, education, housing, land use, and transportation issues.

He has served on numerous commissions and task forces, including the New Jersey Governor's Commission on Jobs, Growth and Economic Development; the Economic Advisors Board of the Council of the City of New York; the New Jersey Governor's World Class Economy Task Force; and the New Jersey Governor's Property Tax Commission.

However, perhaps Dean Hughes' most important contribution to New Jersey is his elevation of the Bloustein School into a center of public policy and planning influence for New Jersey and the entire Northeast region. Among planning schools, Bloustein often ranks in the top five in the country.

Students have gone on to illustrious careers in both the public and private sectors, including the Los Angeles Department of Transportation, U.S. Department of Housing and Urban Development, U.S. Office of Management and Budget, NAGA Architects and The Louis Berger Group. And many Bloustein alumni continue to serve in leadership roles throughout New Jersey, including the planning director for Jersey City, the executive director of New Jersey's Housing and Mortgage Finance Agency, and both elected and staff officials in the New Jersey Legislature.

The fruits of their efforts to foster quality growth and development in New Jersey and its cities and towns will be Dean Hughes' most significant legacy.

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## DINA'S DWELLINGS, NEW BRUNSWICK

**First Reformed Church, Town Clock Community Development Corp.,  
BCUW/Madeline Housing Partners LLC, New Jersey Housing and Mortgage Finance Agency**

The First Reformed Church in New Brunswick has continuously hosted a congregation at its Hiram Street site in downtown New Brunswick since 1754. The large stone building that's there today, built in 1811, was once the largest building in New Jersey, and was intended for a capacity of 1,100 people. Its exterior is now listed on the state's historic register, and there are unmarked graves in its churchyard dating back to the 1700s.

By the early 2000s, the church's congregation, like many others, was much smaller and not able to afford the upkeep on such a large building. Rather than let the building erode, the congregation opted to create a not-for-profit development corporation to explore ways of repurposing the building while respecting the church's history and its community-focused mission. Ultimately, a plan emerged that would provide the congregation with a smaller sanctuary and cultural center in one part of the building, and create 10 affordable and supportive housing units in another part that would accommodate women and children survivors of domestic violence. The congregation would receive rent on a portion of the building, which would help with upkeep of the historic structure, and ultimately, the viability of both the church and the community it serves would be protected.

Implementing that plan, however, was filled with challenges. The National Register of Historic Places was called in to review it, in addition to its having to meet the requirements of the New Jersey Historic Trust. Archaeological investigations needed to be done on all ground disturbances, but the exact location of graves in the churchyard still couldn't be pinpointed, which meant a planned new exterior staircase had to go through the additional complexity and expense of needing to be elevated and cantilevered.

The result, however, is a testament to the commitment of all involved. The congregation was able to keep a smaller



sanctuary/cultural center built from the original balcony, and to remain a presence in downtown New Brunswick. The main part of the sanctuary was deep enough to divide into three floors' worth of supportive, affordable housing — two two-bedroom units, one one-bedroom unit and seven efficiency apartments — plus shared program space. And the location of these units, near transit, jobs and a wide variety of services and amenities, means their occupants don't need a car.

Perhaps the unifying design element in the project is light. The original windows were preserved, providing abundant light in both the sanctuary and the apartments. And the new entrance that was added boasts large areas of glass, intended to serve as a "beacon" of safety and security to the residents and as an external signpost of the presence of this important community asset.

### SUPPORTING PARTNERS

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## GLORIA ROBINSON COURT HOMES, JERSEY CITY

### Jersey City Housing Authority, Ingerman, Pennrose Properties, Kitchen & Associates

The Gloria Robinson Court Homes in Jersey City are one part of the A. Harry Moore HOPE VI Revitalization Plan, a sweeping effort to redevelop obsolete and deteriorating public housing throughout the city. Unlike such projects elsewhere in the city, however, this was in a neighborhood on the west side that was not yet seeing the redevelopment pressure that neighborhoods closer to the Hudson River were experiencing. And therein lay both a challenge and an opportunity.

