
5. RECOMMENDATIONS

The purpose of the Strategic Plan is to help guide future development in Warren County in a manner that meets the stated goals. The Strategic Plan establishes a basic vision for future development of the county. It also provides a policy foundation upon which to build more detailed, municipal plans for future development, to coordinate development among the county's 22 municipalities and to guide decisions in a way meets the stated goals.

The Plan also recognizes that much of the authority and responsibility for growth management rests with each of the county's 22 municipalities. In addition, it recognizes that the decisions of one municipality can impact numerous other municipalities. Consequently, the recommendations that follow outline the land use and transportation strategies that can be used by the County and municipalities to ensure the rational development of Warren County while meeting the goals of the plan.

I. LAND USE

A. Smart Growth

The NJ Office of Smart Growth describes smart growth as "well-planned, well-managed growth that adds new homes and creates new jobs, while preserving open space, farmland, and environmental resources." The Strategic Plan recommends the advancement of the principles of Smart Growth described below in County and municipal plans.

There are a number of smart growth principles that should be considered by municipalities when updating their comprehensive plans, regulations and programs including:

- mixed land uses;
- compact, clustered community design;
- range of housing prices and types;
- walkable neighborhoods;
- distinctive, attractive design;
- use of existing infrastructure;
- infill and redevelopment of existing centers and vacant buildings;
- redevelopment of brownfields;
- transportation choices;
- open space, farmland, and scenic resource, and historic preservation;
- predictable, fair and cost-effective development decisions;
- community and stakeholder collaboration in development decision-making; and
- interconnectivity of roadways, pedestrian ways and neighborhoods.

Examples of development patterns in Warren County that can be considered smart growth are exhibited in many portions of the Towns of Belvidere, Hackettstown, Phillipsburg, the Boroughs of Washington and Alpha, the villages of Blairstown and Oxford, and the hamlets of Asbury, Columbia, Hope and Stewartville.

There are several modern examples of Smart Growth within Warren County including:

- compact, mixed use development at Panther Valley in Allamuchy;
- grid street system, alleys, and sidewalks at Hawk's Pointe in Washington Township;
- downtown revitalization in Washington Borough;
- proposed brownfield redevelopment at Ingersoll Rand in Phillipsburg; and
- transit service in Hackettstown and Phillipsburg.

The examples highlight the potential benefits that can accrue from smart growth. For example, in addition to improving the quality of life for residents, it provides choices for residents in terms of housing and transportation. Smart growth supports livable neighborhoods with a variety of housing types, price ranges and multi-modal forms of transportation. It can help to preserve valued resources such as open space, farmland and scenic areas and can protect natural resources such as our water supply.

In addition, the Center on Disease Control has released a study suggesting that the current suburban development patterns in the United States contribute to obesity and other health problems. Medical research shows that walking and similar moderate physical activity is important to maintaining weight and bestows many other health benefits, including lowering the risk of diabetes, stroke, and heart attack. Studies show that people in sprawling places walk less. Public health advocates have launched a major initiative to create "active living communities" – places where people can integrate physical activity into their daily lives as they bicycle to work, walk to shops, and climb stairs at the office. Smart growth will help to counter sprawl and facilitate these activities.

Fiscal Considerations - Smart growth can help save property and school taxes by reducing demand for new services and infrastructure. When considering land use policies, interested parties -- such as citizens, elected and appointed officials, and school district administrators -- have a keen interest in how given options may affect their local governments' costs and revenues. At issue is whether growth pays for itself in Warren County. The "fiscal impact" is an important consideration for growth under both the existing zoning and the alternative vision.

If a land use pattern generates more in tax revenue than it will in public service and capital costs, the surplus revenue may enable the County, municipalities and school districts to improve services or make needed improvements. Alternatively, these entities could use the surplus to reduce tax rates. Conversely, if public service and capital costs exceed revenues, it could increase pressure to raise taxes, find additional revenue sources or decrease levels of service.

An impact assessment of the New Jersey State Development and Redevelopment Plan was undertaken to guide policymakers in determining whether the Plan's policies will be beneficial. (The Costs and Benefits of Alternative Growth Patterns: The Impact Assessment of the New Jersey State Plan, 2000). The impact assessment compared two alternative futures for New Jersey: one in which growth is managed according to the State Plan and one which growth continues according to historical trends.

The assessment concluded that it would be less of a fiscal impact to manage growth according to the smart growth strategies in the State Plan. These strategies emphasize "containing population and jobs around already developed suburban communities with urban, regional and/or town centers". In part, the advantage of the State Plan is that it "draws on usable excess operating capacity in already developed communities."

The recommendations of the Strategic Plan closely follow the smart growth guidelines and vision set out in the State Plan. Thus, the County, municipalities and school districts should gain similar fiscal benefits compared to current zoning. In addition to taking advantage of existing infrastructure, the Strategic Plan's vision would preserve more open space, reduce the amount of strip retail development and substantially reduce the amount of highway improvements needed to accommodate new growth. Undeveloped land typically provides more tax revenue than it costs in services. Strip retail generally outside of centers dilutes the ability to encourage modes of travel other than automobile, thus requiring more investment in roadways. As the Strategic Plan directs less commercial and industrial development into rural and environmentally sensitive areas, it will require less road and water/sewer infrastructure and slow the need for expanded local public services.

There is abundant national research that makes the point that managing sprawl can save taxpayers money. The research shows that compact growth can be as much as 70 percent less expensive for governments than equal volumes of scattered growth. The studies conclude it costs less to provide infrastructure and services to denser, more contiguous households than to dispersed, low-density communities. It must be recognized that certain types of residential uses cost more in services, particularly in the school system, than they generate in tax revenue.

