Downtown Bound Brook, New Jersey
Redeveloping After Hurricane Floyd

March 19–24, 2000
An Advisory Services Panel Report

ULI—the Urban Land Institute
1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007-5201
LI–the Urban Land Institute is a non-profit research and education organization that promotes responsible leadership in the use of land in order to enhance the total environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has some 16,000 members and associates from 60 countries, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academicians, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of America’s most respected and widely quoted sources of objective information on urban planning, growth, and development.

This Advisory Services panel report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

Richard M. Rosan
President
The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI panel teams are interdisciplinary and typically include several developers, a landscape architect, a planner, a market analyst, a finance expert, and others with the niche expertise needed to address a given project. ULI teams provide a holistic look at development problems. Each panel is chaired by a respected ULI member with previous panel experience.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day and a half of hour-long interviews of typically 80 to 100 key community representatives; and a day and a half of formulating recommendations. Many long nights of discussion precede the panel’s conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. At the request of the sponsor, a written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel’s visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI’s five-day panel assignments are able to make accurate assessments of a sponsor’s issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI’s unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance our environment.

**ULI Project Staff**

Rachelle Levitt  
Senior Vice President, Policy and Practice  
Mary Beth Corrigan  
Managing Director, Advisory Services  
Teri Courson  
Consultant  
Nancy H. Stewart  
Director, Book Program  
Laura Glassman  
Eileen Hughes  
Copy Editors  
Betsy Van Buskirk  
Art Director  
Martha Loomis  
Desktop Publishing Specialist/Graphics  
Kim Rusch  
Graphics  
Diann Stanley-Austin  
Director, Publishing Operations
The panel expresses its appreciation of the Somerset County Board of Chosen Freeholders and the Borough of Bound Brook for pursuing state grants and contributing their own resources to bring the Urban Land Institute (ULI) panel to Bound Brook and Somerset County. The panel thanks Stephen Dragos, president, Somerset Alliance for the Future, for initiating the ULI panel with the assistance of the Somerset County Planning Board and Somerset Coalition for Smart Growth. Thanks also go to the Urban Land Institute Foundation for providing significant funding for the panel through its disaster relief program.

The Somerset County Planning Board provided overall project management, administered grants, implemented the public input process, and prepared the briefing book. Special recognition goes to director Robert Bzik and principal planner Laurette Kratina for their technical, managerial, and administrative support of this project. The panel also thanks principal draftsperson Tina Kika for preparing the displays and the many maps included in the briefing book and administrative assistant Diane Miller for handling the many mailings and phone calls and for providing scheduling assistance throughout the project.

The panel gratefully acknowledges the Borough of Bound Brook, especially Mayor Frank Ryan, the Borough Council and Planning Board, and borough planner Scarlet Doyle of John Cilo, Jr., Associates, for their generous contributions to the panel initiative. Their willingness to welcome an outside, independent land use and planning organization to their community to offer its guidance and recommendations at this critical point in shaping the future of the community is especially noteworthy.

The panel acknowledges the following individuals and organizations for their participation on the project steering committee and for their substantial in-kind contributions:

Mayor Frank Ryan, the Bound Brook Borough Council, and the Bound Brook Planning Board; Mary Moody, Bound Brook director of economic development; Scarlet Doyle of John Cilo, Jr., Associates, borough planner; Somerset County Freeholder director Richard Fontana, Freeholder deputy director Ken Scherer, and the Somerset County Board of Chosen Freeholders; Bernard Navatto, Jr., chairman, Robert Bzik, director, Laurette Kratina, principal planner, Walter Lane, senior planner, Tina Kika, principal draftsperson, Diane Miller, administrative assistant, and the entire Somerset County Planning Board; Stephen F. Dragos, president, Richard Close, design coordinator, and the Board of Directors of the Somerset Alliance for the Future; Anita Perez, executive director, RideWise of Raritan Valley (transportation management association); and Robert Johnson, president, John Maddocks, vice president, and the Somerset Coalition for Smart Growth.

Other contributors include Jules Lobai, president, JPL Communications Group, who provided the video presentation “The Impact of Hurricane Floyd”; Don Esposito, president, Somerset County Cultural and Heritage Commission, who presented the slide presentation “The History of Bound Brook”; and Paul Drake, area plan coordinator, New Jersey Office of State Planning.

In addition, the panel would especially like to express its appreciation to the many citizens; business owners; developers; state, county, and local officials and agency representatives; and others who have contributed their time to share their thoughts and ideas about the future of the borough. And finally, both the Urban Land Institute and the project sponsors express their sincere empathy for the many citizens and business owners who have suffered so greatly from the ravages of Hurricane Floyd, as well as admiration for the spirit shown by the community in its efforts to create a stronger and more vibrant downtown.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ULI Panel and Project Staff</td>
<td>6</td>
</tr>
<tr>
<td>The Panel's Assignment</td>
<td>7</td>
</tr>
<tr>
<td>Overview and Summary of Recommendations</td>
<td>10</td>
</tr>
<tr>
<td>Market Potential</td>
<td>11</td>
</tr>
<tr>
<td>Planning and Design</td>
<td>16</td>
</tr>
<tr>
<td>Development Strategies</td>
<td>23</td>
</tr>
<tr>
<td>Implementation</td>
<td>29</td>
</tr>
<tr>
<td>Conclusion</td>
<td>35</td>
</tr>
<tr>
<td>About the Panel</td>
<td>36</td>
</tr>
</tbody>
</table>
ULI Panel and Project Staff

**Panel Chair**
Smedes York  
President  
York Properties  
Raleigh, North Carolina

**Panel Members**
Geoffry Booth  
Director of Retail  
The Urban Land Institute  
Washington, D.C.

Daniel M. Conway  
President  
THK Associates, Inc.  
Englewood, Colorado

Winston E. Folkers  
President  
Folkers Associates  
Cincinnati, Ohio

Richard Galehouse  
Principal  
Sasaki Associates, Inc.  
Watertown, Massachusetts

Alex J. Rose  
Director of Development  
Continental Development Corporation  
El Segundo, California

denis K. Schulz  
Senior Vice President  
Bank of America  
Los Angeles, California

Douglas C. Smith  
Associate Principal  
EDSA  
Fort Lauderdale, Florida

Frank A. Spink, Jr., AICP  
The Spink Consultancy  
Annandale, Virginia

**ULI Project Director**
Mary Beth Corrigan  
Managing Director  
Advisory Services

**ULI On-Site Coordinator**
Teri Courson  
Consultant
The Panel’s Assignment

In September 1999, Hurricane Floyd swept up the eastern seaboard of the United States, causing coastal erosion, wind damage, and severe flooding in many cities and towns and requiring one of the largest evacuation efforts ever in the United States. The volume of rain that accompanied the storm caused many rivers to overflow their banks and flood entire communities. Bound Brook, a community of approximately 10,000 people in central New Jersey, was one of the communities severely damaged by the flooding from Hurricane Floyd. Surrounded on three sides by waterways (the Middle Brook, the Green Brook, and the Raritan River), Bound Brook flooded quickly and with little warning. The low-lying downtown and adjoining neighborhoods were the worst hit, and several thousand people were evacuated from their homes and businesses.

This was not the first time Bound Brook has flooded. During the history of the borough, several floods have affected the town, but the citizens and leaders of Bound Brook have viewed these disasters as opportunities to make Bound Brook a better place. With the same community spirit and desire, Somerset County (of which Bound Brook is a part) and the borough approached the Urban Land Institute (ULI) about the possibility of having an Advisory Services Panel come to Bound Brook to help the borough devise a strategy for redeveloping its downtown.

The U.S. Army Corps of Engineers is proposing a major flood protection project for Bound Brook that includes an extensive levee system along the Raritan River and the Green and Middle brooks to help prevent future flooding. With improved flood protection, several opportunities exist to redevelop downtown Bound Brook into a vibrant, livable community. The panel’s assignment was to help the borough create a strategy for this redevelopment, focusing on the borough’s defined redevelopment area. The borough had approved a preliminary redevelopment plan, and the panel considered the plan as it developed its findings and recommendations.
## Flooding Due to Hurricane Floyd, September 1999

<table>
<thead>
<tr>
<th>Location</th>
<th>Peak from Floyd (Feet)</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pascack Brook at Westwood, NJ</td>
<td>11.40</td>
<td>Gage house destroyed, new peak</td>
</tr>
<tr>
<td>Hackensack River at New Milford, NJ</td>
<td>11.45</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Whippany River near Morristown, NJ</td>
<td>9.45</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Hohokus Brook at Ho-Ho-Kus, NJ</td>
<td>7.32</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Saddle River at Lodi, NJ</td>
<td>13.94</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Elizabeth River at Ursino Lake at Elizabeth, NJ</td>
<td>21.62</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Rahway River near Springfield, NJ</td>
<td>10.67</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Rahway River at Rahway, NJ</td>
<td>9.65</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Robinsons Branch at Rahway, NJ</td>
<td>6.46</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Spruce Run at Glen Gardner, NJ</td>
<td>9.37</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Neshanic River at Reaville, NJ</td>
<td>15.30</td>
<td>New peak of record</td>
</tr>
<tr>
<td>North Branch Raritan River at North Branch, NJ</td>
<td>21.53</td>
<td>New peak of record</td>
</tr>
<tr>
<td>North Branch Raritan River near Raritan, NJ</td>
<td>18.78</td>
<td>New peak of record</td>
</tr>
<tr>
<td>North Branch Raritan River at South Branch, NJ</td>
<td>8.98</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Raritan River at Manville, NJ</td>
<td>27.50</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Pike Run at Belle Mead, NJ</td>
<td>13.56</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Millstone River at Blackwells Mills, NJ</td>
<td>20.97</td>
<td>New peak of record</td>
</tr>
<tr>
<td><strong>Raritan River below Calco Dam at Bound Brook, NJ</strong></td>
<td>42.13</td>
<td>New peak of record</td>
</tr>
<tr>
<td>Green Brook at Seeley Mills, NJ</td>
<td>8.25</td>
<td>New peak of record</td>
</tr>
</tbody>
</table>