The project, which would replace seven 1950s-era red brick towers containing more than 650 units of public housing, took 12 years to bring to fruition. Residents

who were displaced by the work were provided voucher assistance in finding housing elsewhere in the city, and were given first preference to apply to return when the project was completed. (Because of the duration of the development, many former residents chose not to return, preferring to remain in their new neighborhoods.) The new community is a mixed-income neighborhood of 274 homes that blend well with the surrounding architecture, along with a Head Start facility, a 12-workstation computer center, and other community and supportive services. The street grid was recreated and the new neighborhood was reconnected with the rest of the city.

The challenge, and the opportunity, was that the city's revitalization continues to push inexorably westward. Without careful planning, this new neighborhood would run the risk of being subsumed and ultimately displaced by the very forces of revitalization that were intended to benefit it. Instead, the project was planned so that the new Gloria Robinson Court Homes would remain as a stronghold of affordable, mixed-income housing that would both gain from and contribute to the anticipated future growth.

The project achieves this in two primary ways: First, design standards were established that meant that new construction,

whether it be low-rise or mid-rise, would match and enhance the traditional Jersey City architectural norms in the surrounding neighborhood and solidify the project's role as an asset rather than an impediment to further redevelopment. The removal of the public-housing super-block and re-establishment of an interconnected street grid also furthered the impression of a well-settled, well-integrated neighborhood. And second, many of the project's amenities, from pedestrian paths to a new courtyard and playground, are available not just to residents but to everyone in the neighborhood. A new bus stop connects residents and neighbors to downtown



© Don Pearce Photographer Inc., provided by Pennrose Properties.

Jersey City. And the project abuts the 273-acre Lincoln Park, an open-space asset available to the entire community.

The result is a community where residents feel safer (and indeed, some of the design changes that have helped integrate the community into the neighborhood, such as individual entrances and private porches, have also led to a reported drop in local crime), and more connected, and that is poised to enjoy the benefits of the additional revitalization that's to come.

### SUPPORTING PARTNERS

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# Guenther Mill



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## GUENTHER MILL REDEVELOPMENT PLAN, DOVER

Town of Dover, Guenther Mill Urban Renewal LLC

Paul Guenther was a German immigrant who arrived in Dover in the 1890s and began operating a silk mill. In 1902, he moved his enterprise to the current location, which was at that time on the very outskirts of town. As the business grew, he built more buildings until eventually, from a multi-building complex that spanned two city blocks, he was running the largest silk hosiery manufacturing company in the world.

At its height, Guenther's business employed approximately 1,000 workers. Guenther built housing for them, as well as churches and community centers, all within easy reach of the factory, and a new community was born. But the fortunes of the silk industry changed, and by the end of the 1930s the mill had closed, reopening only briefly during World War II to manufacture twill jackets for members of the armed forces. Suddenly the Guenther Mill community had lost the very reason it has existed in the first place.

In 2016 the two-block complex was declared an area in need of redevelopment, and a plan was developed over six months that would provide for the rehabilitation of the buildings into apartments, retail, and industrial arts and manufacturing spaces. The plan sought "to develop a framework to achieve goals and objectives and to address development challenges, while ... providing enough flexibility to accommodate future stakeholder needs and shifting market forces."

Local officials understand that this development needs to remain financially viable over the long term, and are intentionally implementing its elements very gradually, in order to give themselves the ability to respond to changing market



conditions moving forward. But when implemented, the plan will accommodate a growing residential population that prefers apartment living to single-family homeownership — an opportunity the town was previously not able to afford them — as well as retail that will serve both residents and the surrounding neighborhood, and commercial and industrial uses that can provide local jobs. King Street, which runs between the two blocks, will be closed to traffic and repurposed as a central event and gathering space. The Dover train station, a walkable half-mile away, offers new residents a one-seat ride to New York's Penn Station.