As noted above, the Strategic Plan recommends the elimination of strip commercial zoning outside of the centers and compact development areas. The Strategic Plan recognizes the potential fiscal concerns about reducing the amount of commercial growth in the County. Commercial properties tend to

produce more revenues for a municipality and school district than they generate in costs. Thus, they can be a key part of the “tax base.” However, as discussed below there are a number of fiscal benefits that will mitigate the impact of this recommendation.

For example, the protection of open space can have a positive fiscal impact on the county, municipalities and the school districts compared to development. This is largely because the value of privately owned open space increases over time, while the municipal cost of serving the land remains low. Conversely, the value of the privately owned buildings generally decreases over time as aging infrastructure supporting it generates increasing maintenance costs. In addition, the retention of land for recreation, farming and habitat helps maintain the value of nearby properties, supporting the tax base.

The costs and revenues generated by housing vary substantially by housing type. As a result, some types of housing can incur a net gain in revenue for a taxing entity while others incur a net loss. This variation can be based on the average number of school age children, the amount of infrastructure required and the need for additional services (such as police and fire). There are any number of variables in each municipality or school district that can change the impacts of a new development or alter the “break even point.” Thus, municipalities are encouraged to examine fiscal impacts of alternative development patterns including those recommended herein as they update their comprehensive plans.

The County has considered (see **Table 18** on next page) the potential number of school children that could be generated in the future under existing zoning and the recommended “Smart Growth.”

Since no reductions in residential densities are proposed the future number of school age children remains the same under either scenario. The forecasts were made using a regional multiplier (0.71 per unit) for the Northeastern United States for all single family housing types. It is broken down further using 0.61 per unit for K-8 and 0.1 per unit for high school.

In summary, the following numbers of additional high school age students 9th through 12th grade are forecast by school district and rounded to approximate numbers:

- North Warren: Approximately 610 (Knowlton, Blairstown, Hardwick, Frelinghuysen)
- Warren Hills: Approximately 670 (Washington Township, Washington Borough, Franklin, Oxford, Mansfield)
- Hackettstown: Approximately 440 (Hackettstown, Allamuchy, Independence, Liberty)
- Belvidere: Approximately 680 (Belvidere, White, Harmony, Hope)

- Phillipsburg: Approximately 540 (Phillipsburg, Lopatcong, Greenwich, Pohatcong, Alpha)

TABLE 18: ADDITIONAL SCHOOL AGE K – 8TH GRADE CHILDREN AT BUILDOUT:
EXISTING ZONING AND SMART GROWTH SCENARIO
(EXCLUDES ADULT RESIDENTIAL ZONED AREAS)

| Township | Housing Units 2000 | Additional Lots at Build out | Total Lots at Build out | Percent Increase | Additional School Age Children |
|-----------------|--------------------|------------------------------|-------------------------|------------------|--------------------------------|
| Allamuchy | 1,774 | 1,316 | 3,090 | 74.18% | 802 |
| Alpha | 1,034 | 229 | 1,263 | 22.15% | 140 |
| Belvidere | 1,165 | 154 | 1,319 | 13.21% | 94 |
| Blairstown | 2,136 | 1,854 | 3,990 | 86.80% | 1,131 |
| Franklin | 1,019 | 1,427 | 2,446 | 140.04% | 870 |
| Frelinghuysen | 755 | 2,056 | 2,811 | 272.32% | 1,254 |
| Greenwich | 1,477 | 835 | 2,312 | 56.53% | 509 |
| Hackettstown | 3,538 | 250 | 3,788 | 7.07% | 153 |
| Hardwick | 530 | 473 | 1,003 | 89.25% | 289 |
| Harmony | 1,076 | 2,356 | 3,432 | 218.96% | 1,437 |
| Hope | 747 | 1,139 | 1,886 | 152.48% | 695 |
| Independence | 2,210 | 1,380 | 3,590 | 62.44% | 842 |
| Knowlton | 1,135 | 683 | 1,818 | 60.18% | 417 |
| Liberty | 1,088 | 1,405 | 2,493 | 129.14% | 857 |
| Lopatcong | 2,429 | 1,301 | 3,730 | 53.56% | 794 |
| Mansfield | 3,224 | 2,427 | 5,651 | 75.28% | 1,480 |
| Oxford | 938 | 738 | 1,676 | 78.68% | 450 |
| Phillipsburg | 6,651 | 324 | 6,975 | 4.87% | 198 |
| Pohatcong | 1,411 | 2,672 | 4,083 | 189.37% | 1,630 |
| Washington Boro | 2,876 | 749 | 3,625 | 26.04% | 457 |
| Washington Twp. | 2,174 | 1,321 | 3,495 | 60.76% | 806 |
| White | 1,770 | 3,145 | 4,915 | 177.68% | 1,918 |
| Total | 41,157 | 28,234 | 69,391 | 71.20% | 17,223 |

Every landowner is entitled by right to seek a reasonable income from his or her property. Typically, the most profit can be made from land through its development for residential or commercial uses. However, short-term income to a property owner does not necessarily translate in to long-term value for the municipality. It is the long-term value of the property that will support the future fiscal health of municipalities and school districts in Warren County. Protection of open space, investment in our existing built areas, limitations on the spread of infrastructure and the management of growth as recommended herein will support the long-term fiscal health of our municipalities and school districts.

B. Center Designation

Smart growth supports development and redevelopment in recognized centers. Centers are recognized in the NJ State Development and

Redevelopment Plan through the center designation and plan endorsement process. Centers are compact forms of development and are surrounded by low-density residential areas and or open space and farmland. In addition to the benefits of compact mixed use development described above, center designation in the SDRP enables the municipality to take advantage of certain State funding and program priorities that are afforded to designated centers only. The Strategic Plan recommends municipalities seek center designation at their discretion. The different types of centers described below.

