

Technical Proposal Amendment:

*Planning for Emerging Centers Program – Municipal
Transit-Oriented Development Assistance Planning*

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** Changes to the original scope of service have been identified in red. To facilitate project management, the tasks have been reorganized to match those initially proposed in the Request for Proposals.

GMD Team

Group Melvin Design has tremendous experience in leading projects that assist municipalities with unified land use and transportation planning and visioning efforts. In 2013, GMD was hired by the Municipal Land Use Center at The College of New Jersey to prepare a Unified Land Use and Circulation Master Plan Element for the Township of Montclair. The project was a demonstration project funded by NJDOT's Mobility and Community Form Initiative. This was one of the first attempts to create a unified element in New Jersey and the plan successfully demonstrated how zoning and land use recommendations can be interwoven with infrastructure investments to enhance community character. Moreover, Group Melvin Design (GMD) led the Gloucester County Transit Expansion Framework Study. The study supported ongoing efforts to extend light rail service from Camden to Glassboro, New Jersey through a comprehensive documentation of existing conditions and an assessment of Transit-Oriented Development (TOD) readiness for each of the communities. Group Melvin Design was hired, in part, because of our reputation and leadership in the state around transportation and land use planning.

However, GMD is about more than just planning: we also have extensive experience writing zoning ordinances. With the support of the Delaware Valley Regional Planning Commission (DVRPC), our firm worked in Mount Holly to create one of the first form-based codes in New Jersey, a code that has served as a model for other such codes across the state. Moreover, we are currently in the process of creating the Morristown Form-Based Code, the first city-wide form-based code in the State. That code is a direct result of our work on the NJTPA funded Morristown Moving Forward, where we worked with several other firms to create a unified land-use and circulation master plan. Furthermore, GMD led the implementation of the Downtown Bound Brook Urban Design plan as part of the last round of Emerging Centers grants. That code has since been adopted and is currently being used to support the redevelopment of downtown Bound Brook.

We have teamed with **Fitzgerald & Halliday, Inc.**, a women-owned planning and design firm that has been providing transportation, community design, environmental, and public involvement planning consulting services throughout the Mid-Atlantic and the Northeast for almost 30 years. We asked them to join our team because they share our understanding that safe multimodal transportation options are critical to vibrant communities. They understand that concepts such as complete streets, pedestrian accommodations and safety, transit priority, space for bicycles, thoughtful street design, and right-sized, carefully managed parking all contribute to the quality of life for an emerging village center.

Moreover, they are a leader in the state when it comes to designing and conducting comprehensive and interactive public outreach programs and strategies. Their public involvement and communications services are uniquely tailored to each project to identify and encourage participation of project stakeholders; inform and obtain input from various constituencies; provide multiple outreach venues to maximize opportunities for participation; and ultimately build public consensus for study recommendations.

Like GMD, Fitzgerald & Halliday, Inc has extensive experience working on NJTPA funded projects. FHI was the lead consultant working with the NJTPA in collaboration with Together North Jersey (TNJ) to develop a coordinated, innovative approach for public outreach to support the development of the NJTPA Regional Transportation Plan (RTP) update (Plan 2040) and the on-going TNJ Regional Plan for Sustainable Development (RPSD). Together, these two plans will guide and direct planning activities in the NJTPA region for land use, transportation, economic, and environmental/conservation initiatives in the future. Additionally, FHI has recently been involved with public and stakeholder outreach efforts for the on-going Morris County Circulation Plan Update and the Union County Transportation Master Plan Update. Moreover, FHI planned and executed a highly-participatory community charrette for

the Morristown Moving Forward Project in 2013 and worked as a parking specialist with Group Melvin Design in 2014 as part of the Bound Brook Urban Design Implementation Program, both NJTPA funded projects.

Finally, FHI has a broad range of experience working for state agencies, regional planning agencies, and municipalities helping to address a variety of transportation planning and design challenges. Their transportation planning work has a strong focus on, and commitment to, pedestrian and bicycle planning, complete traffic conceptual design, and Safe Routes to School planning. They believe in the holistic design of our transportation infrastructure, which begins with an understanding of the users of the system and its context. FHI understands that TOD can be successful and invigorate neighborhoods and villages if there is the right dynamic of infill, development or redevelopment sites, supportive zoning, market demand, and supportive infrastructure present surrounding a transit center; such centers include not only rail stations but intermodal centers, and BRT or LRT stations. Through their ongoing work on both regional transit projects and numerous community planning and corridor planning projects, they have demonstrated an in-depth expertise in leveraging the nexus between land-use and the transportation system to forward objectives and opportunities for more livable communities. FHI is currently leading several TOD planning efforts in Hartford and Brookfield, Connecticut, and evaluated multi-modal transportation access and connectivity for the Perth Amboy Bay City Transit Overlay District and the Passaic Eastside Redevelopment Transit Oriented Strategy.

Of particular note is their work on the State of Connecticut Bicycle and Pedestrian Plan, adopted in 2009. The plan has been instrumental in Connecticut's advancement from 42nd to 18th place in the League of American Bicyclists ranking of bicycle-friendly states. Its implementation actions, particularly those at the policy level, have helped guide officials and regulators on ways to achieve more walkable and bikeable communities. FHI is currently working with Bergen County on the development of the Central Bergen Bicycle and Pedestrian Plans.

FHI's transportation work on this project will be managed by Francisco Gomes, AICP ASLA, a specialist in urban design and multimodal transportation planning. His experience includes the creation of bicycle and pedestrian master plans, transit oriented development plans, town and village center revitalization planning and urban master planning. Francisco will be supported by Kristen Ahlfeld, a community outreach and environmental planning specialist. Ms. Ahlfeld has extensive experience identifying project issues and opportunities and bringing a broad range of stakeholders on board early in the project to create successful planning projects.

Rounding out our team is **Phillips Preiss Grygiel LLC** (PPG), a firm who has considerable planning and real estate consulting experience. Moreover, they have working knowledge of the three municipalities that are part of this study, most recently through the participation of one of its principals (Keenan Hughes) in the Urban Land Institute's Technical Assistance Program in Freehold. In addition, Paul Grygiel and Kate Keller analyzed the redevelopment potential for the Green Brook village center area as part of their work on the NJTPA-funded project "Supporting Priority Investment Somerset County through Access and Mobility Improvements". The firm has also previously been involved in projects in Boonton. This local knowledge will provide a unique and specialized understanding of local conditions, allowing the project team to quickly develop an accurate base of information on key issues, saving valuable time and resources that can be dedicated to developing recommendations.

Moreover, PPG are formidable planners in their own right. They are known for blending planning and market expertise to generate recommendations that reflect community priorities as well as economic realities. The firm has governmental and private clients located throughout New Jersey and other Northeastern states and has expertise in a range of planning disciplines including redevelopment, land use, market and fiscal impact analysis, master planning, zoning, development review, and

affordable housing compliance. PPG has prepared redevelopment plans, zoning amendments, master plans and market analyses for numerous New Jersey municipalities, ranging in size from small towns to the state's largest city. The firm currently has over two dozen municipal clients in New Jersey, and has been involved in projects throughout the NJTPA region. It has utilized its problem solving approach to planning projects, including in transit-oriented settings, in existing and emerging centers in municipalities such as Bogota, Fort Lee, Maplewood, Montclair, Morris Township, Plainsboro, Toms River and Woodbridge.

PPG's work on this project will be managed by Principal Paul Grygiel, AICP, PP, who has overseen downtown and transit-oriented planning and redevelopment projects throughout northern and central New Jersey, as well as in other states. He has prepared redevelopment plans and planning studies for municipalities including Bogota, Maplewood, Montclair, Newark, North Bergen, North Plainfield and Toms River. The firm's market analysis work will be directed by Principal Keenan Hughes, AICP, PP, LEED AP. Mr. Hughes has extensive experience working with municipalities in New Jersey to provide assistance with redevelopment projects, economic and fiscal impact analysis, and downtown plans. He advises iStar Financial, the master developer of the Asbury Park Waterfront Redevelopment Area, and has consulted with a number of developers and municipalities such as Bayonne, Montclair and Springfield on redevelopment projects. Planner Kate Keller, AICP, PP will provide project assistance, as she has for numerous projects, including PPG's work on behalf of Somerset County.

Together, we feel the team we have assembled has the technical expertise and a demonstrated track record in transportation and municipal land use planning, real estate, urban design, mobility planning, and public engagement, to deliver the highest quality product to the three municipalities and NJTPA. Moreover, our team has considerable working knowledge of both the NJTPA region and the three municipalities, and has successfully delivered a number of high quality plans and ordinances as part of previous NJTPA grants. Finally, our three firms have decades of experience working with local governments to build consensus around strong community visions.