Construction is due to start in the spring of 2017. When the implementation is complete, a community and its center will have been re-established, and Guenther Mill will have been reconnected to its neighborhood, just as it was a century ago.

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## KEARNY POINT

Hugo Neu Corporation, Town of Kearny, STUDIOS Architecture, WXY architecture + urban design



when Hurricane Sandy hit. Rather than rebuild what had been there previously, the company made the decision to redevelop the complex into an innovative series of flex-, co-working, industrial and event spaces that would provide small businesses with affordable office and manufacturing space and would spur meaningful economic development for the region.

In July 1917 the Federal Shipbuilding and Drydock Company began building ships, primarily for the U.S. Navy, on a small peninsula called Kearny Point where the Hackensack River meets Newark Bay. By World War II Federal Shipbuilding was providing jobs for more than 50,000 people and had a reputation for building ships faster than any other yard in the world. After World War II it shifted its operations to ship-breaking, and until the mid-1970s was one of the country's largest salvage yards.

Operations declined as ship-building relocated to ports along the U.S. gulf coast, and in 2012, substantial damage from Hurricane Sandy rendered the complex non-functional.

The Hugo Neu Corporation, which specializes in salvage and recycling and which had purchased the property, had been using it for dismantling and scrapping operations in 2012

**SPECIAL CITATION:** Just as significant as what's going on inside the buildings are the green stormwater management features outside. Impervious surfaces are being removed wherever possible, and replaced with planted areas and native habitat that reduce the amount of polluted runoff entering the Hackensack River. Stormwater runoff will also be captured and cleansed by green roofs, bioswales and planters. The combination of these measures plus the ongoing ecological restoration will mean that Kearny Point and neighboring areas will enjoy greater protection from storm and flooding events.

What the company first considered a risk — introducing an untested product type into the market — turned out to be one of the project's biggest successes. In targeting small businesses and entrepreneurs, they had identified a significantly underserved sector of the market, and they designed the first building to undergo renovation to meet that sector's specific needs and challenges. The building is now home to more than 100 small businesses, more than 70 percent of which are women- or minority-owned. Complementing the workspaces and helping to establish a sense of community are the Dry Dock Bistro, shared communal spaces, and a planned amphitheater and waterfront park. To better connect the site to nearby housing centers, Hugo Neu is developing transportation alternatives that will serve employees and patrons, including an agreement with Uber to provide shuttle service from Jersey City.

Future buildings will cater to food manufacturers, freelancers, and artists. When complete, the project is expected to create more than 5,000 jobs, making it truly a new kind of urban workplace community.

### SUPPORTING PARTNERS

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## LINC AT ORANGE STATION

**RPM Development Group, New Jersey Housing and Mortgage Finance Agency, City of Orange Township**

Linc at Orange Station is an example of what good transit-oriented development is supposed to do: It has taken an under-utilized asset — in this case, a commuter surface parking lot — and created an entirely new community of mixed-income, mixed-tenure housing with supporting retail and easy access to multiple forms of transit, generating additional revenue for the city in the process.



The new development includes 113 rental units in a building with ground-floor retail, 24 condominium units in a separate building, a new public plaza, and underground parking with a car-sharing station.

And while this sounds straightforward, it's more complex to do in an emerging market. Its rental building is the first project in the city with a significant (45 percent) component of market-rate units — essentially an untested product. Its condominium building helps to establish viable homeownership, also a relatively untested product, by taking advantage of the New Jersey Housing and Mortgage Finance Agency's Choices in Home Ownership Incentives Created for Everyone (CHOICE) program, which allows qualified buyers the ability to secure a mortgage with low to no down payment.

Even as the project works to establish market-rate housing, a full 55 percent of the units in the rental building are restricted to households earning less than 60 percent of the area median income, providing them with the increased access to employment opportunities that proximity to transit and car-sharing offers.