If municipalities don't pursue designation, the Strategic Plan recommends that municipalities apply the smart growth principles inherent in their existing centers anyway. The centers should serve as the primary locations in the County for retail and other forms of employment. The typical pattern and types of development in centers offers a number of benefits to municipalities, including:

- broader range of housing and transportation choices;
- preservation of rural character, open space and farmland;
- creation of variety of housing types and costs;
- reductions in traffic congestion; and
- reductions in costs of municipal infrastructure.

There was substantial support in the survey conducted as part of the Strategic Plan for the centers concept. However, concern was raised during the planning process regarding the impacts of centers designation on increased housing density, increases in school age children and impacts on property taxes. The fiscal benefits of the centers-style of development are discussed under Smart Growth above.

NJ State Development and Redevelopment Plan - The State Plan establishes five categories of centers for designation including the following. Existing designated centers in Warren County are also identified and shown on **Figure 11**.

Urban - Generally the largest Designated Centers, offering the most diverse mix of industry, commerce, services, residences and cultural facilities. There are no urban centers in Warren County and it is unlikely that any areas of the county are appropriate for this designation.

Regional - A compact mix of residential, commercial and public uses, serving a large surrounding area and developed at an intensity that makes public transportation feasible. According to the SDRP, regional centers have a population of over 5,000 persons, and encompass a land area of one to ten square miles. While there are no designated Regional Centers in Warren County, Phillipsburg and Hackettstown and their surrounding environs have been identified during the planning process as possible candidates for this

designation. Their designation would require intermunicipal collaboration among adjacent municipalities in both areas to support such a designation.

Town - Traditional Designated Centers of commerce or government throughout New Jersey, with diverse residential neighborhoods served by a mixed-use Core offering locally oriented goods and services. According to the SDRP town centers have a population of 1,000 to 10,000 persons and encompass a land area of less than two square miles. Washington Borough and a portion of Washington Township are currently designated as a Town Center in the SDRP. Others such as Belvidere and Alpha may be appropriate as recommended in municipal comprehensive plans and the County General Development Plan.

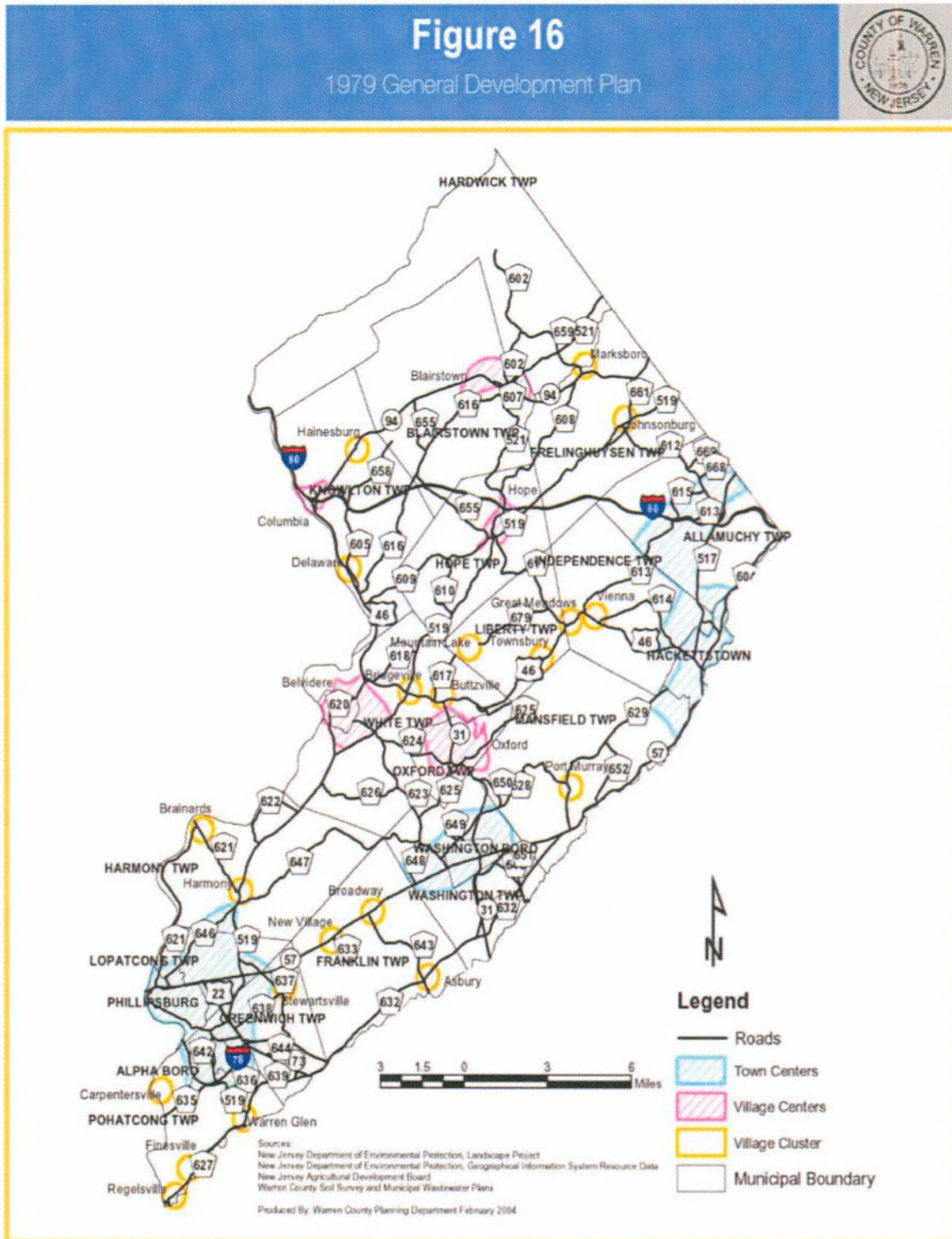
Village - Primarily residential places that offer a small Core with limited public facilities, consumer services and community activities. Village centers contain less than 4,500 people and encompass less than one square mile. The Village of Hope and Oxford have been designated as Village Centers in the SDRP. Others, such as Blairstown may be appropriate as recommended in municipal comprehensive plans and the County General Development Plan.