### Sites above Flood Stage

- Passaic River near Millington, NJ | 8.92 | Above flood stage, peak in 1997 |
- Passaic River near Chatham, NJ | 7.60 | Above flood stage, peak in 1973 |
- Rockaway River above reservoir at Boonton, NJ | 6.32 | Above flood stage, peak in 1984 |
- Whippany River at Morristown, NJ | 8.33 | Above flood stage, peak in 1971 |
- Whippany River at Pine Brook, NJ | 9.12 | Above flood stage, peak in 1996 |
- Passaic River at Pine Brook, NJ | 20.82 | Above flood stage, peak in 1904 |
- Ramapo River at Mahwah, NJ | 12.52 | Above flood stage, peak in 1984 |
- Pompton River at Pompton Plains, NJ | 21.02 | Above flood stage, peak in 1984 |
- Passaic River below Pompton River at Two Bridges, NJ | 12.73 | Above flood stage, peak in 1989 |
- Passaic River at Little Falls, NJ | 9.99 | Above flood stage, peak in 1984 |
- Saddle River at Ridgewood, NJ | 10.44 | Above flood stage, peak in 1977 |
- South Branch Raritan River near High Bridge, NJ | 10.87 | Above flood stage, peak in 1994 |
- South Branch Raritan River at Stanton, NJ | 13.89 | Above flood stage, peak in 1955 |
- Lamington River at Potterville, NJ | 4.64 | Above flood stage, peak in 1984 |
- Stony Brook at Princeton, NJ | 14.00 | Above flood stage, peak in 1971 |
- Flat Brook near Flattbrookville, NJ | 8.27 | Above flood stage, peak in 1955 |
- Assunpink Creek at Trenton, NJ | 13.92 | Above flood stage, peak in 1975 |

### Other Sites

- Rockaway River below reservoir at Boonton, NJ | 2.90 | Above flood stage, peak in 1994 |
- Pequannock River at Macopin Intake Dam, NJ | 4.81 | Above flood stage, peak in 1984 |
- Wanaque River at Wanaque, NJ | 4.09 | Above flood stage, peak in 1971 |
- Delaware River at Trenton, NJ | 18.55 | Above flood stage, peak in 1984 |
- Crosswicks Creek at Extonville, NJ | 12.54 | Above flood stage, peak in 1971 |

The United States Geological Survey notes that Hurricane Floyd produced torrential downpours and flooding across New Jersey. Hardest hit was the Raritan River Basin in the north-central part of the state, which received seven to eleven inches of rain in less than 24 hours. The mainstem of the Raritan River at Bound Brook set a new peak of record on September 17, 1999, at 42.13 feet. This is the highest stage since at least 1800. As a point of reference, this stage at Bound Brook was 4.7 feet higher than the stage following Tropical Storm Doria in 1971. In addition, at least four other gages in northern New Jersey . . . recorded peaks of record during Hurricane Floyd.
Overview and Summary of Recommendations

From the moment they reviewed the briefing materials until the final presentation was made, the panelists acknowledged the tremendous destruction done by the recent flood caused by Hurricane Floyd. They believe the community spirit in Bound Brook is remarkable, as evidenced by the rebuilding to date, and the county and the borough are to be commended for their initiative in getting the rebuilding underway. The panel believes that a true sense of urgency exists to move forward quickly and that its recommendations will help the community focus on the tasks at hand.

The key points of the panel’s recommendations are as follows:

- The flood control project proposed by the U.S. Army Corps of Engineers must move forward now. Effective rebuilding and rehabilitation depend on this project. Without it, too much uncertainty exists and major new investment will not occur. In addition to providing flood control, the project should be made an attractive amenity.

- The citizen involvement process must be enhanced, with maximum input from citizens at each step. To be successful, the process needs to be open. Public participation and support are essential.

- The flood control project proposed by the U.S. Army Corps of Engineers must move forward now. Effective rebuilding and rehabilitation depend on this project. Without it, too much uncertainty exists and major new investment will not occur. In addition to providing flood control, the project should be made an attractive amenity.

- The Bound Brook Borough Council should employ an outside entity to guide the redevelopment process. A separate redevelopment board with diverse representation should be appointed. This approach will ensure a better interface between the developers and the community.

- The redevelopment plan should be simplified into three major objectives: rehabilitating and restoring Historic Bound Brook Village Center; preserving and restoring the Old Town Preservation Neighborhood; and developing a commercial tax base, primarily in the West Gateway District.

- The panel believes that selecting the Advance Group as the preferred developer because of its strong interest in Bound Brook’s revitalization is a positive step. The group’s background, coupled with the work of its advisers, should lead to high-quality projects. As redevelopment proceeds to specialized projects, the panel believes that separate requests for proposals (RFPs) would be appropriate to allow other qualified companies to be involved.

- The existing location for the rail station should be retained and its condition upgraded. This location is strategic, and ensuing development will enhance Historic Bound Brook Village Center.

- Bound Brook needs to increase its efforts to work within the region, especially with neighboring communities.

- Several short-term “doables” are recommended to quickly seize the moment and establish a positive momentum. Five longer-term projects are also presented.
Historical and projected market forces need to be taken into account in planning the future of Bound Brook’s redevelopment area. Bound Brook is located in the three-county metropolitan statistical area (MSA) that includes Somerset, Hunterdon, and Middlesex counties. The population of this three-county area has been expanding rapidly, fueled by significant job growth. Today, approximately 1.1 million people reside in some 414,000 households, with almost 760,000 people employed. Slightly more than 25 percent of this population live in Somerset County, and 9,720 people reside in Bound Brook in 3,742 households.

Dynamic job growth of 16,814 new jobs per year is projected for Bound Brook’s three-county region, and as a result of those new jobs, the population will grow annually by 12,010 persons in 5,510 households. Most of this growth will occur within ten miles of Bound Brook in an area defined as the Bound Brook primary trade area (PTA). Currently, 55 percent of the three-county area’s population (620,655 people) live in the Bound Brook PTA, which is projected to grow by 6,700 persons per year in 3,400 households. This expansion of the socioeconomic base will create a vibrant real estate market, but before discussing the future, it is important to understand the existing profile of the redevelopment area.

The Redevelopment Area

Bound Brook’s redevelopment area has played a pivotal role in the regional real estate market. Research by RKG Associates, Inc. (Draft report, March 9, 2000), profiles the redevelopment area as 515 single-family residential properties, located on more than 100 acres of land having an assessed value of more than $67 million. An estimated 250 multifamily housing units are within the redevelopment area, bringing the total number of housing units to 765. The redevelopment area also contains more than 170 nonresidential and mixed-use properties, which are on approximately 130 acres of land with a total assessed value exceeding $27 million. Figure 1 shows the uses within those properties.

Retail Development Potential

The performance of Bound Brook’s PTA is a direct indicator of the potential for retail shops in the redevelopment area. Urban retail centers typically draw most of their support from their PTA (usually defined as the area that extends ten miles or 20 minutes). Residents of Bound Brook’s PTA have a significant median family income of $73,650 and can be expected to spend $24,700 per year on retail items. Measured by industry standards, the Bound Brook PTA should support 27.6 million square feet in more than 9,000 retail and personal service stores. Over the next decade, this retail support should grow annually by more than 400,000 square feet, of which 82,300 square feet per year are store types that could be accommodated in redevelopment areas such as Bound Brook’s.

Bound Brook is located in the three-county metropolitan statistical area (MSA) that includes Somerset, Hunterdon, and Middlesex counties.
When the potential specific retail establishments in the Bound Brook PTA are distinguished by type and compared with supply, the research suggests substantial evolving opportunities in apparel stores, gift and specialty stores, restaurants, health and beauty shops, arts and culture stores, and miscellaneous retail and personal service shops. As Figure 3 indicates, the potential exists now and over the next decade for the Bound Brook redevelopment area to absorb 272,000 square feet of additional retail space in 96 store types at a rate of 27,000 square feet per year.

**Office Development Potential**

The three-county region surrounding Bound Brook has a very well developed office market that encompasses approximately 30 million square feet of multitenant office space; 89 percent of this inventory is located in Middlesex and Somerset counties. Research of the multitenant office market in these two counties indicates that the current vacancy rate is 16 percent, and over the past three years an average of 680,000 square feet per year has been absorbed. The office workforce in the three-county region is projected to grow by an annual average rate of 7,880 employees per year and to generate an average annual demand for 1,788,040 square feet of office space. Of this total demand for office space, approximately 60 percent will be in multitenant buildings, with the balance in buildings constructed for single-tenant corporate sponsors. The Bound Brook redevelopment area should experience...
annual demand for 89,400 square feet of office space, totaling some 900,000 square feet that could be absorbed during the next decade. Approximately 20 to 25 acres of land will be needed to accommodate new office space in a design program consistent with the scale of the redevelopment area. This office development will stimulate an increased need for overnight accommodations. Market forces demonstrate that business growth in the Bound Brook PTA over the next decade will generate support for approximately 2,050 additional hotel rooms, and Bound Brook’s redevelopment area should anticipate a need to accommodate 400 to 600 hotel rooms on five to eight acres near the evolving business center.