We believe this immense experience demonstrates that we are uniquely qualified to deliver the highest quality product. What follows is a detailed expatriation of our understanding of the project and our technical approach.

Project Understanding

The GMD Team understands that NJTPA is requesting planning services for three municipalities participating in the Planning for Emerging Centers Program. We understand that our efforts must promote transit-supportive and pedestrian-oriented development and redevelopment. For each municipality, the Team will create a plan and corresponding regulatory framework that speaks to the municipality's goals, and allows for development that is sustainable, context appropriate, and transit-supportive.

We understand that in two of the towns, Boonton and Freehold, our planning effort must lay the foundation for Transit Village designation. Throughout this Proposal, the GMD Team has highlighted the deliverables that meet NJDOT's requirements, based on the "NJDOT Transit Village Criteria and Scoring Guide", released November 2012.

The three study areas included in this project are representative of the varied types of centers found within the NJTPA region. Two of the centers are traditional downtowns, one of which has passenger rail service, and the third is a crossroads that has the potential to become a more walkable center. While each center is distinct from the others, there are shared commonalities between them, such as being located close to major highways and having underutilized properties, the redevelopment of which could be transformative. A common theme throughout these three places is potential: each has the potential to be improved through targeted transportation and mobility enhancements as well as improved development policies and regulations; in the case of Green Brook, a true "town center" could be created in a municipality that is currently lacking one.

The **Town of Boonton** is a traditional downtown with a passenger rail station served by the Montclair-Boonton line. Boonton also has direct access to Interstate 287. However, the transit station is an underutilized asset that is located at the edge of downtown. The construction of I-287 divided the Town and disconnected the station and downtown areas from civic uses and neighborhoods to the southeast of the highway. As identified in the Town Master Plan (1999) and Reexamination Plan (2008), regulatory changes and redevelopment are key to creating a rich urban fabric in the downtown. A number of original industrial structures are well located for redevelopment, and would support the downtown and station area. The team recognizes that in tailoring our approach to the Town of Boonton, our planning work must capitalize on these railroad and (re)development opportunities. Moreover, we understand that our work must fulfill all requirements necessary for the Town to apply and receive accreditation as a Transit Village. As in all towns, our policy recommendations will be based on a strong community engagement and consensus building effort.

The **Borough of Freehold** is the Monmouth County seat. It has a traditional downtown that is a regional center, with large numbers of daily employees and visitors to county offices and courts. There are a number of restaurants and stores serving this market and surrounding areas, but the borough lacks a walkable center. Bus Transit is provided from a station located just outside the study area. There are both state and county roads running through the study area, which presents both issues (e.g. outside regulatory oversight) and opportunities (e.g. additional funding sources for improvements). In recent years, the Borough has made strides to implement policies that support a vibrant, mixed-use downtown, completing the Freehold Borough Bicycle and Pedestrian Plan (2010), and recent BRT study (2015). We anticipate that the Team's work will focus on crafting a set of comprehensive ordinances and policy changes to guide the municipality through Transit Village designation. Supporting the Borough's bus station and traditional downtown, recommendations will include a TOD zoning district, bicycle and pedestrian improvements, and updated site design standards, as well as architectural and parking guidelines.

Green Brook is a suburban municipality with many amenities, but does not have a traditional downtown. The study area is located in the geographic center of the Township at the intersection of two main roads. It is also located a short distance from a state highway (US Route 22) that is heavily developed with commercial uses. There are existing public facilities within or close to the study area, as well as some commercial uses. As in the other study areas, there are properties with redevelopment potential in the Green Brook center that could improve the area's physical form and walkability. We understand that the Township, through strategic planning and zoning changes, hopes to create a mixed-use Village Center that can serve as a model for sustainable development. As such, the Team will focus its efforts on creating a vibrant, walkable, mixed-use area that leverages existing amenities, bus service, and roadways. The Village Center Rezoning Study will comprehensively update zoning, land use, and other regulations.

We understand that NJTPA has grouped these three studies together because each town faces a shared need to plan for land use, transportation, and revitalization in concert. Nonetheless, the above discussion highlights that each of the three municipalities is unique. We therefore understand that although our work in each town may be conceptually related, each town will require custom land use and transportation solutions.

Scope of Services

1.0 RECONNAISSANCE, REVIEW OF PRIOR WORK, AND STAKEHOLDER INTERVIEWS

1.1 Define study area, collect data, review existing plans, studies, and documents

Phase 1 will principally focus on project organization and kick-off. At this early stage the GMD Team will begin to work with the Client on a communications strategy for the entire project. This will include a project branding effort, as well as identification of the best means of reaching out to various communities based on the proposed scope of services.

1.1.a Define Boundaries of Study Area

Working in close coordination with the Client, TAC, and SAAC, the GMD Team will identify a preliminary study area for investigation. This study area boundary will be drawn broadly to include all lands that may be relevant to each study or may enhance the TOD potential of the area. The boundaries may be refined after the conclusion of the background assessment.

1.1.b Review of Previous Plans

A review of previous plans is particularly important considering the extent of recent planning efforts in the three municipalities. The Consultant will review all plans relevant to the three study areas, including but not limited to Master Plans, Redevelopment Plans, and neighborhood/district plans, as well as all County, NJTPA, and State plans. The GMD Team will be sure to include the following plans in their review:

Boonton: APA-NJ Community Planning Assistance Program for the Town of Boonton, Bloustein School Graduate Student Planning Studio Plan, and the Morris County Circulation Element (2016).

Freehold: Freehold Center Core Redevelopment Plan Area; the 2011 Master Plan Re-examination Report; the 2005 Parking Deck Feasibility Study; and the analysis and recommendations that resulted from the Urban Land Institute's Technical Assistance Program Report.

Green Book: 2006 Township of Green Brook Master Plan; the Township's Strategic Planning Report (2012); the Somerset County Circulation Element Update, Making Connections (2011); and the Middlesex County's Improving Transit Services and Bicycle – Pedestrian Access on County Route 529 Corridor study

As the above list of plans indicates, all three municipalities have already laid the groundwork for realizing a sustainable, connected, and livable future for their downtown areas. The GMD Team will prepare a technical memorandum summarizing the vision for the proposed study area within each municipality. The memo will focus on both land use and transportation goals and recommendations, thereby establishing a baseline vision for each study area going forward.

For Boonton and Freehold, the GMD Team will identify which portions of the Master Plan articulate a desire to grow around its transit facility, or if the Master Plan will require amendment to fulfill the requirements set out by the NJDOT Transit Village program. This will ensure that Boonton and Freehold meet the NJDOT Transit Village requirement that "The municipality has provided the portions of its master plan that articulate the plan to grow around its transit facility in a transit-supportive manner." [Criterion 3(c)]

1.1.c Population and Demographic Trends

Using a combination of 2010 Census data and the latest American Community Survey (ACS) data, we will review the changes in demographics and housing over the past several decades for each municipality. We will identify and map areas with changing characteristics. The goal will be to try and identify any relevant trends that are likely to result in changes in land use or transportation demand. For example, we will explore the current and past car ownership rates, household size, as well as population makeup (age, race, and income), among other information. We will also review NJTPA's latest population forecasts for each municipality and speak with local stakeholders to identify where change is most likely to occur. If necessary, we will talk with NJTPA staff to understand how local planning may affect growth and future projections.

The result will be included as a section of the Background Assessment Technical Memoranda. In each of the three municipalities, the demographic analysis will include a broad overview of changes in the municipality and a more detailed analysis of the study areas.

1.1.d Transportation Analysis

The current transportation context for each municipality will be evaluated and documented in this task. This will set the foundation for understanding the issues and opportunities to improve the transportation environment and to integrate the most appropriate transportation elements into the overall transportation and land use plan. All modes of transportation, including parking, will be evaluated as discussed below:

Transit Analysis: Transit Oriented Development (TOD), by definition, aims to promote development and uses of land near transit services that are complementary and benefit from each other. Therefore, understanding the existing and planned transit services and facilities is critical in understanding the most appropriate type of land uses that the market will support. This task will document both the transit facilities (rail or bus stations, routes, and stops), as well as the type of service and likely destinations and rider profile for each municipality. Planned changes to the transit service or facility will also be explored and documented. The team will use a combination of interviews, research, and data collection to document the transit context for each municipality.

An understanding of the transit context will feed into the market analysis and create a foundation for potential zoning code modifications. This understanding will also create a foundation for recommendations for transit improvements, with a focus on transit facility enhancements within each municipality (as opposed to extensive service enhancements).