Hamlet - Small-scale, compact residential settlements organized around a community focal point, such as a house of worship, luncheonette, small park or a civic building. Hamlets contain no more than 250 people and encompass 10 to 50 acres of land area. Mount Herman in Hope Township has been designated as a Hamlet in the SDRP. Others may be appropriate as recommended in municipal comprehensive plans and the County General Development Plan.

1979 General Development Plan - Potential locations for centers were initially identified in Warren County's 1979 General Development Plan (GDP) as shown on **Figure 17** (see next page). The Strategic Plan recommends the continuation of the policy set forth in the GDP, which encouraged "new development to take place in areas where economic activity now exists or where adequate utilities can be developed or extended." The 1979 Plan identified levels of development activity, including: town centers, village centers, village clusters and rural residential areas.

The town and village centers were characterized by a wide range of land uses in a compact development pattern. These areas were recommended as desirable areas for growth. The village clusters were small areas that represented a historic development pattern and a range of residential land uses. The clusters are served by limited amounts of convenience commercial uses and were appropriate for limited amounts of growth via infill and edge development.

The balance of the county was designated as rural residential areas emphasizing limited amounts of relatively low density residential development. Density designations were suggested based on underlying geology, soil conditions and water supply. However, the plan encouraged the use of clustering using average densities in these areas.



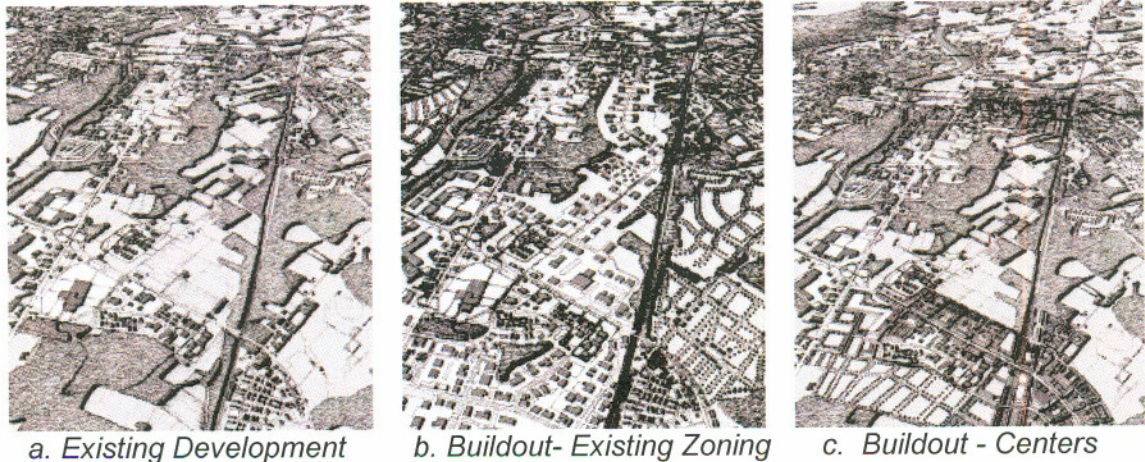
The Strategic Plan considers these locations as potential candidates for nomination by municipalities for centers designation by the State of New Jersey. Some of these existing places of economic activity may be appropriate as target areas for growth and a broad mix of land uses. Others are more appropriate for infill development and an emphasis on historic preservation (e.g., Hope Village).

C. Commercial and Industrial Zoning

The Strategic Plan recommends that municipalities eliminate or substantially reduce commercial and industrial zoning outside of the historic activity centers. Municipalities are also recommended to develop mixed-use zoning in a manner that extends in a grid-like pattern off of the major roadways. Figure 17a shows a typical highway corridor in Warren County with substantial amounts of vacant land. Figure 17b illustrates how development is likely to occur under existing zoning.

The mixed use, centers based strategy illustrated in Figure 17c will help to dramatically reduce future traffic congestion and the costs of highway capacity improvements. It will also help to preserve the character and quality of life in Warren County. The manner in which these benefits will be attained is described below.

FIGURE 17 (A-C)– ILLUSTRATION OF CORRIDOR PRESERVATION BY REZONING



Source: New Jersey Office of Smart Growth

The land use and transportation model developed for the Strategic Plan illustrated the cumulative impact of each of the 22 municipalities zoning ordinances. Extensive stretches of major roadways are currently zoned for commercial and industrial uses. It is unlikely that there is sufficient market demand for the current supply of commercial and industrial zoning. Thus, these uses are likely to develop in a scattered rather than compact pattern throughout the county.

Without proper land use and transportation techniques, traffic congestion will increase as development continues along the commercially zoned corridors such as Routes 94, 46, 519, 31, 57, 22, 521 and 517. In turn, the additional traffic will attract more sprawl-like commercial development along these corridors. As development continues, the growing number of curb cuts and turning movement conflicts will impair the ability of these routes to serve traffic. Ultimately the spiral will continue until congestion and delays affect the desirability of doing business along these roadways.

This development scenario is reinforced by the use linear or strip commercial zoning along these corridors. Strip development creates a number of conditions that impair the traffic carrying capacity of an arterial, such as:

- conflicts between turning vehicles and through traffic;
- disparity in vehicle speeds resulting from turning vehicles, lane changes and merging;
- visual clutter that create distractions and reduce effective sight distance;
- increased travel time and fuel consumption as well as degraded air quality; and
- increased accidents and impaired safety.

Commercial and industrial related trips are the major causes of traffic in the County. As such, they will create the greatest strain on the capacity of the transportation system. For example, under existing zoning buildout, approximately 3.5 times as many commercial trips are generated as residential. Under the center-based scenario, that ratio is reduced to 1.4 times. Additional information regarding the potential traffic impacts of the current zoning and the reduction of strip commercial and industrial zoning can be found in the Warren County Strategic Plan Transportation Technical Analysis (2003).