### Residential Developmental Potential

The long-term vitality of Bound Brook’s redevelopment area depends on a strong foundation of residential development. Today, the redevelopment area is in the midst of a housing shortage. The available housing is occupied by singles, seniors, and young families. Historically, the three-county area builds approximately 5,800 residential units per year, of which 26 percent are multifamily. It is estimated that the three-county market will expand annually over the next decade by 4,800 detached single-family units, 260 townhomes and condominiums, and 650 multifamily rental units. The Bound Brook redevelopment area would be appropriate for higher-

### Summary of Ten-Year Development Potential

<table>
<thead>
<tr>
<th>Type</th>
<th>Potential Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Townhomes/condominiums</td>
<td>400 units</td>
</tr>
<tr>
<td>Rental apartments</td>
<td>650 units</td>
</tr>
<tr>
<td>Hotel rooms</td>
<td>400–600 rooms</td>
</tr>
<tr>
<td>Office space</td>
<td>900,000 square feet</td>
</tr>
<tr>
<td>Retail commercial (96 stores)</td>
<td>272,000 square feet</td>
</tr>
</tbody>
</table>

### Retail Demand

<table>
<thead>
<tr>
<th>Square Feet</th>
<th>Tri-County Area</th>
<th>Primary Trade Area</th>
<th>Bound Brook Redevelopment Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>700,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>600,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>500,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>400,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>300,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>200,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>100,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Multitenant Office Development Potential

<table>
<thead>
<tr>
<th>Square Feet</th>
<th>Tri-County Area</th>
<th>Primary Trade Area</th>
<th>Bound Brook Redevelopment Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,200,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>800,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>600,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>400,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>200,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>100,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### High-Density Residential Development Potential

<table>
<thead>
<tr>
<th>Units</th>
<th>Tri-County Area</th>
<th>Primary Trade Area</th>
<th>Bound Brook Redevelopment Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>900</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>800</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>700</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>600</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>400</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>300</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>200</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>100</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
density residential development, including infill single-family units, townhomes, condominiums, and rental apartments. The Bound Brook redevelopment area should be able to capture 12 percent of the projected residential demand in the PTA, and with the annual townhome/condominium market averaging approximately 40 units per year and rental apartment demand for 65 units per year.

In summary, potential development specifically in Bound Brook’s redevelopment area during the next decade includes 400 townhomes and condominiums, 650 rental apartments, 400 to 600 hotel rooms, 900,000 square feet of office space, and 96 retail and personal service shops containing 272,000 square feet.

Additional Uses

Seniors’ Housing
Seniors’ housing is envisioned for active persons enjoying independent living in an exciting environment. A site near the historic district should be designated for a seniors’ residential multistoried building. Development of a complex with 50 to 150 residential apartments would be appropriate for the market. Proximity to commercial services, public transportation, and public institutions offers an active lifestyle for seniors that is not now available in Bound Brook. A previously proposed site behind the ShopRite supermarket does not provide this convenience of location. That site should be developed with an alternative use.

College and Institutional Uses
Public institutional uses such as the library and city offices already exist near downtown, with churches nearby. A satellite college for one or more institutions of higher learning to provide educational opportunities has been suggested. Such classroom activity may be created in conjunction with an office development to provide flexible classroom space as well as Internet access. Such a program would need to evolve according to the interest demonstrated.

Entertainment, Restaurants, and Arts
Bound Brook has the opportunity, unique in Somerset County, to capitalize on its historic past through its location, reserve of building types, and atmosphere. A regional draw can be created by sharply contrasting this physical setting to new commercial centers. An inviting setting can bring visitors to the theater, ethnic restaurants, and artists. The base already exists and can be exploited by providing additional establishments.

Market Summary
Bound Brook is fortunate to have a central location in Somerset County that has seen explosive growth and high incomes for its residents. Prosperity is not shared by all on an equal basis, however. The challenge for Bound Brook is to tap into this tremendous resource and extract benefits for the community.

As discussed earlier, the potential regional market for the whole range of economic uses including office, retail, hotel, residential, and various amenities could be overwhelming. The question for Bound Brook is how to draw upon the great potential surrounding it to revitalize the community, to provide for a needed increase in the tax base, and to create a vibrant, economically enhanced community that reflects its historic past. The task is to create such a community without a stereotyped suburban sameness or an overwhelming mass of new buildings. Such development for Bound Brook is an art that requires its leadership and resources to focus clearly on the vision for the community. Concisely put, the market exists but requires the focus and full participation of the community to be truly successful.

Tapping this market is vital to Bound Brook’s immediate future. Tax values of properties in the redevelopment area have been reduced approxi-
imately 40 percent, which decreases income the
borough needs and increases the burden on the
remainder of the community.

An urgent need exists to restore this tax base as
quickly as possible. Only by rapidly proceeding
with the most doable projects as well as remov-
ing uncertainties about the future for existing
businesses and residents can economic growth be
accomplished. Indecision, holding property own-
ers in a suspended state, will accelerate decay
and forestall the positive momentum that needs
to be created.

A coordinated design plan including building fa-
cades and the streetscape will create the visual
attractiveness, and momentum will build to cre-
ate the regional draw. The market exists, and it
is waiting to be exploited.
Planning and Design

The Borough of Bound Brook is a beautiful, historic residential village. Bound Brook exhibits many of the qualities being sought in America today: mixed uses, a variety of residential housing types, a full range of civic facilities, a grid of streets arranged in a manner that is pedestrian friendly, and a physical setting on the Raritan River, which holds enormous recreation potential if its flooding can be tamed.

The panel believes that the redevelopment plan for Bound Brook should respect the community’s heritage, the existing attractive village scale, and the historic relationship to South Bound Brook.

Land Use

The panel recommends that the city’s redevelopment plan be simplified; that areas of conservation, rehabilitation, and clearance be clearly identified and communicated to the citizens within the community; and that clearly achievable early action projects be articulated.

The panel recommends that the redevelopment area in Bound Brook be organized into five land use districts: Historic Bound Brook Village Center, the Old Town Preservation Neighborhood, the Talmage Avenue Commercial Revitalization Corridor, the West Gateway Office District, and the West Main Street Mixed-Use Commercial District. In addition, the redevelopment area of South Bound Brook is characterized as the South Bound Brook Commons Area. The district boundaries, the land uses, and the extent of conservation, rehabilitation, and clearance are shown in Figure 1 and described in the following sections.

Historic Bound Brook Village Center

- District boundaries: High Street to Church Street; Third Street to the railroad
- Redevelopment action: Historic preservation, rehabilitation, and new infill development
- Proposed use: Commercial and residential mixed uses
- Phasing: Short term
- Size: 40 acres

The planning objective for Historic Bound Brook Village Center is to restore the community’s downtown through historic preservation and rehabilitation of existing buildings and to construct new buildings where infill sites are available. The panel proposes that restoration of existing buildings be supported by a comprehensive street-scape improvement program that includes new sidewalks, street trees, and pedestrian lighting.

The panel’s planning recommendations for this area are similar to the plan approved by the city council. However, the panel’s recommendations do not anticipate the use of the power of eminent domain for taking existing properties, except for proposed infrastructure improvements, such as the realignment of East Street and South Main Street.

The panel’s planning recommendation has three principal features. First is the development of a town square at the existing railroad station as a focus of downtown pedestrian activity and celebration and as a symbol of the new Bound Brook. Second is a new gateway at the Queen Bridge and East Street featuring a beautification of the bridge and a realignment of East Street and South Main Street. Third is to develop an inter-modal transportation center on the site of the existing commuter parking lot. The proposed transportation center would feature a multilevel parking garage atop a central bus station linked to a new rail station with supporting retail services on Talmage Avenue.

Old Town Preservation Neighborhood

- District boundaries: Church Street to Te Street; Second Avenue to the properties on the north side of Talmage Avenue
• Redevelopment action: Conservation and rehabilitation of existing housing; no clearance except for code compliance
• Proposed use: Residential and institutional
• Phasing: Short term
• Size: 50 acres

The Old Town Preservation Neighborhood is Bound Brook’s historic residential neighborhood. It offers a wide variety of residential housing types in a pedestrian-friendly gridded street pattern that fosters neighborhood interaction. The planning concept for the district is to revitalize the existing neighborhood by restoring and rehabilitating existing homes, and creating a comprehensive program of street and landscape improvements and a code enforcement program to ensure safety and a minimum standard of upkeep and appearance.

The panel’s recommendations differ significantly from the council’s approved redevelopment plan. The use of eminent domain for the purpose of clearing existing houses is not recommended by the panel. New zoning and code enforcement will be required to implement the recommended plan and to prevent the intrusion of incompatible land uses.

**Talmage Avenue Commercial Revitalization Corridor**
• District boundaries: Properties facing Talmage Avenue from Church Street to Tea Street
• Redevelopment action: Rehabilitation, selected clearance, and new infill development
• Proposed use: Commercial and residential mixed use
• Phasing: Short term
• Size: 32 acres
rehabilitate existing buildings and to locate new residential and retail service uses on vacant infill sites. The panel anticipates that revitalizing Talmage Avenue will respond to the needs of office workers in proposed new office buildings to the south and west of Talmage Avenue. The plan envisions removal of existing auto service shops and other incompatible uses.

Talmage Avenue was historically a mixed-use residential and commercial street in the European tradition of shops combined with residences. Over the years, following the proliferation of automobile-related services and activities, the quality of the street has deteriorated. The planning concept for the Talmage Avenue Commercial Revitalization Corridor is to restore and

In the proposed village center, the train station would become a festive center for pedestrian activity.

The proposed Old Town Preservation Neighborhood concept builds on what is already found along several of Bound Brook’s residential streets.

With the construction of the levee along the Raritan River, the ballfields can be relocated to the new Riverfront Park.
The panel’s recommendations differ significantly from the redevelopment plan approved by the city council. Wide-scale clearance of the existing properties is not recommended by the panel; nor are significant changes recommended to the existing alignment of Talmage Avenue.