Pedestrian and Bicycle Analysis: Our team understands that economic development and livability is greatly enhanced when an area is safe, walkable, and accessible by bicycle. For this task, our team will evaluate and document the pedestrian and bicycle environment and take note of issues and opportunities with respect to pedestrian and bicycle safety and accessibility with respect to infrastructure, amenities, and roadway design. This will be conducted through mapping review and field evaluation.

Traffic Review: A high-level traffic evaluation of the study area will be completed for each municipality. This will include gathering available traffic data, assessing issues such as congestion, speeds, safety concerns, and other vehicular access issues. **Existing studies and resources will be used to support the analysis, new traffic counts will not be conducted.** Field observations and interviews with local staff and discussions with the public as part of the visioning effort is expected to highlight the traffic issues and opportunities that the team will explore. A qualitative assessment of traffic flow and safety will be completed in order to highlight key issues and set the foundation for developing transportation improvement opportunities that are appropriate for each municipality.

Parking Evaluation: A parking evaluation of each municipality will be conducted in order to understand the availability of parking to serve the community and the transit uses. The team will

gather information on parking supply, conduct field review of the general parking utilization (including review of any existing parking evaluations that have been previously completed), and review how parking is managed within each study area.

In Freehold, the parking analysis will explore the fee system for downtown parking. The goal will be to acquire the baseline information necessary to make recommendations on how a new parking management approach could support multi-modal transportation and land use goals as well as generate revenue to offset parking management costs. This investigation will identify possible entities who can manage parking and the drawbacks or benefits that may come from selecting one entity over another (e.g. the ability of parking authorities to issue bonds). Moreover, the GMD Team will evaluate the benefits of consolidating downtown parking into a centralized parking structure and investigate the potential development scenarios that could result from such an approach. This effort will be coordinated with economic analysis to determine the market for new development if new land can be made available through consolidation.

In Boonton, the GMD Team will evaluate all parking standards applicable to all zones. We will conduct a thorough investigation into current parking demand and supply, with an eye towards creating innovative or state-of-the-art applications parking policies. Such an approach will be supported by a case-study analysis of similar municipalities that found creative solutions to their parking needs. The goal will be to establish baseline information necessary to create new parking standards that encourage both on-site and off-site shared parking solutions. These standards will acknowledge and reflect actual parking needs, incorporate the experiences of communities with lower minimum parking standards, and be consistent with the vision of a pedestrian-oriented, transit-friendly downtown. Moreover, our analysis will look into the feasibility of establishing a fee system for downtown parking as well as the impact that such a fee would likely have on new redevelopment.

In Green Brook, parking analysis will focus on a review of all relevant parking standards in the code. The goal will be to investigate the impact that these standards are currently having on development in the area, and to ascertain how the standards could be improved to encourage a more walkable urban environment.

1.1.e Land Use Analysis

The GMD Team will work to create a comprehensive picture of the land uses in each study area. This process will be guided by each town's goals and objectives, as defined in their previous planning reports. Moreover, the work will be closely coordinated with efforts to understand the market conditions and transportation systems in each study area.

At the beginning of this task, the Team will compile a list of questions that must be answered as part of the land use analysis. Such questions may include but are not limited to:

- Which land uses are dominant?
- What size residential units are available? Do these constrict development opportunities?
- Are there constraints or opportunities associated with the size of retail spaces?
- How do transportation options affect the success of various land uses?
- Are there vacancies? If so, what are the reasons for the vacancy?
- What is the relationship between built environment and open-space? How does this contribute to a feeling of "place"? Does the built environment detract from or enhance transit assets?
- What are the defining architectural elements? How do those elements relate to modern building techniques?

As noted above, these questions must be informed by the economic and transportation analysis which will be conducted concurrently with this task.

To answer these and similar questions, The GMD Team will undertake a detailed analysis of land use

patterns. This analysis will include mapping of land use and property class information as well as an analysis of density and form. The Team will also map all zoning district, Redevelopment Areas, Historic Districts, and any other distinct zones or special areas if available. Moreover, the Team may use tools like figure-ground analysis to understand the relationship between built environment and the “open” space between buildings. The team will also review building permits to understand the pace of development. Most importantly, however, the team will work diligently with the Client and each of the towns to properly match the type of analysis to the unique questions that will be raised in each study area.

1.1.f Regulatory Analysis

The GMD Team will perform an evaluation of existing standards in each of the municipalities’ land use regulations. The analysis will be guided by the goals and objectives identified in previous studies, the Transit Village designation requirements (in Boonton and Freehold), as well as the GMD Team’s professional experience building strong transportation and land use connections. The review will include an analysis of the specific regulations within each zone as well as the general provisions that guide all development in the municipality. Moreover, the Team will review all relevant development applications made within the study area in the past 5 years. The objective will be to understand how well the current land use regulations match with developer’s interest.

1.1.g Identification of Early Transportation and Development Opportunities

After completion of the Background Assessment Technical Memoranda, we will likely have identified a number of transportation and development opportunities that exist in each study area. These ideas often arise from plan reviews, stakeholder interviews, discussion with TAC and SAAC members, or simply based on the professional experience of our Team. At the beginning of the Public Workshop phase, the Consultant Team will identify such opportunities and create graphics that illustrate how they could be implemented in their respective study areas. Our experience has shown that visualizing these opportunities provides important “food for thought” during the community engagement efforts. Moreover, it will allow the GMD Team to vet important ideas and to ensure that residents have ample opportunity to review and comment on them.

1.2 Stakeholder Interviews

The GMD Team will work with the TAC and NJTPA to identify individuals who, because of their specialized knowledge or status in the community, should be interviewed. Such interviewees may include the mayor, township/borough managers, department heads, business owners, or leaders of particularly important non-profit and for-profit organizations. *The GMD Team, in coordination with each municipality and under guidance from the NJTPA, shall engage in a minimum of six (6) stakeholder interviews, two for each municipality, with key municipal officials and other stakeholders identified by the municipality. If desired by the client, these interviews can be conducted as group interviews to facilitate the inclusion of multiple voices.* To be conscious of budgets and resources, all stakeholder interviews for each municipality will be conducted on the same day. For those stakeholders who are unable to attend, the interview questions can be sent to them for their response, and a follow-up phone conversation will be scheduled.

The GMD Team will use this information to ascertain local perspectives concerning future growth in the study area and associated issues, needs, and opportunities. Entities being interviewed will be encouraged to share ideas concerning all areas of investigation (land use, zoning, redevelopment, transportation, and economy). They will be encouraged to discuss policy/procedural issues and needs pertaining to local government programs. These interviews will be scheduled early in the process so that stakeholders can guide the GMD Team on which issues and opportunities will require further data analysis.

1.3 Conduct Field Investigations

The GMD Team will conduct a field reconnaissance. An initial walking tour of each study area with members of the TAC would be a useful way for everyone to “get on the same page” about the key issues and opportunities. The walking tour will be coordinated with the first TAC meeting in each town. These site visits will allow our team to identify land uses, building vacancies, frontages, character, and architecture; parking facilities; roadway dimensions; pedestrian, bicycle, transit, and vehicular circulation, access, and facilities; and transit and other transportation facilities. In addition, the team will seek to identify architectural and public realm characteristics that must be document to provide a foundation for design guidelines. The consultants will look to identify important features such as critical materials, architecture elements, signage, street furniture, paving, and other unique features that create a feeling of “place” in each area. All observations will be documented as part of the Background Assessment Technical Memoranda.

TASK 1 DELIVERABLES:

Three Technical memoranda, one for each municipality, on the findings from the background assessment. Each memoranda will include a summary of stakeholder interviews, field investigations, photographs, and accompanying maps in GIS. These memoranda will be organized around issues and opportunities. In past projects, issues that have been identified include findings that restriction or prohibition of certain uses are inconsistent with the Transit Village Designation, that certain restrictions on bulk or use reduce development opportunities, and that limitations within the code (such as residential unit size) are vestiges of previous eras and are no longer valid. In the opportunities section, the GMD Team will present initial options for remediating these issues and/or achieving the previously identified goals. For example, an opportunity may be to create a code that provides bulk and design standards or to enable the Zoning Code Official to make more decisions to expedite the land development process. By presenting these ideas early, each municipality is given the opportunity to have a robust discussion during the public outreach process.

2.0 STAKEHOLDER OUTREACH, PUBLIC ENGAGEMENT, AND VISIONING

The GMD Team shall create a tailored public engagement process that allows for robust input, maintaining a continual flow of ideas and feedback. In this phase, the GMD Team will hold a community visioning workshop in each municipality. The workshop will consist of a two day event where members of the public, as well as key stakeholders, will be able to engage with the Consultants and submit ideas in a variety of settings. By offering a variety of methods and times to engage, the GMD Team hopes to expand the number of people who can participate in the process.