In addition, the countywide zoning analysis showed that only one area (i.e., Panther Valley in Allamuchy Township) in the 22 municipalities was zoned for mixed uses. Mixed use involves the integration of different land uses and offers a variety of advantages. Mixed uses allow persons to walk or use transit to and from various land uses. In turn, this reduces the number of trips requiring cars. Mixed use developments can also promote a greater sense of a traditional neighborhood if designed properly. In addition, if commercial development is part of the mix, there may be a positive fiscal impact on the community.

In addition, suburban business corridors outside the existing center can be transformed into locations that follow a more traditional development pattern with a focus on a mix of uses and pedestrian facilities. Strip commercial corridors typically include a collection of developments that are in close proximity to each other, yet not interconnected. Travel to these and within

these corridors is dependent on automobiles. The corridors often lack pedestrian and bicycle facilities.

This requires a shift from zoning that encourages suburban development patterns to zoning that encourages more traditional centers development patterns. The zoning should be supported by design standards and guidelines that reflect traditional development patterns (see Land Use Recommendation F below).

Under existing zoning, approximately 17 million sq. ft. of retail space, 66 million sq. ft. of industrial space and 22 million sq. ft. of office space is forecast for Warren County. With the elimination of commercial and industrial zoning on vacant lands outside of existing centers, there will remain approximately 9 million sq. ft. of retail space, 18 million sq. ft. of industrial space and 11 million sq. ft. of zoned office space within centers. This will provide sufficient land within existing economic activity areas for employment growth in a variety of business and industry sectors. This policy will also help limit job and housing growth to areas where there is existing adequate infrastructure (sewer, transportation, water, schools) rather than extending infrastructure to new areas.

D. Density Transfer

Density transfer tools provide a technique to preserve the open space on a parcel by transferring the rights to develop that parcel to another parcel. The tool is based on the legal concept that ownership of land includes ownership of a bundle of different rights, including the right to develop the property to the extent allowed by land use (e.g., municipal zoning allowable densities) and environmental law. Accordingly, the rights from the preserved land can be transferred to the location better suited for development as identified by a municipality.

Two tools are recommended for use by municipalities in Warren County, one is Noncontiguous Parcel Clusters and the other is a Transfer of Development Rights (TDR) Program.

The buildout forecast under existing zoning showed a dramatic shift of the county's population away from the county's existing major centers. The average county population density increases from 281 persons per square mile to 521 persons per square mile at buildout. Most of the increase in population would be more or less spread out in the rural townships rather than contained in the traditional centers of Phillipsburg, Washington, Hackettstown, Alpha and Belvidere. This shift in population would conflict with the stated goals of the Strategic Plan. To meet the stated goals of the Strategic Plan while accommodating the growth that each municipality is accommodating under its existing zoning. The concept of centers-based development in each municipality is recommended.

Non-Contiguous Parcel Clustering - Non-contiguous parcel clustering is a technique under New Jersey's Municipal Land Use Law that allows one parcel

to be preserved while its development rights are transferred and used on a different parcel. This tool allows a municipality to simultaneously approve development plans for two parcels. The "sending" parcel is preserved as open space through deed restrictions or conservation easements. The receiving parcel is developed at higher than the normal density. In effect, the development rights from the sending parcel are combined with the development rights on the receiving parcel.

Some New Jersey municipalities (e.g., Washington Township in Mercer County) have adopted such ordinances to advance their planning goals. In addition, Vernon Township in Sussex County has set a goal of transferring 15-25 percent of the development rights in the environs to be sent to each of the newly designated Vernon Town and Sparta Town Center (using this tool as well as TDRs).

No municipalities in Warren County have adopted the tool. The process of density transfers using non-contiguous parcel clustering relies on voluntary agreements between the owners of the sending and receiving parcel as well as the municipality. Thus, municipalities are encouraged to provide incentives such as density bonuses to stimulate the use of this tool for transferring development to existing centers.

Another complementary tool is to develop a simultaneous plan for preservation of a larger sending area and the creation or infill/expansion of an existing center. Such a plan would encourage all landowners in a predetermined sending area to help preserve a larger, contiguous area than would be achieved through individual transactions. A technique to encourage such a coordinated plan is to provide density bonuses for sending area landowners who agree to participate. Woolwich Township in Gloucester County is an example of a New Jersey community that uses density bonuses to protect the environs. The Warren County Planning Department would assist in the development of such a plan if requested by the municipality.

Additional information regarding the potential use of this tool is provided in Noncontiguous Parcel Clustering: A New Technique for Planned Density Transfers (Technical Reference Document No. 128, December 1997). This document can be obtained from the Office of Smart Growth or ordered on-line on the Internet World Wide Web at www.njstateplan.com/osppubs.htm.

Transfer of Development Rights - The transfer of development rights (TDR) allows the development rights of one zoning district (sending area) to be transferred to another district (receiving area) where the municipality would like to concentrate development. Development of parcels in the sending area is permanently restricted by deed restrictions or conservation easements following the transfer.

Recently, TDR programs were authorized by state enabling legislation. The tool would be useful in all of Warren County's towns as a way to preserve open space and encourage development in and adjacent to existing centers. The enabling legislation would allow municipalities to enter into intra-municipal

and inter-municipal voluntary transfer of development rights programs. In addition, the TDR legislation allows for municipal, county, or statewide government to act as banks to buy and sell development rights. This allows for the possibility of more transactions and helps insulate the TDR market from total reliance of the private real estate market. The legislation does allow for the private sale of development potential between landowners.