New zoning and code enforcement will be required to support the panel’s recommendation for mixed residential and commercial uses in both rehabilitated existing structures and new infill development.

**West Gateway Office District**

- **District boundaries:** Tea Street to the proposed new Green Brook levee
- **Redevelopment action:** Relocate existing ballfields to the proposed waterfront park and redevelop the existing site for mixed-use office development
- **Proposed use:** Mixed-use office development
- **Phasing:** Short term
- **Size:** 6.5 acres containing an estimated 160,000 square feet of office development

To address as quickly as possible both the community’s fiscal crisis and the imposition of the levee on the existing ballfields, the planning concept for the West Gateway Office District is to relocate the existing ballfields to the proposed new and much larger waterfront park, which will be created within the levee south of the existing West Main Street, and to reuse the remaining site on Tea Street for new office development. The proposed new commercial office development will have an immediate beneficial effect on the city's tax base. Two buildings containing 80,000 square feet could be accommodated on the site, with surface parking. The panel’s recommendation is consistent with the city’s approved plan.

**West Main Street Mixed-Use Commercial District**

- **District boundaries:** Railroads to the proposed Raritan River levee
- **Redevelopment action:** Clearance of existing structures along West Main Street for redevelopment into a mixed-use office district
- **Proposed use:** Mixed-use office and commercial development
- **Phasing:** Long term
- **Size:** 20 to 25 net developable acres are available that could accommodate 500,000 to 650,000 square feet of development

The West Main Street area south of the railroad tracks offers Bound Brook the best opportunity for large-scale, high-quality, mixed-use commercial development that would have a significant beneficial effect on the borough’s tax base. The planning concept is to develop a large, new waterfront park in the area adjacent to the levee and to place a large mixed-use office project on the adjoining higher ground. The plan envisions a combination of office with supporting retail services, apartments, and a hotel facing the new waterfront park. New vehicular access from Interstate 287 (I-287) would be provided by an extension of Tea Street through a proposed new underpass under the railroad. This new access in the form of Park Drive will offer public access to the new waterfront park and would exit with an at-grade crossing at Church Street in the downtown area.

The panel’s recommendation is consistent with the city’s approved redevelopment plan, which includes the removal of existing residences along the existing West Main Street. As detailed later in this report, the panel recommends a comprehensive relocation strategy for the current residents of this area.

**Vehicular Circulation and Parking**

As shown in the transportation plan on page 20, three principal improvements to vehicular circulation are recommended for the redevelopment area: renovating the existing Queen Bridge to enhance its aesthetics and pedestrian character, redeveloping the East Street/South Main Street gateway entrance into Bound Brook, and developing a new waterfront Park Drive.

The Queen Bridge is the historic crossing and link between the villages of South Bound Brook and Bound Brook. The bridge not only functions as a principal river crossing for vehicles but also
is an important pedestrian crossing for students to the high school, commuters to the train station, and visitors to the state park land along the canal. The bridge is a key visual icon to the character of the community. Its present rusting metal appearance, lack of adequate lighting, and inadequate pedestrian facilities are functionally obsolete and aesthetically unappealing and require upgrading.

The present entry to the historic downtown through the railroad underpass and rotary is dysfunctional and unattractive. The panel supports the city’s plan to realign South Main Street and East Street to improve both the functioning of this entry and the aesthetics of this important gateway. The panel proposes to reinforce the aesthetics of the gateway with a pedestrian promenade in the land captured by the realignment.

The panel supports the city’s plan to develop a new street south of the existing West Main Street, linked to Tea Street by an underpass under the railroad. The proposed new Park Drive will provide public access to the proposed new waterfront park and vehicular access to the proposed new office park adjoining the park. Park Drive will provide direct access to I-287 via Tea Street.

The panel’s recommendations are consistent with the city’s approved plan with respect to the realignment of South Main Street and East Street and with respect to the creation of Park Drive. However, the panel does not recommend the extensive realignment of Talmage Avenue as shown in the city’s plan or the removal of residential streets in the Old Town Preservation Neighborhood as part of the proposed extensive clearance for redevelopment illustrated in the city’s plan.

Open Space and Community Facilities

Underserved by parks and open spaces, Bound Brook has been unable to capitalize for recreation purposes on its most significant natural asset, the Raritan River. The redevelopment plan affords the Bound Brook community an extraordinary opportunity to correct these deficiencies. A major
The objective of the panel’s recommendations is to provide access for the community to the river’s aesthetic and recreational opportunities. The panel recommends seven major open-space improvements as part of the redevelopment plan.

**Bound Brook Square**
A new public square is proposed for the historic downtown on the site of the parking lot in front of the railroad station. The plan envisions incorporating the existing convenience shop and city parking lot into a green, landscaped town square. The square would provide a focus for downtown pedestrian activity and symbolize the new Bound Brook.

**East Street Gateway Promenade**
A landscaped promenade is proposed for the lands captured within the realignment of South Main Street and East Street. The promenade would provide a handsome new landscaped minipark area at the entry to the downtown from South Bound Brook as well as to East Street from the north.

**Riverfront Park**
A large new waterfront park is proposed south of the existing West Main Street. The recreation area encompasses more than 100 acres including the levee and river bank. The new waterfront park would be the site of the relocated ballfields as well as existing natural wetlands, ponds, and woods. Public access to the park would be provided by the proposed new Park Drive and landscaped pedestrian ways along the “River Park Streets” from the residential neighborhoods to the north of Talmage Avenue.

**Raritan River Levee Walk**
A continuous walkway, the Raritan River Levee Walk, is proposed to trace a path along the top of the proposed levee. The levee walk will be accessed from the downtown at Bound Brook Town Square and from Waterfront Park. A pathway at least ten feet wide will afford exceptional views of the river and the borough.

**Riverwalk**
A riverwalk along the shore of the river below the levee will provide immediate access to the shoreline of the Raritan River. The proposed riverwalk will be accessed from the levee and can follow the course of Bound Brook and Middle Brook as well as the river.

**River Park Streets**
Four existing north/south streets have been identified as “River Park Streets” for special pedestrian and landscape improvements as the principal means of pedestrian access to the proposed waterfront park, the levee walk, and the riverwalk: Tea Street, Vosseller Avenue, Mountain Drive, and East Street. Sidewalk improvements, additional landscape, and pedestrian lighting along these streets will afford residents in the neighborhoods north of Talmage Avenue access to the waterfront park and the Raritan River.

**South Bound Brook Commons**
Within South Bound Brook’s redevelopment area, the panel recommends the development of a village square, South Bound Brook Commons. The proposed open space would provide the community visual and physical access to the canal and the river at the foot of the bridge and would serve as a visual icon marking the entry to the village from Queen’s Bridge. The proposed hotel and

The Queen Bridge is the southern gateway into Bound Brook over the Raritan River.

The present entry to the historic downtown through the railroad underpass and rotary is dysfunctional and unattractive.
The panel recommends that a mixed-use inter-modal transportation facility be located in the vicinity of the existing Bound Brook train station and commuter parking lot.

conference center in South Bound Brook would front the commons.

**Mixed-Use Intermodal Transit Facility**

The panel recommends that a mixed-use inter-modal transportation facility be located in the vicinity of the existing Bound Brook train station and commuter parking lot. This location takes advantage of the convergence of the existing passenger and freight rail lines so that potential future passenger trains on the West Trenton line could use this station as a multimodal transfer point. The existing pedestrian tunnel under the railroad tracks should be maintained and improved to provide access to trains moving in either direction. The proposed intermodal facility can include structured parking, which could be used by both commuter passengers and historic village patrons. The panel recommends facing the parking structure with retail uses at the street level along Main Street and providing residential uses above the retail. The location, which is adjacent to the Historic Bound Brook Village Center, will provide greater opportunity to capitalize on development synergies that are created between the historic downtown and the station.
Development Strategies

The devastating flooding caused by Hurricane Floyd represents an opportunity and a catalyst for the entire community of Bound Brook to create and embrace a strategy that will restore the borough’s tax base, recapitalize its infrastructure, and attract new private investment. The panel envisions a strategy that emphasizes achievable tasks and restoration and transformation through development.

Under New Jersey’s home rule system, the local education, infrastructure, and municipal service costs are all funded primarily from locally generated property taxes. Bound Brook, a primarily residential borough with a comparatively minimal commercial and industrial property inventory, has always relied on its residential property base for essential revenues. Static or falling residential property values and a lack of higher ratable commercial stock result in the borough’s having some of the highest property-tax rates in the county.

The relative absence of commercial space also deprives the community of higher ratable yields per improved square foot. The need to properly balance residential and nonresidential uses is important because the tax yield is greater with a comparable amount of nonresidential land use. A commercial tax base helps to subsidize the otherwise greater burden on residential property owners.

The high property taxes contribute to a less-than-attractive investment environment, helping to depress property values. The costs of education, infrastructure maintenance, and municipal services continue to increase, despite the decreasing ability of the community’s tax base to support increases. A decreased ability to support such costs necessarily means a reduced ability to deliver services. In the designated redevelopment area, much-needed temporary tax relief was granted after the flood. However, this relief only served to shift the disaster-increased burden to less-affected portions of Bound Brook.

An ever-increasing downward spiral results, which will not stop without new sources of revenue. It is clear to the panel that Bound Brook must broaden its tax base. This increased tax base will come only from immediate, high-impact, high-quality new commercial, retail, and residential development. Such activity, whether in the form of development of vacant sites or partial or full redevelopment of existing properties, also has the effect of attracting additional investment to the community, further improving the community’s physical and financial well-being.