An important aspect of the community outreach activities will be the use of strong visualization techniques. These will be used to provide examples of sustainability tools and design principles that could be included in local zoning, and what design for sustainability looks like. The visualizations may take the form of photographs with before and after simulations of changed conditions; renderings of building architecture, massing, and arrangement to achieve sustainability objectives; short videos or simulations of how human and vehicle traffic flows in a community designed for sustainability; and innovative building designs and green infrastructure examples. Visualization can be used to illustrate concepts at meetings, sustainability ideas during planning charrettes, and represent desirable development form as part of model zoning regulations. In addition, graphically rich visualizations will enhance publicity materials to encourage local participation in the study.

2.1. NJTPA Kick-Off Meeting

Before meeting with each individual municipality, we recommend a kick-off meeting with NJTPA

which will set the tone for the planning process. The GMD Team will schedule an initial meeting with NJTPA to:

- review project goals, scope, and deliverables;
- identify communication and scheduling best practices; and
- identify composition of the TAC and SAAC.

The meeting will also reserve time to address the Client's questions or concerns. The goal is to ensure that everyone has a clear understanding of the process, and individual roles and responsibilities are clearly defined. At the end of this meeting, the GMD Team will submit a detailed project schedule for each municipality study that further refines the schedule included in this response.

2.2 Technical Advisory Committees (TAC)

The GMD Team will assist the Client and each municipality with the formulation, scheduling, and administration of a Technical Advisory Committee (TAC). The TAC will be among the first to review deliverables and provide feedback to the project team prior to the finalization of any project deliverables. Potential members of the TAC could include:

- local public officials;
- business administrators;
- local economic development corporations/authority representatives;
- prominent business people;
- representatives from local business improvement organizations; as well as
- highly-involved residents.

A goal in the identification of committee members will be to ensure that the TAC is able to provide local expertise and guidance on technical issues relating to planning, design, engineering, local initiatives, and goals and objectives. As such, the TAC will assist in providing data, planning documents and other materials; provide regional coordination; and will provide input on draft products.

Considering that all three municipalities will be seeking to adopt ordinance language at the end of the process, we recommend that the governing body of each municipality identify a representative who can report back on project progress. We also recommend that the Planning Board of each municipality be represented in each TAC.

2.3 State Agency Advisory Committee (SAAC)

The consultant, in coordination with the NJTPA, will establish a single State Agency Advisory Committee comprised of the relevant State agencies, including NJ TRANSIT, NJDOT, NJ Office for Planning Advocacy and other relevant agencies. The State Agency Advisory Committee will meet three (3) times and will include municipal and county representation from the TAC. The committee will serve to ensure that regulatory and other policy changes proposed during the study are consistent with statewide planning goals and objectives.

2.4 Public Outreach Plan

At the initiation of each project, a Stakeholder and **Public Outreach Plan** will be developed for each municipality, in collaboration with each municipalities TAC. Each plan will include a list of stakeholders, outreach activities, deliverables, and a proposed outreach schedule. The goal of a Stakeholder and Public Outreach Plan is to provide concise and accurate information about each of the projects to the public and stakeholders, and facilitate proactive public participation with the objective of achieving consensus among a diverse group of stakeholders on a vision and/or concept for each of the project areas. The Public Outreach Plan will be assessed monthly and updated as needed based on project schedule and information obtained during the prior month.

Based on our experiences in the NJTPA region, we will use the following principles to guide our communication with the public and stakeholders:

- Go where people are, have meetings in locations familiar to them.
- Build on existing community communication networks to publicize meetings.
- Get on the agenda of existing relevant community meetings – as a more efficient and effective way to reach people.
- Make time for meetings - make contact with people up front so they do not feel they are being informed/consulted after key decisions have been made. This way the team can solicit information/feedback early on to inform the design.

A key to the success of these projects will be participation. It will be very important to utilize a variety of communication methods to advertise and “get the word out” about these projects and their activities, and furthermore, to keep people engaged once the workshops have concluded. The GMD Team will utilize the following means to communicate with the public and stakeholders:

- **Township/Borough Web Sites** – using already-established web sites to post project information is a very reliable way of keeping the public informed about the project. The GMD Team will provide all relevant project materials such as schedules, project documents, meeting announcements, surveys, and preliminary concepts in a web-ready format so that communities can post them to their web sites for easy access and viewing by the public.
- **Workshop Flyers** – one (1) flyer advertising the community visioning workshops will be developed for each project using a graphically-rich, attention-catching format with brief information about the project, contact information, informational website address, and upcoming workshop dates. GMD will work with the NJTPA and the TAC to determine the best method for flyer distribution which may include posting on community boards at public libraries, town halls and community centers throughout each community, and email blasts to municipal stakeholder lists. Flyers could be provided to the municipality in PDF format and in multiple languages, if needed.
- **Social Media** – Facebook and Twitter have proven to be very effective in engaging the public and stakeholders. Assuming that the project communities will maintain control of these platforms, GMD will work with staff to craft a plan for posting Tweets and Facebook messages. In doing so, the effort will move beyond engaging those that are actively involved with the project, to also engaging those that share a common interest, creating a network of information and outreach.
- **Press Releases** – will be written and distributed to the Clients at project kick off and prior to the community visioning workshops to provide additional information about the projects. Press releases are free and can be used to reach a wide range of public interests. All press release information will be coordinated with the input and approval of NJTPA and the project communities.

Using the above framework, the Public Outreach Plan will identify appropriate avenues for conducting stakeholder outreach and materials distribution. In addition, the GMD Team will work with the Client and the local TACs to create a graphically enticing “**branding**” strategy that will ensure that project materials are easily-identifiable. To this end, the Consultant shall include a plan for the delivery of graphics and text for advertisements, press releases, and website/social media postings. We will encourage the municipalities to collaborate in the public outreach effort by posting the information to their existing town websites and social media outlets and conducting additional mailings.

In addition to a Communications Plan, **the Team will utilize a website platform created by NJTPA to host project information, schedule, news and events, and other public relations materials.** The Team also recommends setting up social media accounts on Twitter, Instagram, and Facebook for the

project. Populating content on these sites would be the responsibility of City staff. Nonetheless, we see this as a valuable investment of time. Our team has seen considerable success in using them: The Trenton Master Plan facebook page reached 1,000+ friends on Facebook, 90+ followers on Twitter, and 30+ followers on Instagram. All of these followers get updates throughout the planning process. Moreover, these sites allow the municipalities and NJTPA to maintain contact with participants even after the project has been completed.

2.5 Public Workshops

The GMD Team will conduct one (1) community workshop or visioning session in a “studio” location (e.g., local community center, transit center, library, or other easily accessible public meeting space) in each of the municipalities for a total of three (3) workshops. The workshop will serve to collect public input/feedback, obtain public support, and develop a community vision for each of the project areas. The GMD Team recommends a studio-type setting for this event because it provides for an “open house” environment which will allow members of the public and other stakeholders to meet informally with members of the study team to discuss ideas and share information outside of other public meetings or sessions, thereby giving people an opportunity to “drop in” and share information to participate in the planning process. Additionally, the public can observe a “working studio” where designers, analysts and planners are working collaboratively in an open format. With the project team “on-site” informal meetings can be organized throughout the day at the convenience of stakeholders.

We understand that in Green Brook, such a studio approach is not feasible. Instead, we will work closely with the Client to identify a suitable alternative location and to prominently advertise this location. Possible alternative locations may include Irene E. Feldkirchner Elementary School or Green Brook Middle School.

Building off the results of the Stakeholder Interviews and data collected during Task 2, the GMD Team will work together over the workshop period, in between other activities and meetings, to assimilate data collection and analysis and begin advancing the three (3) preferred development and/or land use scenarios for each municipality.

Members of the GMD Team participated in a very successful, multi-day charrette for the Morristown Moving Forward project in Morristown, New Jersey. Our approach to the community visioning sessions will be similar to our approach used in Morristown – the session will be highly participatory and engaging; the GMD Team will be accessible to the public and other key stakeholders to listen to ideas and concerns, and the workshop will be held in a location within the project area that is convenient and accessible by all who would like to participate.

While the specific formats for each of the visioning sessions will be coordinated with and tailored to the needs of each municipality and project area, the GMD proposes a two-day workshop in the following sequence:

Day One (Evening only):

- GMD Team arrives in the community
- Evening community meeting
- Open house
- Presentation by GMD Team outlining the goals and objectives of the project, early findings based on the existing conditions analysis, and a review of the Transit Village Designation requirements/criteria
- Interactive public workshop with mapping or real-time polling/visual preference exercise
- Wrap-up and next steps

Day Two (Full Day):

- Studio space would be open to the public all day and would include interactive mapping exercises, children's activities, and review of other project materials
- Focus groups and/or stakeholder interviews during the day (open to public) with technical experts, targeted stakeholder or community/advocacy groups
- Day Three (Morning only):
- TAC meeting/roundtable discussion to view progress/results of the workshop
- The paragraphs below provide additional detail about the activities associated with each day/session of the community visioning workshop.