Communities interested in TDR programs should refer to a recent publication “TDRS and Other Market Based Land Mechanism: How They Work and Their Role in Shaping Metropolitan Growth” by The Brookings Institution (June 2004). The study examines more than 100 TDR programs nationwide and identifies a consistent set of components required for success. These are:

Viable receiving areas. It is usually easy for a community to identify which land it wants to preserve. It can be much more difficult for a community to identify which neighborhoods or areas should be developed at higher densities as part of that trade-off. In many cases, communities designate too few receiving areas or the TDR program cannot withstand political opposition from neighbors in the receiving areas. Successful programs designate adequate and viable receiving areas and stick by them.

Good balance of demand and supply. Because of the unusual nature of land markets – including few players and the unpredictability of timing decisions – it is very difficult to balance demand and supply. TDR programs work best when there are many land players in the marketplace and when development pressures (and economic incentives) are such that those players are likely to be motivated to participate. In addition, it is very important to maintain a stable supply of the “currency” (density). In many communities, it has been common practice to approve upzonings routinely in the absence of a TDR program. In such situations, it is understandable that landowners are not likely to think they should “buy what they can get for free.”

Sustainable sending areas. Unfortunately, many programs attempt to save areas that are under threat of development, such as land flanking highways or on the developing urban fringe. Land under immediate threat of development will typically have a high development value, forcing high TDR allocation rates in an attempt to motivate owner participation.

Strong incentives for landowner participation. Many programs fail because of an assumption that the value lost in not developing a house in the sending area is equal to the value increase created by the ability to build one extra house in the receiving area. Successful programs allocate sufficient TDRs in the sending area so that the TDRs remain affordable for receiving area developers while also offering sufficient compensation to motivate sending area owners to participate.

Presence of clearinghouses or banks. Many successful TDR programs have a public or nonprofit clearinghouse or bank that can help stabilize the market. In the California TDR programs, this role is often played by state-chartered conservancies, such as the Coastal Conservancy, or the California Table

Conservancy, which engage in a wide variety of land acquisitions and transactions, including the buying and selling of TDRs. In Calvert County, Maryland, the market stabilized after the county entered the market to buy and retire many TDRs..

Low transaction or administrative costs. Again because of the unusual nature of land markets, especially the small number of players in some cases, transaction costs can be high, thus discouraging landowner participation. In many TDR programs, there are so few sales that private brokers do not appear to find the market profitable. In active TDR programs, which usually occur when there are many small landowners, the buying and selling of TDRs may actually become an adjunct to the regular real estate market. Government can sometimes play a role by providing information about transactions and prices if no private company chooses to do so.

Strong community support. It should go without saying that strong community support is essential to the success of a TDR program. Such a program will be subject to considerable political pressure over the years – not only from neighbors who oppose higher densities in the receiving areas, but also from landowners who will seek upzonings without participating in the TDR program. Strong community support is necessary to withstand these pressures.

Municipal Implementation - Municipalities should adopt clear goals in their comprehensive plans on density transfers. The plans should initially focus on the use of non-contiguous clustering until such time that TDR programs are authorized by State enabling legislation. In this manner, the non-contiguous clustering can serve as pilot programs until larger scale TDR programs can be implemented.

Local land use master plans and regulations should include density transfer provisions with clearly mapped sending and receiving areas. In addition, the local plans should have a goal of open space preservation. These policies should be supplemented with simple and flexible design standards for receiving areas. Incentives such as the amount of density that can be transferred as well as the infrastructure available in the receiving area should be considered.

Municipalities should also ensure that receiving areas/parcels have the necessary water, wastewater, transportation and school capacity to absorb the development. Otherwise, developers are unlikely to risk a transfer. The cost of the additional infrastructure can be considered as an investment in preserving farmland and open space.

The designation of new town centers has been successfully accomplished in other New Jersey counties. For example, Washington Township in Mercer County approved a new town center. Currently under construction, the 450-acre site will contain 1,300 new housing units with a mix of 25% single family, 25% town homes, between 10 to 25 percent apartments, and the remainder duplexes. In addition the site will contain 500,000 sq. ft. of retail/office space. A typical single-family lot is 5,000 square feet.

Open space was a critical component of the center. The project is surrounded by a 500 acre greenbelt, and contains a number of neighborhood scale parks within the center. The open space was achieved, in part, using a density transfer mechanism as recommended in this Strategic Plan. Approximately 200 acres were permanently preserved by transferring 150 units into the core of the center. Twenty-eight housing units are included in the project to meet the township obligation under the Council on Affordable Housing.

The Washington Town Center illustrates the fiscal benefits of the “centers-based” pattern of development. It is reported that the project is actually a revenue generator for the township because of the value of the housing, mix of housing types as well as the integration of commercial uses. On average the number of school age children is much less than what is typically expected in conventional suburban style development where most of the homebuyers are young families with children.

The Washington Town Center is attractive to families, empty nesters who sold their larger lot home and purchased an equivalent size house in the town center, the elderly who can live in an apartment near their son or daughter in the same development, and to professional couples without children, and to professional singles without children.

In order to increase the effectiveness of these programs, municipalities should, at a minimum, serve as informal brokers to bring together landowners and developers. The County and/or the municipality could also serve as formal broker, and acquire transferable development rights and then sell the rights to a developer in a receiving area/parcel.

During the Strategic Planning process a variation of the Centers-based alternative was discussed and was not widely embraced by the Steering Committee. It was based on the premise that there would be at least one area designated for growth in each municipality as shown on Figure 5. The implementation method would have been clustering on non-contiguous parcels as described above. The size and make-up of the centers would vary considerably and would depend on how much more growth would be expected to occur in the municipality over the next 20 to 30 years.

The centers were presented to provide illustration to the concept. It is clear that some may not be suitable to accommodate additional growth. Nevertheless, the Strategic Plan views this alternative concept as appropriate in municipalities that adopt appropriate goals, policies and standards. An analysis of environmental and infrastructure constraints and opportunities would have to be conducted to fully examine where this alternative could have the greatest potential of being implemented successfully.