Rehabilitation of existing property also is critical to stabilize and begin to increase the property tax base. Such rehabilitation must proceed as quickly as possible. However, it is important to remember that from a tax-base perspective, the benefits of rehabilitation occur far more slowly and incrementally than those of new development. More important, having no new development and no rehabilitation will unequivocally continue the downward spiral.

The panel strongly believes that its recommended development strategy, part of a comprehensive, coordinated, future-looking plan, is immediately doable. Breaking the larger job into clearly identifiable, understandable, and realistically achievable pieces increases the potential for maximum and varied stakeholder participation. Many different players who can contribute on projects that coincide with their experience, proven skills, financial resources, and comfort level need to have a role in the development and redevelopment process.

The panel has repeatedly stated the obvious—flood control is essential to Bound Brook’s long-term safety and to the creation of a continuing stream of investment in the community. However, the panel also recognizes that implementa-
tion of flood control measures is a long-term and expensive process. Therefore, the panel’s recommended development strategy identifies initial, high-impact steps that can begin, and in many cases be completed, without waiting for completion of flood control measures. Longer-term and post-flood control completion projects and initiatives that will augment and leverage the initial steps are identified. Such projects will further stabilize and increase Bound Brook’s tax base and resiliency to economic cycles. However, the panel believes that even some of the longer-term tasks can begin before flood control measures are completed.

The panel identified eight shorter-term projects and initiatives. Several of these have been generally described in the Planning and Design section of this report. Bound Brook can and must start work on those projects now. Some projects are of short duration. Others are longer in duration, but nonetheless can be started without delay. The panel also identified five longer-term initiatives. Several of these also have been described in the Planning and Design section. The panel believes that such projects are equally essential to enhancing Bound Brook’s financial and physical condition. However, due to complexity, market demand, dependency on flood control, and, in some cases, the need for more detailed study, the panel feels the projects warrant a lower priority on the community’s task list.

**Short-Term Doables**

**Intermodal Transit Station**

The borough can begin working right away on the creation of an intermodal transit station on the site of the existing downtown railway station. As described in the Planning and Design section, the facility would accommodate local and regional bus connections as well as commuter rail service. The facility would include full mass-transit ticketing facilities, restrooms, improved lighting, signage, landscaping, and pedestrian connections to parking and the surrounding downtown area, as well as modern platform enhancements. Aggressively pursuing available federal and state funding sources will permit the city to complete these improvements rapidly.

**Parking and Seniors’ Housing**

The second short-term project addresses two vital downtown Bound Brook needs: parking and seniors’ housing. The panel recommends the development of a combined parking deck and seniors’ housing project immediately north of the rail lines on the site of the existing commuter rail parking lot. Many cities throughout the country have demonstrated the critical role that convenient, centralized parking plays in downtown revitalization. The parking facility provides needed daytime and off-hours parking for downtown businesses and serves as a buffer between the rail lines to the south and the housing and remaining downtown streets to the north. With ground-level and elevated parking, the parking deck can be constructed without concern for the negative effect of flooding. When market demand warrants and after flood protections are complete, ground-floor parking could be converted into conveniently located retail uses serving commuters and local residents. Additional parking can also be added on the south side of the New Jersey transit lines when demand increases.

Locating 60 units of seniors’ housing on this site also allows Bound Brook to create new ratable property where none previously existed. As discussed in the Market Potential section of this report, unmet market demand for housing for seniors exists, and locating it in the downtown area immediately links those most likely to use mass transit and to walk to obtain daily goods and services with the intermodal transit station and the pedestrian-oriented downtown district. Completing this small-scale project will not satisfy the identified market demand for senior-hous-
ing product. However, such a project creates demand for additional units in the downtown area, which can be met by a combination of infill development and reuse of existing upper-floor residential and nonresidential space.

The borough already leases the existing parking lot from New Jersey Transit and could undertake planning for the project without delay. Funding options include state and federal transit dollars for the parking structure, ground sublease payments from the residential developer, and a public/private partnership that covers both sets of improvements.

**Bound Brook Square**

The third short-term project is Bound Brook Square. An attractive central gathering place provides an opportunity for community entertainment, colorful retail carts, and important transition space from the transit station to the remainder of downtown. This, too, is a minimal lead-time project that can begin right away.

**Historic Bound Brook Village**

The panel’s next short-term initiative focuses on the four-square-block Historic Bound Brook Village, which consists of many existing historic buildings and infill sites. These buildings and sites represent ideal opportunities for adding the varied uses that define today’s resurgent downtowns across the country. Such uses capitalize on the compact, pedestrian, small-scale nature of the downtown district and the downtown’s central role in commerce, transit, culture, and local heritage. They mark downtown’s traditional animated and busy character.

Rehabilitation, adaptive use, investment, and infill development efforts, along with zoning and marketing efforts, must target the following uses for Bound Brook’s stock of buildings and available parcels:

- Dining in all forms—casual dining, cafés, coffee shops, and fine dining;
- Specialty retail—the type of shops not typically found in either large malls or commercial retail strips such as Union Street or even Talmage Avenue, including small neighborhood grocers, bakers, butcher shops, antique and book stores, craft shops, and music stores—places where the locals and tourists alike gather and shop;
- Entertainment in venues such as the Brook Theater and the Palace Theater;
- Arts and cultural activities such as art galleries and historical museums;
- Civic gathering and meeting places for community service groups; and
- Satellite classroom, teaching, and training facilities.

To develop these uses into a strong, vibrant, and cohesive downtown requires two essential ingredients: daytime office users and year-round residents. Thus, similar reuse and new development efforts must target residential and small business uses, such as accounting and legal firms, arts-related businesses, architects and graphic design services, and other small-business service providers. In-district residents and small businesses not only fill upper-floor spaces that are generally not appropriate for retail use, but also provide the core customer base for the uses described above. However, these uses must be relegated to upper floors, reserving ground-floor space for retail uses that generate needed foot traffic and that provide downtown with a vibrant look and feel.

Other than rezoning to accommodate residential use (which should begin without delay), all of these efforts can begin today.

**Talmage Avenue Commercial Revitalization Corridor**

The fifth short-term initiative concerns the Talmage Avenue Commercial Revitalization Corridor. The panel believes that downtown Bound Brook once again can become the village center.
As in the downtown area, development and redevelopment activity should consist of rehabilitation, adaptive use, and infill development efforts. Zoning, marketing, and code enforcement efforts must be combined to induce neighborhood commercial and residential uses that complement the adjacent Old Town Preservation Neighborhood to the north. Selected property clearance may be necessary, and more industrial-type uses and ground-floor residential uses are highly disfavored. However, the panel believes that the following factors naturally will drive Talmage Avenue to regain its traditional ethnic diversity and role as a neighborhood center: rezoning, systematic and effective code enforcement, unmet demand for space in the downtown area, and the newly created West Gateway Office District. Increasing demand for housing in the Old Town Preservation Neighborhood also will drive the revival of Talmage Avenue.

As with the downtown area, other than rezoning to prohibit ground-floor residential and non-neighborhood-serving commercial uses, all of this new development and investment activity can begin today.

**Relocation of the Ballfields**

The sixth short-term project is relocating the ballfields to the expansive, newly created Riverfront Park. Creating this approximately 15-acre park area along the Raritan River allows the active ballfield uses to be combined with other active and passive recreational uses, thus reclaiming and better using critical open space for year-round public enjoyment while also serving a critical flood protection function. In coordination with the flood protection construction, these new fields must be built before the existing ballfields are removed from Tea Street.

**West Gateway Office District**

The seventh short-term project is creating the West Gateway Office District after the ballfields have been relocated. This 6.5-acre site can accommodate up to 160,000 square feet of mid-rise office space with surface parking, adding badly needed ratables and jobs to Bound Brook’s economy. Additional discussions with the U.S. Army Corp of Engineers regarding flood protection design options may expand the buildable area. As noted in the Market Potential section of this report, this market has no shortage of demand for high-quality office space. The additional jobs will, in turn, help drive new retail and service-oriented demand for space along Talmage Avenue heading east toward downtown. Development in this area should also begin to put upward pressure on property values in the Old Town residential area to the north of Talmage Avenue.

**ShopRite: Phase II**

The eighth short-term project is located north of the ShopRite. The panel feels that an appropriate office user should be aggressively sought for the Phase II parcel just off Tea Street. With the more appropriate siting of senior housing in the pedestrian- and transit-rich downtown district, the Phase II site offers an opportunity to construct a slightly higher-profile and larger office product for the larger corporate users seeking office space. Again, area data suggest that several users in the market could fill such space, especially with its opportunity for building-top visibility from I-287. Appropriate and well-established buffering techniques can be used to protect the

The existing ballparks can be moved to the proposed Riverfront Park once the levee improvements are completed.
adjacent neighborhoods. The property is already appropriately zoned, and such a project can begin at any time.

**Longer-Term Projects**

While these eight short-term projects will provide Bound Brook with an immediate infusion of ratables, new jobs, and a renewed urban vitality, it is equally important that Bound Brook recognize its future and the need to continue its newfound upward spiral. Therefore, the panel has identified at least the following five longer-term projects to meet that need:

**West Main Street Commercial Mixed-Use District**

The first longer-term project is the West Main Street Mixed-Use District. After the completion of Riverfront Park and the flood protection measures, the area south of the rail lines provides an ideal 20 to 25 acres for developing between 500,000 and 650,000 square feet of low- and mid-rise office and hotel uses in a highly attractive greenspace setting. As with the West Gateway Office District, new investment in the West Main Street Commercial Mixed-Use District will reinforce and stimulate the revitalization of Talmage Avenue and strengthen property values in the Old Town Preservation Neighborhood to the north.