Day One: Interactive Public Workshop (Evening)

- The GMD Team, in collaboration with each municipality and the NJTPA, will develop a presentation that will:
- Educate the public on the various components of land use and transportation planning, potentially including such topics as complete streets, smart growth/transit-oriented development, sustainability, multi-modal transportation, and urban design;
- Outline the goals and objectives of the project;
- "Set the stage" for the project by highlighting the results and findings of the existing conditions analysis; and
- Review the Transit Village Designation requirements/criteria and explain what that designation means for the community.

The GMD Team will also provide best practices examples of other similar projects taking place within the region as well as around the country. The presentation will be prepared in a clear, concise format using graphics, pictures, and other drawings so that the general public will obtain a basic knowledge and understanding of the planning concepts being discussed at the workshop.

Members of GMD Team will facilitate an interactive exercise, the results of which can be fed directly into the three development and/or land use scenarios. Interactive exercises will be developed in collaboration with the NJTPA and the TAC but may include:

- **Visual Preference Survey** could be employed to gather input from key stakeholders and the general public on a community vision and 'look and feel'; it would use survey questions, pictures, and graphics to solicit comment on community likes/dislikes as well as wishes/concerns. This survey tool could focus on visual character with both photos and graphics for options for the project area in the future. Key pad polling software/equipment would be utilized for this exercise so feedback and results would be obtained immediately.
- **Break-out Groups or Stations** could be set up around a large room, each focusing on a different topic: land use and development; public transit; bicycle and pedestrian facilities and amenities; community character, spaces and design; and economy/economic development. Stakeholders and members of the public will be asked to circulate between the topics, providing ideas or concerns on maps or other drawings using markers, different colored "stickies", or other media. Members of the GMD Team will be present at station to answer questions and record additional feedback.

The GMD Team proposes to hold this workshop in the evening, in a highly-visible location within each community. An open house would be set up so that attendees can view presentation boards and other project materials at their leisure, followed by the presentation and interactive exercise. In order to maximize participation and convenience, we envision having two workshop sessions: an early session from 4 p.m. to 6 p.m.; and a later session from 6 p.m. to 8 p.m., with the presentation and interactive exercise being conducted once during each time period. While the same material will be covered at both sessions, attendees would be encouraged to stay at the workshop as long as they would like to.

We envision these workshops being a highly-productive 4 hours. The GMD Team will utilize presentation boards and other maps and graphics to depict existing land use, development, and transportation conditions within each project area. Members of our team will be on-hand during both sessions to answer questions prior to the presentation.

Day Two: Focus Groups and Open House (Full Day)

The GMD Team will be available to the general public during a daytime open house; we envision the open house being conducted from 10 a.m. until 3 p.m., giving members of the public and other stakeholders the opportunity to “drop in” and view and provide feedback on project materials and talk to the GMD Team. While the specific activities planned for this day will be developed in collaboration with the NJTPA and the TAC, we propose the following:

- **Feedback on Goals and Objectives** – ask attendees to review the project goals and objectives and provide feedback on them, noting whether they need to be changed or modified in any way.
- **Development and Transportation Opportunities** – As noted above, the GMD Team will prepare several boards showcasing different opportunities (e.g. parklet ideas, open space opportunities, development opportunities, etc.) that exist within the community; attendees will be asked to review the boards and “vote” for their favorite, and provide feedback on any changes or modifications they would like to see.
- **Community Mapping Exercise** – A large-size/table-top map of the community will be provided for the entire day. Attendees will be encouraged to draw ideas, issues, and opportunities on the map throughout the day, adding to or modifying the feedback other attendees have already provided. This station will be staffed by a GMD Team member to encourage discussion and answer questions.
- **The Blank Wall/What is Your Vision?** – A large poster board or blank sheet of paper will be hung on a wall with the question, “What is Your Vision” or “What Would You Like to See” written at the top. Attendees will be encouraged to write on “stickies” or directly on the paper with ideas or thoughts on what they would like to see in their community in the future.
- **Children’s activities** – In order to make it convenient for parents with children to attend and participate, the GMD Team will have two, project-specific activities available for children:
- **A scavenger Hunt** – children will be given a list of questions or terms, the answers to which can be found on the boards around the room. If they answer all of the questions correctly, they can turn in their completed sheet for a small prize.
- **Vision for the Downtown/Community** – art and drawing supplies will be provided so that children can draw or cut-out shapes to represent their future vision of the project area.

After the interactive public workshop held on Day One, it will be necessary to begin synthesizing the input and feedback received. It may also be necessary to gather additional input from key stakeholders, therefore the GMD Team will be conducting additional topical focus groups, interviews, or walking tours throughout the day. These meetings will be held with technical experts, community groups, business owners, or advocacy groups to further discuss potential concepts, recommendations, or challenges identified during the workshop. These focus group meetings will be open to the public and all of the input gathered during these special meetings will be used to further refine the development scenarios.

Day Three: Technical Advisory Committee Meeting/Wrap-Up (Morning)

Utilizing the input received during the workshop/visioning session, the GMD Team will compile the preliminary results and findings, including specific issue and opportunity areas and concepts, for the TAC. It is envisioned that this meeting will be two to three hours in length and that TAC members will provide guidance on preliminary recommendations before the three development scenarios are finalized.

2.6 Synthesis and Reporting

The GMD Team will submit draft Development Scenario and Public Outreach Technical Memorandum for each study area and a Workshop Summary to NJTPA. The Memoranda will illustrate the three scenarios developed by the public as well as the chosen alternative. The chosen scenario will be illustrative and clearly indicate:

- Improvements to transit infrastructure – such as transit priority areas, signage, rider information, shelters, additional bus stops, and commentary on potential service enhancements within the context of planned service.
- Improvements to the pedestrian environment – such as improved sidewalks, elimination of barriers for safe roadway crossing, pedestrian-friendly street design (complete streets elements or traffic calming), ADA compliance elements, and other pedestrian amenities that are consistent with the communities' vision.
- Improvements to the bicycle environment – such as bike lanes and connections, enhanced shoulders, signage, bike racks, and secure bike storage at transit stations or major destinations.
- Improvements to traffic flow – such as safety enhancements, traffic calming, isolated congestion mitigation.
- Recommended land use - proposed land uses for the study area
- Redevelopment opportunity sites - Identify individual sites where TOD real estate projects are anticipated

Sketches and/or concept plans will be used to illustrate each of the three growth scenario. In addition, the GMD will attempt to use the Small Area Land Use Impact Tool (SALUIT) to illustrate the potential impacts of the different development scenarios and to illustrate why the selected scenario is favorable. In those instance, the GMD team will be responsible for feeding NJTPA the land use program and NJTPA will run the model and deliver the data. In both Boonton and Freehold, all concept plans will meet all requirements set-forth by NJDOT for adoption as a Transit Village. This includes

- "Identify individual sites where TOD real estate projects are anticipated" (Criterion 5);
- "Identify bicycle and pedestrian improvements" (Criterion 6); and
- "Identify Placemaking efforts near transit" (Criterion 7).

These memorandum will also clearly document the outreach process. It will include copies of presentations, mapping and other graphics used during the workshop exercises, a summary of comments and feedback received during the open house sessions, as well as summaries from focus groups and the TAC meeting.

These memoranda will synthesize all information into an easy-to-understand document that clearly identifies points of consensus and disagreement. Following revision, drafts will be submitted to each of the TACs, and present all three Memoranda to the SAAC for review and comment. The Team will meet with each TAC as well as the SAAC to discuss changes. Once a final set of changes have been agreed upon, the Team will revise the Memoranda and finalize the draft.

TASK 2 DELIVERABLES:

- A stakeholder and public outreach plan for each municipality at the outset of the project, including schedules, as approved by the municipality and the NJTPA.
- Attendance or presentations at a minimum of nine (9) regularly scheduled public meetings, three for each municipality, at key points in the project.
- Three (3) public workshops or visioning meetings, one per municipality;
- Six (6) TAC meetings, two per municipality, including the preparation of agendas and

- distribution of meeting notes
- Three (3) State Agency Advisory Committee meetings, including the preparation of agendas and distribution of meeting notes.