Perhaps the biggest challenge this project had to overcome was that the viability of a development such as this in an emerging market was uncertain. The solution in this case was to make the effort a true public-private partnership, where each entity shared some of the risk, and will reap some of the rewards. A range of tools such as density bonuses and payments in lieu of taxes, in addition to financing tools that bridged the gap between the cost of construction and market prices, helped make the project financially feasible.



The new residences in the Linc buildings are already serving as an attractive option for those currently paying high market rents in Brooklyn and Hudson County, since the travel time from Orange station to midtown Manhattan is a comparable 30 minutes on NJ Transit's Midtown Direct. The new retail will serve not just building residents but the larger commuting community. And the influx of new residents provides an expanded customer base to the restaurants, galleries and live-music venues and performance spaces in the nearby Valley Arts District.

### SUPPORTING PARTNERS

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## PLAINFIELD SCHOOL DISTRICT TRAVEL PLAN

Plainfield Public School District, City of Plainfield, Alan M. Voorhees Transportation Center at Rutgers University



In Plainfield, a city of 50,000, more than half the school-children arrive by car at their neighborhood school. Fewer than 1 percent arrive by bike. Fear of injury from crashes turns out to be a significant reason for this. So the City of Plainfield decided to do something about it.

The city and the school district partnered with the Voorhees Transportation Center at Rutgers, the state Department of Transportation, the city's local transportation management association, and a graduate class at the Bloustein School of Planning and Public Policy at Rutgers, to develop the state's first district-wide school travel plan. Both the resulting plan and the wide-reaching process used to develop it are already being copied in other towns across New Jersey.

To create the plan, the team examined the city's history, demographics, transportation data including crash data, and policies from both the city and the school district relating to cycling and walking. They tallied the arrival and departure modes of students at various schools. They surveyed school principals to understand specific transportation concerns, and from that survey identified high-priority issues that were common across the city. They identified five representative

neighborhoods served by seven schools where they could study how these issues played out day to day.

The findings from this process, in particular the generalized fear of crashes, led to a set of proposed interventions. The next question was, how to prioritize implementation of those interventions so as to have the greatest positive effect? This prioritization process was guided by the project's steering committee, which included representatives from the city, the district and the community. The steering committee took advantage of some existing social infrastructure — the Plainfield PTA Roundtable, which brought together PTA representatives from all the city's schools — to host its public outreach.

The project team used the outreach feedback to develop a prioritized action plan with recommendations to address safety issues, embark on an education and enforcement campaign, and evaluate results. In addition, specific intervention plans were developed for improved safety and walkability at five particularly problematic intersections.

Included in the plan is a section on funding opportunities, guiding the city and the district to resources to help implement the recommended changes. The project team also identified where the plan would integrate with, or supplement, the city's master plan, current policies and future development plans.

The result is a vital piece of smart-growth infrastructure that will help improve the day-to-day experience of all of Plainfield's residents. And for a revitalizing city, ensuring that its children can get to and from school safely is a sound investment in future growth.

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## WOODMONT METRO AT METUCHEN STATION

**Woodmont Properties, Borough of Metuchen, Minno & Wasko Architects and Planners,  
Metuchen Parking Authority, Nexus Properties Inc.**

According to the 2011-2015 American Community Survey five-year estimates, almost 80 percent of residents in the Borough of Metuchen live in housing they own. Almost two thirds of the housing stock, both owned and rented, is single-family detached, and less than 5 percent of the housing stock is in buildings of more than five units.

In 2003, the borough began taking steps to diversify its housing stock, in order to create greater opportunities to attract potential residents at different life stages — Millennials just starting out who wanted transit access to jobs, Baby Boomers interested in downsizing but staying in Metuchen. The borough secured Transit Village status from the state Department of Transportation, and, through its Walk Metuchen program, began to implement pedestrian-friendly improvements. In 2007 Metuchen received a Smart Futures grant to support its efforts to establish itself as a walkable, transit-oriented community, and began outreach to community members to determine their highest priorities.