Residential/Commercial Rights Conversion - The use of both tools may be limited by resistance to higher density development that may result from the transfers. This concern is particularly acute in existing centers that are faced by high property taxes, overcrowded schools or other infrastructure limitations. A common concern is that the transfer will lead to increased local taxes.

The Strategic Plan recommends that the State Office of Smart Growth and the Warren County Planning Department examine the feasibility and benefits of converting residential development rights from sending areas in the environs to commercial or mixed use development rights in the receiving areas. The concept is based on the idea that commercial uses provide more tax revenue than is required in services, thereby helping to reduce or maintain property taxes. It would also reduce the number of school children in the centers. This concept was generated as part of the strategic planning process and does not appear to be used in any other municipalities in the country.

Such a program would require a conversion factor to be determined. The conversion factor might be based on fiscal and or traffic impacts. This initiative should be considered jointly with the recommendation to eliminate strip commercial and industrial zoning as ways to maintain municipal and school tax bases.

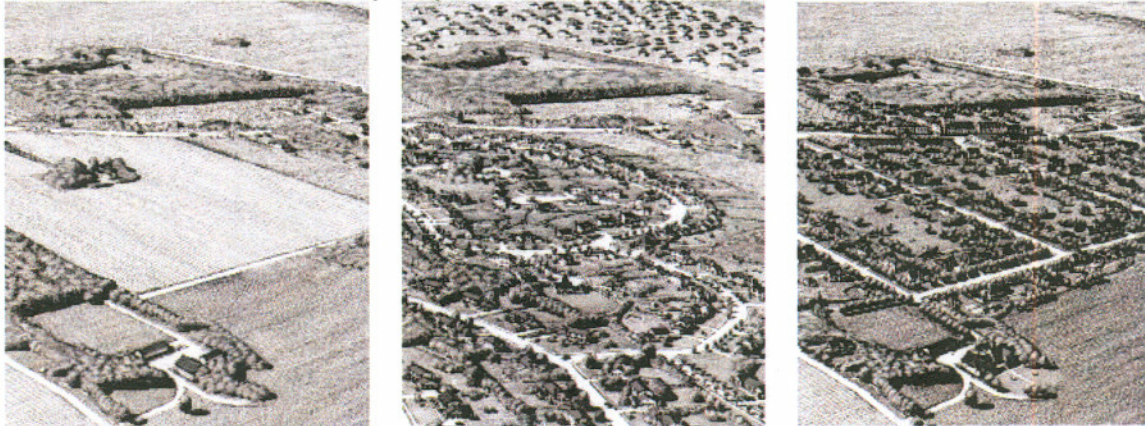
E. Open Space Subdivision Design

Cluster Development - Cluster development is an alternative development method allowing lot sizes to be modified for a more compact development. It involves the grouping of development on a part of the land in order to preserve the natural, scenic, and historic quality of the remainder of the parcel.

Cluster development allows flexibility in the development of land. As a result, open space and areas such as historic sites are protected. A cluster development can serve to enhance design techniques as well as providing recreational and open space opportunities. In addition, the on-site development costs for a cluster development, such as roadways and sewer lines, are often less expensive.

Cluster development is written into a municipality's zoning ordinance and approvals of a cluster is granted by local planning boards. The process for approval follows a process similar to that of most conventional development approvals. The number of permitted units is computed and the development is subject to subdivision review. Site plans are required as well as specific design criteria regarding placement of lots, streets and open space. Utility placement and on-site improvements are also typical requirements.

Cluster development is typically density-neutral. As such, the maximum density applicable to a parcel if it were developed as a cluster is not greater than the number permitted in a conventional residential layout. However, there is flexibility in deciding how many lots would be permitted under the conventional option taking into account environmental features and provisions for roadways. **Figures 18 a-c** illustrate clustering used to protect farmland and woodlands versus development under existing zoning.

FIGURE 18 (A-C) – CLUSTERING TECHNIQUE*a. Existing Development**b. Existing Zoning**c. Clustering*

Source: New Jersey Office of Smart Growth

Conservation Subdivision Design - Conservation Subdivision Design offers an alternative to conventional residential subdivisions. This is particularly useful outside of the centers. The purpose of conservation subdivision design is to preserve environmentally sensitive areas while still allowing for development to occur. The location of the open space should be consistent with the policies of a municipality's or county's open space and recreation plans. The guiding principle of this tool is that preserved lands in individual subdivisions can serve as building blocks for community-wide open space networks. In Warren County, this method is and should be used as a means to acquire portions of the Morris Canal, stream corridors, planned trails such as the Highlands Trail (Warren Trail), Delaware River Trail, and the Liberty Water Gap Trail. A conservation subdivision design is most adaptable where low density residential development is desired.

The design process involves five basic steps.

1. Delineate the Primary and Secondary Conservation areas based on the most sensitive locations.
2. Locate potential house sites or building footprints on non-sensitive areas.
3. Align proposed streets to provide vehicular access to each house. Trail locations should also be identified.
4. Draw the lot lines between the house locations. The layout of the lots and access streets should be designed to minimize adverse impacts on both the Primary and Secondary Conservation areas.
5. Delineate the protected conservation land outside the individual parcels.

Different ownership and management options are available to permanently protect the open space. It may be owned and managed by the community, homeowners' association, or a land trust or conservancy. The ultimate owner

of the open space is responsible for raising monies required for operations, maintenance, or physical improvements.

Primary and Secondary Conservation areas should be designated and protected by a permanent easement. The Primary Conservation areas include the lands that are deemed unbuildable due to specified environmental constraints. Secondary Conservation areas typically consist of upland forest, meadows, pastures, wildlife areas, woodlots, prime farmland, historical and archaeological features, aquifer recharge areas, viewsheds and connected areas to other resources.