3.0 ECONOMIC/MARKET ASSESSMENT

3.1 Economic and Market Assessment

Understanding economic conditions is essential to developing realistic plans. Our experience has been that when land use regulations and transportation improvement projects are connected to market assessment, they are easier for residents and policy makers to evaluate. For example, in the NJTPA funded Bound Brook Downtown Implementation Plan, the Town's economic development consultant identified the need for 750 new residential units downtown to support the kind of active main street the City had envisioned. By examining the size of potential redevelopment sites, we were able to "back into" residential densities standards that would support this. Since the density and height standards were closely tied to larger economic revitalization goals, township officials were supportive. Nonetheless, GMD was also able to create bulk requirements (such as 4th and 5th story setbacks) that ensured new development was harmonious with existing assets.

In this task, the GMD Team will assess existing and projected real estate market conditions within each municipality to inform land use recommendations. The consultant team will consider the market for various land uses (including retail and residential) in each of the centers, in light of existing inventory in the center and surrounding areas, and provide information on land use, employment and housing. This analysis will determine the demand for various uses, including the amount of development that could be accommodated. It will also consider economic activity in the vicinity of each center for potential competition — or synergy — with new development. This assessment will consider whether market intervention, such as incentives and public financing of improvements, will help stimulate development. Particularly suitable sites for new development will be identified. This task will be linked to land use and zoning recommendations so that development regulations are realistic in terms of the types and amount of development that could be reasonably expected.

As part of this process, the Team will identify individual sites where TOD real estate projects are anticipated. This will ensure that Boonton and Freehold can meet Criterion 5 of the NJDOT Transit Village requirements.

The GMD team will review changes in housing and population and apply demographic information to market analysis. The following is an overview in terms of specific land uses:

Commercial

Retail

- Analysis of supply/demand data for various retail categories
- Evaluation of existing retail within market area
- Review of rents, sales figures and absorption rates for market area
- Assessment of design and implementation considerations for new retail space
- Recommendations in terms of retail type, categories and supportable square footage

Office

- Review of rents and performance of existing space
- Assessment of market demand (based on employment growth, physical/location factors, etc.)
- Recommendations on supportable square footage

Other

- Quick look at hotel
- Limited industrial/artisan uses

Residential

- Review of demographic trends
- Evaluation of comp properties in market area
- Development pipeline
- Identification of target market(s)
- Analysis of existing housing stock
- Recommendations for for-sale and for-rent markets

TASK 3 DELIVERABLES:

- Three Technical memoranda, one for each municipality, on the findings from the economic/market assessment.

4.0 TOWN OF BOONTON REGULATORY ANALYSIS AND UPDATE

4.1 New Transit Oriented District for the Myrtle, Division, Mechanic, and lower Main Street Area

The GMD Team will draft text amendments to the zoning code for Boonton. The team will examine use, lot, bulk, and design standards and make recommendations to ensure that development is consistent with the identified goals and objectives. The code will include a Transit-Oriented Zoning District for the Myrtle, Division, Mechanic, and lower Main Street area. The new code will include regulating maps and standards, requirements for off-street parking and public spaces, design and architectural standards for buildings, as well as street profiles and streetscape standards. Budget permitting, the team will review the additional sections of the code (such as subdivision, environmental, and stormwater) and make recommendations on how those may be improved to better facilitate the Town's vision in the study area. In addition, the team will attempt to use the Small Area Land Use Impact Tool (SALUIT) to understand the potential impacts of the zoning changes to help local officials make informed decisions about the code. In those instance, the GMD team will be responsible for feeding NJTPA the land use program and NJTPA will run the model and deliver the data.

The work conducted in previous phases will be integral in this effort. At this point, we anticipate having a strong vision for each of the study areas. Moreover, our existing conditions research, public engagement, and plan writing will have established consensus on appropriate densities, uses, and design regulations, among other components. As such, we anticipate that much of the work will be focused on "translating" agreed upon standards into actual ordinance language.

If deemed appropriate by the Client, Group Melvin Design will draft form-based or a hybrid-form based ordinance. A form-based approach has a number of advantages over traditional codes. They create more predictable development outcomes for both the development community and residents. By regulating form and use, they can also help ensure that new development contributes to the character of an area and reinforces local community goals, like creating walkable public realms.

In addition, the GMD team will work in consultation with the land use attorneys in Boonton to draft a resolution stipulating its willingness to grow in jobs, housing and population around the transit facility. This effort will fulfill NJDOT Transit Village Criterion 2(a).

4.2 State-of-the-art downtown parking policies

Parking plays a pivotal role in the cohesiveness, walkability, and vibrancy of a community center. Poorly designed and located parking can create gaps in the downtown fabric and undermine the sense of place and walkability. For a downtown Transit Village in particular, with its objective of reducing vehicle trips in favor of a strong pedestrian, human-scaled environment, a strategically placed and right-sized parking supply is essential. The GMD Team will draft recommended amendments to the parking standards of the zoning ordinance. This strategy will take into consideration the impact of future redevelopment projects. In addition, the technical memorandum will describe innovative or state-of-the-art downtown parking policies and practices, using peer communities throughout the country as case studies.

4.3 Transportation and Public Realm Improvements

Based upon the preceding analysis, and discussions with Town staff, the GMD team will evaluate the existing system gaps in the transportation network that are impeding mobility, access, or safety for its users. The analysis will be performed according to the principles of Complete Streets, which aim to balance the use of streets for people of all ages and abilities. Sidewalk quality and connectivity, bicycle accommodation, truck/emergency vehicle accessibility, as well as convenience and efficiency for car travel will be evaluated. Roadway geometry will be evaluated to aid in understanding locations of congestion, accessibility constraints, or conflicts. Issues and opportunities that come out of this process will be summarized.

We will develop design concepts based upon information received from public engagement and the transportation needs analysis. We anticipate the draft design concepts to be composed of sketch and schematic level designs and supporting information for improvements such as:

- Intersection treatments
- Crosswalks
- Sidewalks and sidewalk amenities
- Traffic calming
- Bicycle lanes, pathways, and sharrows
- Bus pull outs, shelters, and waiting areas
- Bus prioritization
- On-street parking
- Access management
- Wayfinding
- Green infrastructure

4.4 Transit Village Designation

The GMD Team will draft a memoranda that compiles all documents showing its activities, programs, and policy recommendations that prepare the Town of Boonton for transit village designation. This memorandum will pull together relevant section from previous memoranda into a single document so that the Town can quickly and easily apply for designation. The memoranda will include:

- A resolution by the governing body stipulating its willingness to grow in jobs, housing and population around the transit facility [Criterion 2(a)] - *From Task 4.0 Regulatory Analysis*
- Identification of existing transit that serves the community; either rail, light rail, bus or ferry. [Criterion 3(a)] - *From Task 1.7 Transit Analysis*
- Identification of the portions of the master plan that articulate the plan to grow around its transit facility in a transit-supportive manner. [Criterion 3(c)] - *From Task 1.3 Review of Previous Plans*

- Provision of a map indicating boundaries of the proposed “transit village district” so that they fall no further than a half-mile radius from the transit facility. [Criterion 3(d)] - *From Task 1.2 Define Boundaries of Study Area*
- *From Task 3.0 Economic/Market Assessment: Identify individual sites where TOD real estate projects are anticipated [Criterion 5] - From Task 1.2 Define Boundaries of Study Area*
- Identify bicycle and pedestrian improvements [Criterion 6] - *From Task 4.3 Transportation and Public Realm Improvements*
- Identification of Placemaking efforts near transit [Criterion 7] - *From Task 4.3 Transportation and Public Realm Improvements*

TASK 4 DELIVERABLES:

- Text, supporting maps, graphics and tables for the establishment of a new Transit-Oriented Zoning District for the Myrtle, Division, Mechanic, and lower Main Street area. The new code (form-based or otherwise) shall include regulating maps and standards, requirements for off-street parking and public spaces, design and architectural standards for buildings as well as street profiles and streetscape standards.
- A technical memorandum describing innovative or state-of-the-art downtown parking policies and practices in peer communities throughout the country, text (and supporting graphics or tables, if required) for an amendment to the Town of Boonton parking requirements
- A technical memorandum describing the recommended Transportation and Public Realm Improvements that will support Transit Oriented Development
- A Technical memoranda documenting activities, programs, and policy recommendations that prepare the Town of Boonton for transit village designation

5.0 BOROUGH OF FREEHOLD REGULATORY ANALYSIS AND UPDATE

5.1 Amendments to the Borough Center Core Redevelopment Plan

The GMD Team will draft text amendments to the Borough Center Core Redevelopment Plan. The team will review the work from all previous tasks with the Client and determine whether it is appropriate to expand the boundaries to the Borough Center Core Redevelopment Plan. Such a decision will rely on, in part, the professional experience of the GMD to determine if a larger area would meet the Criterion for designation as an Area in Need of Redevelopment.