To provide certainty for existing owners and to attract new investment dollars, the borough should begin the necessary planning and redevelopment actions today, with site-delivery schedules tied to the completion of the flood protection measures. Historically significant structures should be identified and assessed for relocation potential. The borough also needs to work with the current residents of this area to establish a relocation program. The proposed Historic Bound Brook Village Center and the Old Town Preservation Neighborhood both contain several infill sites that would be appropriate for residential relocation. Those options need to be explored by the city and residents.

**Queen Bridge Entryway**

The second longer-term project is represented by a pair of two-acre development parcels created at the Queen Bridge entry to the downtown area.

Flanking the road on either side, these sites represent dramatic, riverfront opportunities for future creative hotel, office, restaurant, or residential development, capitalizing on the sites’ location at the front door to Bound Brook and their proximity to South Bound Brook’s vibrant GAF redevelopment project. Redevelopment planning addresses an appropriate relocation of the present mini-storage uses.

**Expanded Transit Service**

The third longer-term project should consider the opportunities presented by the planned enhanced New Jersey Transit rail service, which may create connections to Newark International Airport and improve connections to New York City and Philadelphia. Complementing the previously discussed downtown intermodal transit station improvements, this expanded transit service represents an opportunity to further enhance the downtown station and surrounding downtown commercial area.

**Relocation of the Borough Hall**

The fourth longer-term project should consider relocating the Borough Hall and municipal offices from their present, noncentral location to Bound Brook’s new southern gateway. The historic Bound Brook Hotel and Pillar of Fire Church sites represent unique and significant adaptive use opportunities to relocate the borough’s civic business and its leaders closer to a more traditional town center. The net result of this relocation, together with residential redevelopment, would be to increase the overall ratables in the downtown area.

**School Facilities**

Finally, the panel believes that borough and school district officials should study the potential
for developing a new combined middle and high school within the borough-owned Legion Park. This project would downsize the high school to a size more appropriate to Bound Brook’s needs, provide more economic upgrading of educational facilities than is possible through renovation of existing facilities, and allow the community and school district to realize cost savings from joint use of school and civic facilities. As has been the case in many instances throughout the country, the Bound Brook High School structure represents a tremendous residential, adaptive use opportunity. More important, such reuse protects this historic building and converts it to a valuable contributor to the borough’s tax base.
The panel recommends that Bound Brook immediately undertake a community-wide effort to define a vision for Bound Brook that would build on the panel’s recommendations. To be effective, every effort should be made to involve all the residents, business people, and property owners in Bound Brook, with particular attention to those most affected by the flood. After all, their suffering has given Bound Brook this extraordinary opportunity.

The panel believes that the process for redeveloping the downtown has not been founded on a clearly articulated vision for Bound Brook. In the near past, decision making and public participation have been handled incrementally, as opportunities presented themselves. The 1999 flood, while tragic in its effect on many of the citizens of Bound Brook, has presented the borough with what the panel hopes is an unlikely to be repeated opportunity to reshape its destiny. This is an opportunity not to be taken lightly or without diligence. However, time flies, and present opportunities can slip away if the visioning process engenders inertia.

Currently, the acceptability of any of the panel’s recommendations to the citizens of Bound Brook can be challenged easily by anyone whose own vision for Bound Brook is deemed more appropriate than that implied but not articulated by the city’s redevelopment plan. This situation can lead only to dissension, turmoil, and disaffection.

The visioning should be done while fully recognizing first, that no plan will satisfy everyone, and second, that the best plan for the community as a whole is likely to have an adverse effect on some individuals. However, the visioning process can achieve a “buy-in” by the citizenry that is critical to gaining and maintaining strong long-term support for the redevelopment effort. Change is never easy, but change is inevitable. The difference now is that change in Bound Brook will be dramatic. It is important that all of the stakeholders view the planned changes favorably and as beneficial for the community as a whole.

Redevelopment Management

No matter what final redevelopment plan results, it will be multifaceted, requiring many development and management skills. The panel does not believe that the borough has adequate staff now or that expanding staff makes economic sense. The panel believes that the best strategy for managing redevelopment in Bound Brook is to use an experienced redevelopment agency and therefore recommends that Bound Brook explore available alternatives for a governmental or nonprofit entity to fill this role. In addition, the borough must establish a separate redevelopment board, appropriately structured to be representative of the community.

The community is fortunate to already have an interested and motivated developer. However, the panel believes that the complexity and diversity of the plan will create varied development opportunities for both profit and nonprofit developer participation. The borough needs the flexibility to issue RFPs on a project-by-project basis as redevelopment progresses.

A major task for the redevelopment agency will be an ongoing and creative search for funding to support redevelopment objectives. Such funds are scarce, and the creative overlay of various public and private grants can make or break the ability of the public sector to fund its share of the cost of redevelopment. Funding sources will be discussed later in some detail. This comment is not intended to reflect negatively on the already excellent efforts of the borough’s staff to tap into available resources. It merely acknowledges the panel’s feeling that this time-consuming task
should not be a burden on the day-to-day operations of the borough staff.

**Expediting Flood Control Construction**

Executing timely flood control measures is critical to implementing any plans for redevelopment. In the absence of fully completed flood control measures, the Federal Emergency Management Agency’s (FEMA) requirements will preclude development, or constrain the manner of development, in many areas. Such constraints will be detrimental to the success of the recommended redevelopment strategy. The panel does not suggest that all development must wait for flood controls, but rather that diligent effort in support of its implementation is important. If Bound Brook can enlist the support of the governor and the state’s congressional delegation, that support may elevate the priority that the flood control project has with the U.S. Army Corps of Engineers, thus expediting its funding and completion.

Further, an ideal situation would be to have the full cooperation of the U.S. Army Corps of Engineers to ensure that the flood control measures contribute to enhancing Bound Brook’s redevelopment. Examples include access to the river, design of the ponding area, and recreational use of the levee.

The panel’s discussions with state and county agencies suggest the best way to maximize county, state, and federal support is to use a team approach, discussed later, which focuses on Bound Brook’s needs most effectively and expeditiously.

**Zoning and Other Land Use Regulations**

While the panel is not in a position to identify all the current borough land use control and regulatory issues that will need to be addressed to implement the redevelopment plan effectively, some specifics clearly deserve mention.

**Zoning Districts**

The redevelopment area currently has three residential-zone categories: R-4 (one- and two-family), R-5 (one- to four-family), and R-6 (garden apartments); it also has O-B (office buildings), B-2 (retail sales), and I-P (industry). Those designations and their permitted uses are inadequate now, and they will be totally unsuitable for application to the various proposed uses in the redevelopment area.

New zones, which will be applied as long-term maintenance tools for sites within the redevelopment area, need to be developed. For example, the Old Town Preservation Neighborhood area needs much greater flexibility than is provided by the R-4 category. If this zoning were to be rigorously enforced the results would be inconsistent with a strategy that seeks not only to preserve and enhance the built environment but also to improve the lives of its residents. As the neighborhood conservation plan is refined, a neighborhood conservation zoning district should be created that would permit the achievement of the conservation strategy set forth in the redevelopment plan. To be effective, the zoning needs to recognize the special characteristics of each parcel and its relationship to its neighbors, rather than applying the traditional rigid requirements regarding yard, height, setback, and parking. The zone needs to be very flexible, to permit interpretation by a skilled and reasonable zoning administrator, and to have a mechanism for participation by neighborhood residents.

Likewise, the several specialized business and mixed-use areas proposed by the panel will require one or more zoning categories that will permit and manage the special character recommended. For example, no present zoning district could be applied to the proposed office and mixed uses in the West Gateway Office and West Main Street Mixed-Use Commercial districts. Similarly, the special needs of the Talmage Avenue Commercial Revitalization Corridor and Historic Bound Brook Village Center will need different zoning categories.

Work needs to be initiated quickly on creating these new zones because they will take time to craft, to submit for review and comment, and to go through the public hearing and approval process.

**Signage and Architectural Treatments**

Signage, streetscape design, and architectural design guidelines are the particular design ele-
ments most often used to distinguish one area from another and to establish identity, thereby creating value and a special sense of place. Such special area considerations and guidelines are either not currently available in the borough’s regulations or will need modification to achieve redevelopment objectives. These place-specific design guidelines require careful crafting and must be accepted by the affected present and future residents and business community. Such design elements set areas apart from one another and provide the image for the new Bound Brook.

**Code Enforcement**

The panel has been made aware that there is an apparent need for code enforcement in the redevelopment area. It is the sense of the panel that effects related to flood damage and, to some extent, abuse of occupancy limits need to be addressed. The panel feels that a sympathetic, people-oriented approach may be the best way to address this issue. Often, rigid enforcement of housing and building codes fails to achieve the intended objective of ensuring a safe and sanitary living environment. Building code issues often need to be separated from housing code issues. The panel suggests that as a part of the neighborhood conservation strategy, a neighborhood-based group be formed to address code enforcement. The same group could be empowered to participate in the ongoing neighborhood conservation and enhancement efforts.

**Funding Sources**

**Public Sources**

The maze of public funding sources is vast, circuitous, and confusing. The obvious categories include federal, state, county, and local bond funding and various special project funds. Most federal dollars are passed through and administered through the state of New Jersey or Somerset County.

The state of New Jersey provides a number of interesting funding opportunities. Probably foremost among these are a couple of team approaches. Both the Department of Consumer Affairs (DCA) and the New Jersey Redevelopment Authority can bring together representatives from various state agencies to explore sources of funding, to coordinate and streamline efforts to obtain funding, and to maximize availability of funds. The panel strongly recommends that these avenues be explored.

Incorporated into these team approaches are some variations. Pursuing the “designated town center” or “transit village” classification or working through the DCA to become identified as a pilot project for redevelopment purposes were examples the panel heard from a number of sources. While all those people involved admitted that these ideas are new approaches and could not guarantee priority treatment, all seemed to view the possibilities with considerable enthusiasm.