At the top of the priority list were a public gathering space, and better connections between Main Street and the borough's NJ Transit station. Woodmont Metro at Metuchen Station is the realization of those priorities, combined with an effort to diversify the borough's housing stock.

The project is built on a former commuter surface parking lot, and will offer 273 housing units, 15 percent of which will be affordable, as well as retail space, a parking garage that will serve residents, commuters and shoppers, and a host of resident amenities. In an effort to attract and retain both Millennials and downsizing Baby Boomers, the housing will all be available for rent, and, with the exception of the affordable units, will all be configured with one or two bedrooms.

All of the approximately 625 commuter spaces were preserved in the new parking structure. Because parking demand is staggered and capacity can be shared, only another 125



spaces needed to be added to serve the needs of residents, retail customers and general parking demand in the borough.

But it was the promise of public space that truly galvanized the community to support the project; residents had identified this as a significant void in the area. So a central piece of the project is a public piazza near the train station — a flexible outdoor space in the heart of downtown that can host events ranging from a farmer's market to outdoor movies, concerts and other events.

The project was not without its challenges. Outdated zoning ordinances that would have prevented this type of development had to be addressed, which the project team did by engaging borough residents early in the process to help create a common vision. Community support for the vision made adjusting the zoning code easier. Now more than 60 percent complete, the project promises to be an enlivened Main Street with a new customer base for the borough's merchants, a new community gathering-place, and a growing and diverse new downtown neighborhood.

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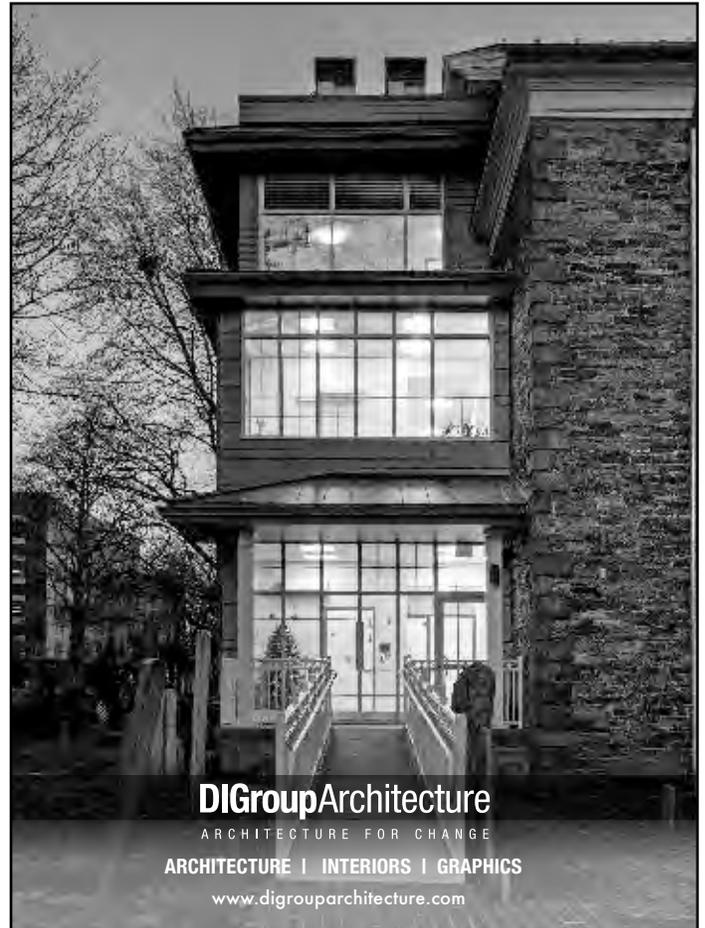
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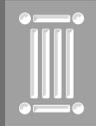
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