In developing the amendments, the team will examine use, lot, bulk, and design standards and make recommendations to ensure that development is consistent with the identified goals and objectives. The new code will include regulating maps and standards and requirements for off-street parking. If deemed appropriate by the Client and Consultant, the code may include architectural standards for buildings. Budget permitting, the team will review the additional sections of the code (such as subdivision, environmental, and stormwater) and make recommendations on how those may be improved to better facilitate the Town's vision in the study area. In addition, the team will attempt to use the Small Area Land Use Impact Tool (SALUIT) to understand the potential impacts of the zoning changes to help local officials make informed decisions about the code. In those instance, the GMD team will be responsible for feeding NJTPA the land use program and NJTPA will run the model and deliver the data.

The work conducted in previous phases will be integral in this effort. At this point, we anticipate having a strong vision for each of the study areas. Moreover, our existing conditions research, public engagement, and plan writing will have established consensus on appropriate densities, uses, and design regulations, among other components. As such, we anticipate that much of the work will be

focused on “translating” agreed upon standards into actual ordinance language.

If deemed appropriate by the Client, Group Melvin Design will draft form-based or a hybrid-form based ordinance for one or more of the study areas. A form-based approach has a number of advantages over traditional codes. They create more predictable development outcomes for both the development community and residents. By regulating form and use, they can also help ensure that new development contributes to the character of an area and reinforces local community goals, like creating walkable public realms.

In addition, the GMD team will work in consultation with the land use attorneys in Boonton to draft a resolution stipulating its willingness to grow in jobs, housing and population around the transit facility. This effort will fulfill NJDOT Transit Village Criterion 2(a).

5.2 State-of-the-art downtown parking policies

Parking plays a pivotal role in the cohesiveness, walkability, and vibrancy of a community center. Poorly designed and located parking can create gaps in the downtown fabric and undermine the sense of place and walkability. For a downtown Transit Village in particular, with its objective of reducing vehicle trips in favor of a strong pedestrian, human-scaled environment, a strategically placed and right-sized parking supply is essential. The GMD Team will draft recommended amendments to the parking standards of the zoning ordinance. This strategy will take into consideration the impact of future redevelopment projects. In addition, the technical memorandum will describe innovative or state-of-the-art downtown parking policies and practices, using peer communities throughout the country as case studies.

5.3 Transportation and Public Realm Improvements

Based upon the preceding analysis, and discussions with Borough staff, the GMD team will evaluate the existing system gaps in the transportation network that are impeding mobility, access, or safety for its users. The analysis will be performed according to the principles of Complete Streets, which aim to balance the use of streets for people of all ages and abilities. Sidewalk quality and connectivity, bicycle accommodation, truck/emergency vehicle accessibility, as well as convenience and efficiency for car travel will be evaluated. Roadway geometry will be evaluated to aid in understanding locations of congestion, accessibility constraints, or conflicts. Issues and opportunities that come out of this process will be summarized.

We will develop design concepts based upon information received from public engagement and the transportation needs analysis. We anticipate the draft design concepts to be composed of sketch and schematic level designs and supporting information for improvements such as:

- Intersection treatments
- Crosswalks
- Sidewalks and sidewalk amenities
- Traffic calming
- Bicycle lanes, pathways, and sharrows
- Bus pull outs, shelters, and waiting areas
- Bus prioritization
- On-street parking
- Access management
- Wayfinding
- Green infrastructure

5.4 Transit Village Designation

The GMD Team will draft a memoranda that compiles all documents showing its activities, programs, and policy recommendations that prepare the Freehold for transit village designation. This memorandum will pull together relevant section from previous memoranda into a single document so that the Town can quickly and easily apply for designation. The memoranda will include:

- A resolution by the governing body stipulating its willingness to grow in jobs, housing and population around the transit facility [Criterion 2(a)] - *From Task 4.0 Regulatory Analysis*
- Identification of existing transit that serves the community; either rail, light rail, bus or ferry. [Criterion 3(a)] - *From Task 1.7 Transit Analysis*
- Identification of the portions of the master plan that articulate the plan to grow around its transit facility in a transit-supportive manner. [Criterion 3(c)] - *From Task 1.3 Review of Previous Plans*
- Provision of a map indicating boundaries of the proposed "transit village district" so that they fall no further than a half-mile radius from the transit facility. [Criterion 3(d)] - *From Task 1.2 Define Boundaries of Study Area*
- *From Task 3.0 Economic/Market Assessment*: Identify individual sites where TOD real estate projects are anticipated [Criterion 5] - *From Task 1.2 Define Boundaries of Study Area*
- Identify bicycle and pedestrian improvements [Criterion 6] - *From Task 5.3 Transportation and Public Realm Improvements*
- Identification of Placemaking efforts near transit [Criterion 7] - *From Task 5.3 Transportation and Public Realm Improvements*

TASK 5 DELIVERABLES:

- Text (and supporting maps, graphics or tables, if required) for an amendment and/or expansion to the Borough Center Core Redevelopment Plan.
- A technical memorandum describing innovative or state-of-the-art downtown parking policies and practices in peer communities throughout the country, including text (and supporting graphics or tables, if required) for an amendment to the Borough of Freehold parking requirements and parking management as described above.
- A technical memorandum describing the recommended Transportation and Public Realm Improvements that will support Transit Oriented Development
- A Technical memoranda documenting activities, programs, and policy recommendations that prepare the Borough of Freehold for transit village designation

6.0 TOWNSHIP OF GREEN BROOK REGULATORY ANALYSIS AND UPDATE

6.1 Amendments to the Village Commercial Zoning District

The GMD Team will draft text amendments to Village Commercial Zoning District (Section 607 of the Township Development Code) in order to facilitate the development of a mixed-use, pedestrian-friendly neighborhood center. The team will explore additional potential uses and changes to building height and bulk standards, and the development of design and architectural standards consistent with a mixed-use village center. In developing the amendments, the team will examine use, lot, bulk, and design standards and make recommendations to ensure that development is consistent with the identified goals and objectives. The new code will include standards for off-street parking. The proposed amendments will be presented to the municipality for review and possible inclusion into the text amendment. In addition, the team will attempt to use the Small Area Land Use Impact Tool (SALUIT) to understand the potential impacts of the zoning changes to help local officials make informed decisions about the code. In those instance, the GMD team will be responsible for

feeding NJTPA the land use program and NJTPA will run the model and deliver the data.

The work conducted in previous phases will be integral in this effort. At this point, we anticipate having a strong vision for each of the study areas. Moreover, our existing conditions research, public engagement, and plan writing will have established consensus on appropriate densities, uses, and design regulations, among other components. As such, we anticipate that much of the work will be focused on “translating” agreed upon standards into actual ordinance language.

6.2 Transportation and Public Realm Improvements

Based upon the preceding analysis, and discussions with Township staff, the GMD team will evaluate the existing system gaps in the transportation network that are impeding mobility, access, or safety for its users. We expect the recommendations for Green Brook to focus on the areas of anticipated development and will directly address the access needs of those potential development areas.

TASK 6 DELIVERABLE

- A technical memorandum that includes text (and supporting maps, graphics or tables, if required) for an amendment to the Township of Green Brook Village Commercial Zoning District.
- A technical memorandum that makes recommendations on how to fill the gaps in the transportation network that are impeding mobility, access, or safety for its users

7.0 FINAL REPORT

7.1 Final Municipal Reports

The GMD Team will compile all technical memoranda for each municipality study into a Final Report. This report will include an executive summary and documentation of all outreach activities completed during the course of the study. The consultant shall prepare five (5) CD copies of these reports to each municipality.

7.2 Final NJTPA Reports and Presentation

In addition, the GMD Team will submit a final project report to the NJTPA that includes an overall executive summary of all three studies, methodologies used, and the project’s results or findings. All technical memoranda created for the project for all three municipalities shall be included with this NJTPA Final Report. GMD will prepare ten (10) original hardbound copies and five (5) CD copies of the final report. In addition, GMD will produce and deliver to NJTPA a PowerPoint presentation with accompanying narrative that effectively presents the complete elements of the study along with project findings, results, challenges, solutions and lessons learned.

TASK 7 DELIVERABLES

- A final project report incorporating all previously submitted technical memoranda, including an executive summary of all three studies. The GMD Team will be responsible for responding to comments on a draft of this report and producing a final document incorporating those comments.
- Presentation of the Draft Final Report to the TAC, including a PowerPoint presentation and handouts that summarize the project’s process and findings. The handouts shall be in color; the number of copies shall be determined by NJTPA in consultation with the consultant.
- Presentation of the Final Report to the NJTPA Standing Committees, including a PowerPoint presentation and handouts that summarize the project’s process and findings. The handouts shall be in color; the number of copies shall be determined by NJTPA in consultation with the

consultant.