The New Jersey Economic Development Authority (EDA) is another potential source of funding. This organization exists to provide financial resources for solving problems affecting employment creation and retention, for targeting industry expansion, and for filling a perceived gap in terms of the feasibility of bringing projects to completion. In this last area, EDA strives to avoid direct competition with the private sector; that is, EDA chooses to become involved in projects that the private sector would not take on. EDA’s programs include tax-free bond financing, a statewide loan pool, and loan guarantee programs. The programs named above deal largely with financing capital improvements; however, EDA also has programs dealing with funds for small businesses, funds targeting minority and women-owned businesses, and funds for entrepreneurial training.

Programs currently administered by the New Jersey Redevelopment Authority generally do
not apply to Bound Brook. However, the one program the authority offers that apply is the Qualified Bond Program. This program allows the state to assist the municipality in issuing general obligation bonds, which would otherwise not be possible for various reasons, such as limited capacity or credit rating.

The New Jersey Fair Housing Act of 1985 established a process by which municipalities are allocated “fair share” numbers of residential units to encourage the development of low- to moderate-income units. Currently, the borough has an allocation of 33 units, although, given the area’s predisposition to flooding, this allocation might be eliminated. The third round of fair share allocations is due to be made soon, and this number might be raised or lowered. This allocation presents some opportunities and some perils. Opportunity exists in that other municipalities might be interested in paying Bound Brook to accept some of their obligation, at $20,000 per unit. Liability exists in that prospective developers can leverage this fair share obligation to achieve approval for higher residential density than might otherwise be approved. The mandated “builder’s remedy” ratio is 4:1. Failure to approve such requested densities exposes the borough to potential litigation.

By and large, the panel sees establishment of a coordination team that focuses on a particular element of the redevelopment project as an effective way to tap into various state funds. This would allow the borough to work with the Office of State Planning to search through its database to identify additional sources.

Opportunities with the New Jersey Transit Authority were explored but not found to be highly promising. Their available dollars have been allocated among projects currently underway. Discussions with the authority did reveal a willingness to entertain the possibility of creating a public/private partnership to facilitate future development. Given that the community of Bound Brook is limited in its land capacity, the “creation of land” by developing air rights controlled by the transit authority may present some interesting opportunities in the future. These types of projects, however, would likely exist, if at all, in subsequent phases of development, as they are the most complex and likely contain the longest time horizon.

Community development block grants (CDBGs) administered by Somerset County can address capital improvements, physical facilities, services, planning efforts, economic development, and housing. Once again, however, the pool is limited, amounting to approximately $1 million to $1.5 million annually. These funds are attractive because they can be used to subsidize new construction or rehabilitation of existing residential or commercial properties. The funds may be applied to projects composed of residential uses over commercial uses, which complements the panel’s recommendation for the historic section of Bound Brook and represents work that could be started even before completion of the flood control work.

Municipalities can submit CDBG requests for up to three projects per year. The Community Development Committee evaluates all applications concurrently and identifies allocations in May (all on the same day); the funds are distributed in October. Because October 2000 coincides with the anticipated beginning of construction for flood control mitigation, any application for CDBG funds should target an aspect of the project that will not be affected by the absence of completed flood control measures.

The Neighborhood Preservation Program also exists at the county level. This source can provide up to $500,000 over five years. The application process appears straightforward, demanding the identification of a specific “neighborhood” that is threatened, viable, and in need of an immediate infusion of capital. Efforts are already underway to obtain these funds.

The panel noted that the relative affluence of Somerset County limits the funds available. This is a frustrating condition in the face of the borough’s obvious need, but it is a reality that must be recognized.

Finally, the borough’s own ability to issue general obligation bonds represents an additional source of funding. This source is also restricted, amounting to approximately $1.5 million currently. As
noted earlier, this capacity may be expanded through the state redevelopment authority's Qualified Bond Program.

In the context of making the borough's redevelopment project appear in the most favorable light to the various funders, as well as of streamlining efforts for maximum effect, every effort should be made to regionalize the funding process. The joint application with South Bound Brook for the designated town center classification offers a prime example. In this regard, developing the former GAF site, on the south side of the Queens Bridge, as a hotel and convention center would undoubtedly contribute to the vitality of the restored Old Town area of Bound Brook. Any other opportunities of this sort should be fully explored.

**Private Funding**

The private sources of funding are fairly obvious and consist primarily of the following:

- Sale to or partnership with a private developer;
- Corporate sponsors (such as Target, Home Depot, and Johnson & Johnson); and
- Institutional lenders.

The variations on these themes are probably endless, and the borough is encouraged to be creative and to think outside the box in terms of exploring the ways in which such loans or partnerships might be structured. This is another area where the involvement of some entity in the role of redevelopment manager would prove useful and serve the borough well in the long run. It is a means of tapping into expertise that would not normally exist among the municipal staff.

**The Role of Nonprofit Organizations**

Much has already been said regarding the role of nonprofit organizations in the course of the discussion of funding sources, so that aspect of their involvement will not be reiterated here. One area of involvement that has not been addressed is that of facilitating ongoing community dialogue. In the course of the panel's interviews, a theme that surfaced from several sources revolved around the perception that a second round of volunteer intervention is needed to assist those in the community who are still suffering, primarily senior citizens. Many of these people were in shock during the first round of crisis intervention. They were completely absorbed in the process of survival and were not really able to wade through the paperwork required to avail themselves of assistance funds offered by FEMA and others. Agencies such as the local foodbank and various religious and related groups might be organized to meet this remaining need. Corporate sponsors might also be tapped for this type of donation; however, the community must be sensitive about not going to the same well too many times. It is essential to identify the area where corporate assistance would be most beneficial and to seek that level of sponsorship. The panel has identified as least one corporate citizen, AT&T, that has a volunteer program to assist in the fix-up and maintenance of property, such as those owned by elderly people who may be of limited means. The borough should explore the availability of other such volunteer programs.

**Gaining and Maintaining Community Support**

If a redevelopment plan is to be adopted and implemented successfully, gaining and maintaining community support is essential. To date, many in the community view the development process with a level of suspicion and distrust. The need to address these perceptions and remedy them is critical. Residents and business owners are seeking some assurance regarding the future of their properties. Including the available nonprofit agencies in this process is seen as one way to gain the support of those who are skeptical.

Another essential element of the ongoing process is to provide regular updates on the status of the redevelopment effort. These updates should be communicated in various languages and through several vehicles. It is important that borough representatives visit with all the constituents, individually and informally, on a regular basis, listening to their concerns and making genuine efforts to address those concerns.
Receiving feedback from all the constituency groups is imperative. Maximum success in this endeavor might be achieved by including representatives from each of the constituency groups in a review and decision-making board. The board should include the leaders who already exist within those groups. Obviously, the desire is to keep the review and approval process as streamlined as possible. Nevertheless, in the face of the mistrust that currently exists, including all groups and giving them a real voice in the process is essential.

It should go without saying that the plan finally adopted must be one that benefits all those affected by it. It is unrealistic for any one interest group to think it will achieve everything on its wish list, but it is essential that the plan contain elements reflecting some of the desires of each group.

It should also be recognized that a project of this magnitude, with its correspondingly long time line, must be able to be refined and modified with the passage of time to reflect changes in market conditions and the economy, among other factors.
Conclusion

The panel found that Hurricane Floyd did not beat Bound Brook; it is a place with enormous spirit, community pride, and socioeconomic potential. The members of the community-elected officials, residents, business owners—need to find a way to work together to realize this potential. Keeping in mind that everyone must give something to achieve the success of Bound Brook is critical to the redevelopment efforts.

The panel believes that the borough has the will and the ability to turn a catastrophe into a better Bound Brook. Bound Brook’s citizens of future generations will look back at the leaders of today with great admiration.
About the Panel

Smedes York
Panel Chair
Raleigh, North Carolina

Smedes York is president of York Properties, Inc., which develops, leases, and manages shopping centers, residential properties, office buildings, and industrial projects in the Raleigh-Durham area of North Carolina. He is a past chair of the Raleigh-Durham Airport Authority, the Raleigh-Durham Regional Association, and the North Carolina Citizens for Business and Industry. He served as mayor of Raleigh from 1979 to 1983 and as a council member from 1977 to 1979. He is also past chair of the Wake County Planning Board.

York is past president of the Urban Land Institute and a current member of the ULI Board of Trustees. His professional affiliations include membership in the Institute of Real Estate Management, International Council of Shopping Centers, North Carolina Association of Realtors, and Raleigh Board of Realtors (of which he is a past president).

York is a civil engineering graduate of North Carolina State University and holds a master’s degree in business administration from the University of North Carolina. He is a chair of the board of trustees of North Carolina State University. He served as a lieutenant in the U.S. Army and was awarded the Army Commendation Medal for his service in Korea.

Geoffrey John Booth
Washington, D.C.

Geoffrey Booth is the director of retail at the Urban Land Institute. Prior to joining ULI, Booth was the founding director of Planning Australia, a specialist planning and property consultancy firm providing problem-solving services to a wide range of private sector, government, and community organizations. At the invitation of Dianne McCauley, then minister for local government and planning, he joined the Minister’s Taskforce when it was established in April 1996, contributing to the development of Queensland’s Integrated Planning Act (IPA), enacted by the parliament in November 1997.

Since then, Booth has helped the Gold Coast City Council adapt to the new planning act; coauthored a book titled the IPA Road Map; advised the Brisbane City Council on the structure and content of its new IPA city plan, as well as drafted its commercial and centers policy provisions; and conducted a review of Brisbane’s development assessment system for the Lord Mayor.

Booth graduated from the University of Queensland in 1977 with a degree in regional and town planning. He was awarded his master’s degree in public administration in 1987 and holds a graduate diploma in applied finance and investment from the Securities Institute of Australia. He began his doctoral thesis in July 1998.

Daniel M. Conway
Englewood, Colorado

Daniel Conway is a real estate marketing and research authority specializing in residential, commercial/industrial, and golf course development. He has more than 30 years of experience as an urban economist in the metropolitan Denver region. As president and director of economics and market research for THK Associates, he has conducted numerous residential, commercial, industrial, and golf course economic feasibility and market studies, socioeconomic impact assessments, and financial planning studies.

Projects of significance that Conway has worked on include an international market center and
industrial market analysis for the Dove Valley Business Air Park in Arapahoe County, Colorado; a residential and related-uses market analysis for several major developments in Douglas County, Colorado, including the 1,342-acre Parker City site; and several golf course feasibility studies. Conway has undertaken a wide range of research and analysis in Las Vegas and Reno, Nevada; Oxnard, Palm Springs, and Carmel, California; Kansas City, Missouri; Oklahoma City and Tulsa, Oklahoma; Austin, Texas; Albuquerque and Santa Fe, New Mexico; Seattle, Washington; and Phoenix and Tucson, Arizona.

Most recently, Conway has gained recognition as a speaker on golf course development, giving numerous presentations at the Crittendon Golf Development Conference. His book The Cost and Revenues of a Unique Golf Club has furthered his reputation as one of the industry's leading authorities. Under Conway's guidance, THK Associates completed more than 75 golf course feasibility studies in 1998.

Conway has a degree in business administration from the University of Wisconsin and has taught as an honorary instructor at the University of Denver and the University of Colorado.

Winston E. Folkers

Cincinnati, Ohio

Winston Folkers has been president of Folkers Associates since 1980, where he develops and manages rental property in the Cincinnati and Dayton, Ohio, and Northern Kentucky markets. Prior to working in private real estate development, Folkers was development director of Cincinnati and Toledo, Ohio, and Lansing, Michigan.

Folkers has been a member of the Urban Land Institute since 1983 and started the Cincinnati District Council, for which he served as chairman for six years. He has served with many other organizations, including the advisory committee to the University of Cincinnati real estate program. Folkers has participated on ULI panels for urban development in Kansas City, Kansas; San Francisco and Sacramento, California; and Columbus, Ohio.

Folkers graduated with a degree in economics from Hamline University and received his master's degree in public administration from the University of Minnesota.

Richard Galehouse

Watertown, Massachusetts

Richard Galehouse is a principal and senior planner at Sasaki Associates, Inc., in Watertown, Massachusetts. Sasaki Associates is a multidisciplinary professional service firm with an international practice offering services in planning, architecture, landscape architecture, civil engineering, interior design, and graphic design. Since joining Sasaki in 1960, Galehouse has directed complex mixed-use urban, new community, resort, institutional, regional, and environmental planning and design projects.

Galehouse's project work, writing, and speaking have focused on the issues of urban and mixed-use development. He has served as a guest lecturer and critic at colleges, universities, and professional organizations and has provided expert testimony on visual and environmental impact issues concerning various communities.

Gatehouse has been an active ULI member for more than 20 years, serving on the UDMUC and recreation councils, as a panel member for various plan analysis sessions, and as the planner/urban designer for ULI's Advisory Services Panel for Treasure Island, San Francisco, California; Downtown Grand Forks, North Dakota; and Hengelo, the Netherlands. He has written several articles for Urban Land magazine.

Galehouse received a bachelor's degree in architecture from the University of Notre Dame and a master's degree in city and regional planning from the Harvard School of Graduate Design.

Alex J. Rose

El Segundo, California

Alex Rose serves as director of development for Continental Development Corporation in El
Segundo, California. He is responsible for managing all construction and development activities for the suburban office/research and development (R&D) park developer, whose holdings cover 3 million square feet in southern California’s South Bay market and in the city of San Francisco. Rose oversees planning and execution of all tenant improvements, core and shell renovations, and new construction work; of major facilities maintenance and upgrades; of project budgeting and cost controls; of internal project management; of architect, engineer, and contractor management; and of new project development.

Over the past five years, Rose has overseen the physical transformation of over 1 million square feet of single-tenant R&D facilities into multi-tenant office space, restaurants, retail, and entertainment uses. Before taking over the construction and development responsibilities, Rose served as director of property management. He also has extensive experience in title insurance and is a licensed California attorney, with experience in general civil bankruptcy litigation practices.

Rose is assistant chair of ULI’s Commercial and Retail Development Council, vice chair for outreach of ULI’s Los Angeles District Council, a member of ULI’s Urban Neighborhood Revitalization Forum, and an at-large member of the national Program Committee. He has previously served as vice chair of the Program Committee and program and advisory services vice chair for the Small Scale Development Council. Rose has been a member of numerous other community, legal, industry, UCLA, and USC affiliated groups, and he currently serves on the steering committee of New Schools Better Neighborhoods, a broad-based private and public citizen’s advisory board that is researching and developing standards and methodologies for the development of more than 100 new community-asset public schools in the Los Angeles metropolitan area. He also co-chairs its joint use committee.

Rose received his MBA from the University of Southern California, his law degree from Southwestern University School of Law, and a BA in political science from UCLA.

Denise K. Schulz
Los Angeles, California

Denise Schulz (“Deni”) has been involved in the financial end of real estate development for more than 25 years. She is currently senior vice president and real estate banking manager for the Los Angeles homebuilder division of Bank of America. Prior to that she ran the Los Angeles real estate specialty unit for Bank of America, which produced $2 billion in commercial real estate loans during her tenure.

Prior to her employment at Bank of America, Schulz held positions with several real estate lending institutions, among them Wells Fargo Bank and Sovran Bank (which merged with NCNB to form NationsBank), and also worked in private development. Immediately before moving to Bank of America, she worked in a number of capacities with Home Savings, initially serving as the director of finance for the two development subsidiaries (Ahmanson Developments and Ahmanson Commercial Developments), where she was responsible for generating in excess of $300 million in third-party debt, and finally as director of Ahmanson Developments, the company’s homebuilding operation.

Schulz is an active member of ULI, serving as a member of the executive committee and as program chair of CREW–Los Angeles. Her civic involvements include serving on the board of the Echo Park/Silver Lakes Peoples’ Child Care Center and as an officer of several South Pasadena Girl Scout troops.

Douglas C. Smith
Fort Lauderdale, Florida

Doug Smith is an associate principal with EDSA and has been a member of the EDSA team for more than 12 years. As a project manager, Smith has guided a wide variety of urban, waterfront, resort, and leisure developments. Recently, he has served as an urban design panelist for the 1999 Trinity River Conference in Dallas, Texas.

Smith’s relevant experience includes the following projects:
Prince George Wharf Revitalization, where EDSA was commissioned by the government of the Bahamas to plan and design a complete facelift of the cruise ship docks and adjacent waterfront in Nassau, the arrival point for 70 percent of all tourists.

Dania Beach Land Use Visioning Study, for which EDSA prepared a land use visioning study for all lands within the corporate city limits of Dania Beach, Florida. The EDSA team analyzed a series of land use issues that affect the quality of life for residents and visitors of Dania Beach.

Valletta Cruise Ship Terminal, Valletta, Malta, for which EDSA provided master-planning services, including conceptual plans and project cost services, for this historic waterfront. The terminal, home port for cruise ships that carry to 3,000 passengers, includes waterfront piazzas, restaurants, and retail shops.

Deerfield Beach Redevelopment, where EDSA developed an area improvement plan and detail design plans for physical improvements along the beachfront in Deerfield Beach, Florida. EDSA then participated in the development of a slum and blight study for a larger area, which was needed to identify and establish a community redevelopment area (CRA). With the CRA in place, an overall redevelopment plan was completed. EDSA led public consensus-building workshops to bring together residents, elected officials, and city staff to generate these plans.

Frank H. Spink, Jr., AICP
Annandale, Virginia

The Spink Consultancy was formed in 1997. Building on a 30-year career at Urban Land Institute and prior experience in public planning, construction, and architecture, Spink provides planning, land use, and development services as well as association and publishing management.

While associated with the Urban Land Institute from 1967 to 1997, Spink was a coauthor or contributing author for many ULI books and supervised the production of more than 50 titles dealing with residential, industrial, shopping center, hotel, timesharing, planned unit development, condominium and homeowners’ associations, residential street design, cultural facilities, and many other topics. He was the project manager for Dollars & Cents of Shopping Centers® and the principal source of income expense data on U.S. and Canadian Shopping Centers from 1978 to 1998. Spink was director of all nonresidential research for many years. He also served as professional staff or member on 12 ULI Panel Advisory Services.

Spink retired as vice president/publisher in 1997 and has been a guest lecturer at Georgia Tech, George Washington, George Mason, and Catholic universities. In 1988, he participated in a delegation to China under the auspices of the American Planning Association to advise the Chinese on land economics, planning, and development. He served for three years as the American Planners Association’s representative to Prince George’s County, Maryland’s Task Force on Building Excellence. He also served for many years on the U.S. National Committee of the International Building Congress and on the Urban Design and Housing Committees of the American Institute of Architects. He initiated and coordinated a joint cooperative agreement among the American Institute of Architects, the Urban Land Institute, and the National Trust for Historic Preservation. He also served as member and chair on research committees of the National Cooperative Transportation Research Program of the National Research Council, National Academy of Science.

Prior to 1967, he was planning director for Pleasanton, California; a staff member in Fremont, California, and Bellevue, Washington; and an officer in the Civil Engineering Corps of the United States.

He holds a master’s degree in urban planning from the University of Washington and a bachelor’s degree in architecture from the University of Illinois.