8.0 PROJECT MANAGEMENT

Group Melvin Design (GMD) has substantial experience in planning and executing projects at a variety of scales for a multitude of client types. Regardless of the project, our project management strategy relies on building the trust and confidence of our clients through open communication; to effect this, we begin all projects with a client kick-off meeting. At this early stage, the GMD Team will begin to work with the Client to review project goals, scope, and deliverables; identify communication and scheduling best practices; and identify composition of any advisory bodies. We also reserve time to address the Client's questions or concerns. The goal is to ensure that everyone has a clear understanding of the process, and individual roles and responsibilities are clearly defined. By the end of this kick-off process, the GMD Team will submit a detailed project schedule that will guide the remainder of the project.

Through identifying communication and scheduling best practices at the onset of the project, we establish a system that allows for quick response times between Team and Client, and keeps lines of communication open throughout the entire process, so that any obstacles that occur can be handled swiftly and accurately by the project manager. The Trenton250 project completed by GMD illustrates the success of this method: as the lead on the project, we facilitated communication and scheduling between the City of Trenton and a total of seven sub-consultants.

Team Organization

The project team has been carefully designed to bring strong leadership, strong communications, unsurpassed community outreach skills, technical expertise, and extensive experience in community planning; all grounded in local knowledge of these three municipalities. Bob Melvin, AICP, PP will serve as Project Manager. He will be responsible for overall project management and communications with the NJTPA Project Manager and leading the project and project team. Bob will lead a comprehensive team of experts in the areas of economic analysis, land use and regulations, transportation, and stakeholder and community outreach.

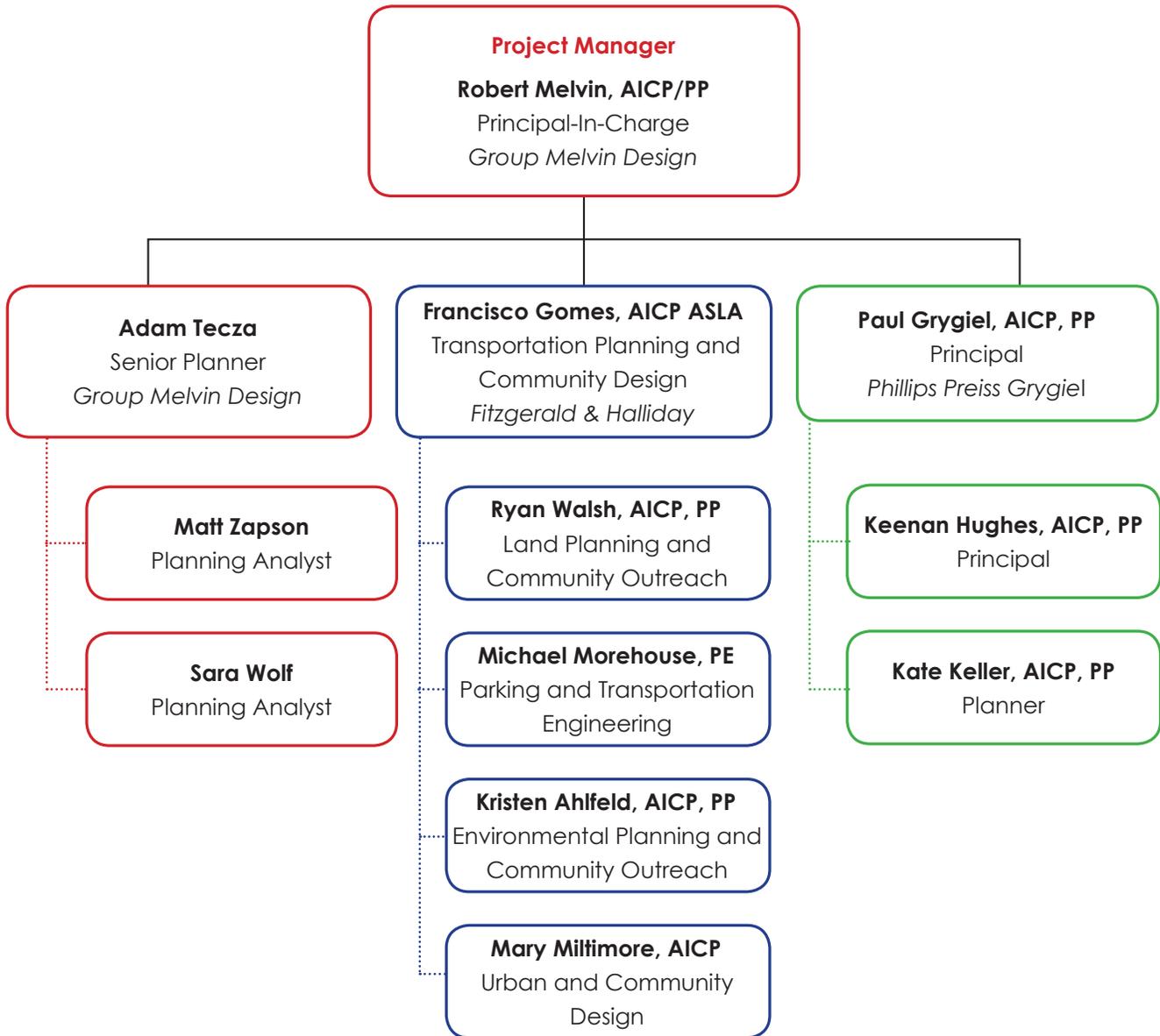
While we have assembled an integrated team of experts with strong leadership from Bob Melvin, we have also designed the team to provide separate "Champions" for each of the three municipalities. These Champions will focus on the unique issues of each community and customize the effort and product to the specific issues, needs, and vision for each community. This will also facilitate the ability to develop plans for each community concurrently while the overall Project Manager ensures consistency of all plans with regional goals and can draw lessons learned and best practices from each plan to serve as typologies for other communities in the NJTPA region. This approach will also allow for some project efficiencies with respect to communications with NJTPA and the State Agency Advisory Committee.

The team also consists of a core technical team of experts that will work on all three plans. Technical areas of expertise include: Land use, regulatory analysis and zone code, economic analysis and forecasting, transit planning, pedestrian design, traffic analysis and parking. Community planning requires the integration of all of these skills combined with the ability to design and implement effective and comprehensive public and stakeholder outreach efforts. The team assembled here, and shown in the Organizational Chart, brings unsurpassed skills, a strong track record of successful projects, and a commitment to enhancing communities.

Municipal Champions will be as follow:

- Greenbrook - Paul Grygiel
- Boonton - Francisco Gomes
- Freehold - Bob Melvin

Organizational Chart



Months:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1.0 RECONNAISSANCE, PRIOR WORK, AND INTERVIEWS																		
1.1 Define study area, collect data, review existing plans, studies, and documents																		
1.2 Stakeholder Interviews																		
1.3 Conduct Field Investigations																		
2.0 OUTREACH, ENGAGEMENT, VISIONING																		
2.1 NJTPA Kick-Off Meeting																		
2.2 Technical Advisory Committee																		
<i>Freehold</i>																		
<i>Boonton</i>																		
<i>Greenbrook</i>																		
2.3 State Agency Advisory Committee																		
2.4 Public Outreach Plans																		
2.5 Public Workshops																		
<i>Freehold</i>																		
<i>Boonton</i>																		
<i>Greenbrook</i>																		
2.6 Synthesis and Reporting																		
<i>Freehold</i>																		
<i>Boonton</i>																		
<i>Greenbrook</i>																		
3.0 ECONOMIC/MARKET ASSESSMENT																		
3.1 Economic and Market Assessment																		
4.0 BOONTON REGULATORY ANALYSIS AND UPDATE																		
4.1 Amendment to the Land Use Ordinance																		
4.2 State-of-the-art parking policies																		
4.3 Transit Village Designation																		
5.0 FREEHOLD REGULATORY ANALYSIS AND UPDATE																		
5.1 Amendments to Redevelopment Plan																		
5.2 State-of-the-art parking policies																		
5.3 Transit Village Designation																		
6.0 GREEN BROOK REGULATORY ANALYSIS AND UPDATE																		
6.1 Amendments to the VC Zoning District																		
7.0 FINAL REPORT																		
7.1 Final Municipal Reports																		
7.2 Final NJTPA Reports and Presentation																		

LEGEND

- All Municipalities
- Freehold
- Boonton
- Greenbrook