The protected open space in each subdivision should adjoin one another forming a contiguous interconnected greenway system. It should also incorporate a pedestrian circulation system designed to assure that pedestrians can walk safely within the neighborhood as well as to off site activity centers and special features.

A variation of this application in Warren County is Hawk Pointe in Washington Township. Examples of successful applications are included in the publication entitled *Conservation Design for Subdivisions* by Randall G. Arendt. Several illustrative examples are presented in the publication including southeastern Pennsylvania, Berkshire County, Massachusetts, Sussex County, Delaware, suburban Philadelphia, Lake Leopold in central Wisconsin, Spotsylvania County, Virginia, and Currituck County, North Carolina. Another example, Prairie Crossing can be viewed on the web at www.prairiecrossing.com.

F. Design Review

Centers can be described as attractive, compact, mixed-use and walkable areas. There are a number of design review techniques, including guidelines and standards, and traditional neighborhood districts that can be used to encourage these traits. The Strategic Plan recommends that municipalities adopt such techniques to establish the desired compact community and to discourage strip, commercial development.

Design Guidelines/Standards - Design guidelines (voluntary) and standards (mandatory) are a tool that can be used by municipalities to shape land development into this type of desired community character. Design guidelines and standard typically address buildings and site design on an individual project basis. Design guidelines and standards provide criterion for a design review process under site plan review. The review process is typically conducted by a local planning or design review board.

The following list indicates the variety of principles that might be included in a document of design guidelines:

- building placement and setback,
- architectural features,
- sign design,
- scale,

- façade,
- lighting guidelines,
- windows and shutters,
- siding and trim,
- roof shapes and pitch,
- porches,
- conceal mechanicals,
- garages and driveways,
- alleys,
- screening, walls and plantings,
- street furniture,
- bicycle amenities,
- parking,
- street pattern and width,
- street tree spacing and layout,
- streetscape, and
- pedestrian amenities.

Goals and specific guidelines or standard will vary by municipality. The discussion below provides some guidance regarding the pattern of development that can be encouraged using this tool to ensure compact development. Each municipality should examine the historical precedence in its existing centers and build on that pattern.

Traditional urban areas and hamlets are typically characterized by buildings lining up along the street edge thereby creating a defined edge to the public space. Combined with sidewalks and street trees, a comfortable and attractive pedestrian setting is created. Thus, design standards would include a maximum front and sideyard setback lines (minimal or no front or side yard setbacks).

The traditional core areas are also characterized by two or more story buildings. Thus, design codes should encourage minimal building heights that are consistent with surrounding buildings. However, the minimum of two stories should be used to accommodate mixed uses.

The guidelines should also foster architecture that reflects and strengthen the character of the community. Preserving the visual appearance of core areas will help maintain property values and encourage high quality future development.

Visually, strip commercial corridors are often oriented toward motorists, using large-scale signage, individual buildings, and large parking lots in the front yard. As the strips are redeveloped, design codes can be employed to promote greater continuity in the design of development along major corridors. This will help to create a more attractive, cohesive and safe roadway environment.

Traditional Neighborhood Development (TND) - A TND ordinance encourages mixed-use development in compact areas. The purpose of a TND is to allow for integrated, mixed-use, pedestrian oriented neighborhoods. The intent is to limit sprawl and environmental degradation, lower infrastructure costs, and to reduce the dependency on auto trips. A TND neighborhood will often contain well-defined residential areas within a walkable distance from a mixed-use center.

Following the development of a concept plan, there are few key steps to implementing a TND.

1. A TND overlay zone is established allowing for higher density mixed use development.
2. Bulk and area requirements are used to shape development in the community.
3. The TND is designated as "by right" under the zoning ordinance.

A TND follows a number of design principles. General design standards and provisions are developed based on these principles. The principles include neighborhoods with identifiable centers and edges; edge lots readily accessible (less than ¼ mile distance) to retail and recreation by non-vehicular means; uses and housing types are mixed and in close proximity to one another; street networks are interconnected and blocks are small; and civic uses are incorporated in the design. Buildings and streets are situated to efficiently accommodate the pedestrian and the automobile.

A TND also seeks to maintain an integrated network of streets by requiring that all streets and alleys terminate at other streets. There is a maximum length for each block. Parking lots are not permitted in the front of buildings and shared parking is encouraged.

G. Open Space and Farmland Preservation

Through the acquisition of land in fee simple and the purchase of development rights and conservation easements, the county and municipalities should continue to mount its aggressive campaign to preserve land from development. Through steering committee meetings and the public opinion survey, a high priority is place on preserving the county's rural character and protecting its water quality. New development is viewed as a negative infringement on the two objectives.

It is recommended that a higher priority be given to acquiring land areas with the highest development potential outside of existing and approved sewer service areas. Typically these land areas are the flat farmlands in the county. The acquisition of farmland should take on the philosophy that the best soils, prime and statewide importance, are natural resources that should be protected in the same manner as wetlands and rare and endangered plant and animal species. To address this philosophy, the State Agriculture Development Committee adopted a priority ranking system to target land

areas with prime or statewide important soils outside existing and planned sewer service areas. The County Agriculture Development Board should adopt similar criteria to guide its acquisition efforts.

Similarly open space preservation efforts should target priority areas critical to ensuring ground and surface water quality and quantity. These areas are identified as aquifer recharge areas, and stream and river corridors. In addition, areas that serve functional recreational purposes (e.g., Morris Canal and Trail System) should be preserved.

H. The Highlands Region

The northern and western portion of Warren County is located in the New Jersey Highlands. The Highlands is a 1,000 square mile area in the Northwest part of the State noted for its rugged hills, lush forests and scenic lakes (see **Figure 19** on next page). The region stretches from Phillipsburg in the southwest to Ringwood in the northeast, and lies within portions of 7 counties (Hunterdon, Somerset, Sussex, Warren, Morris, Passaic and Bergen) and 87 municipalities.

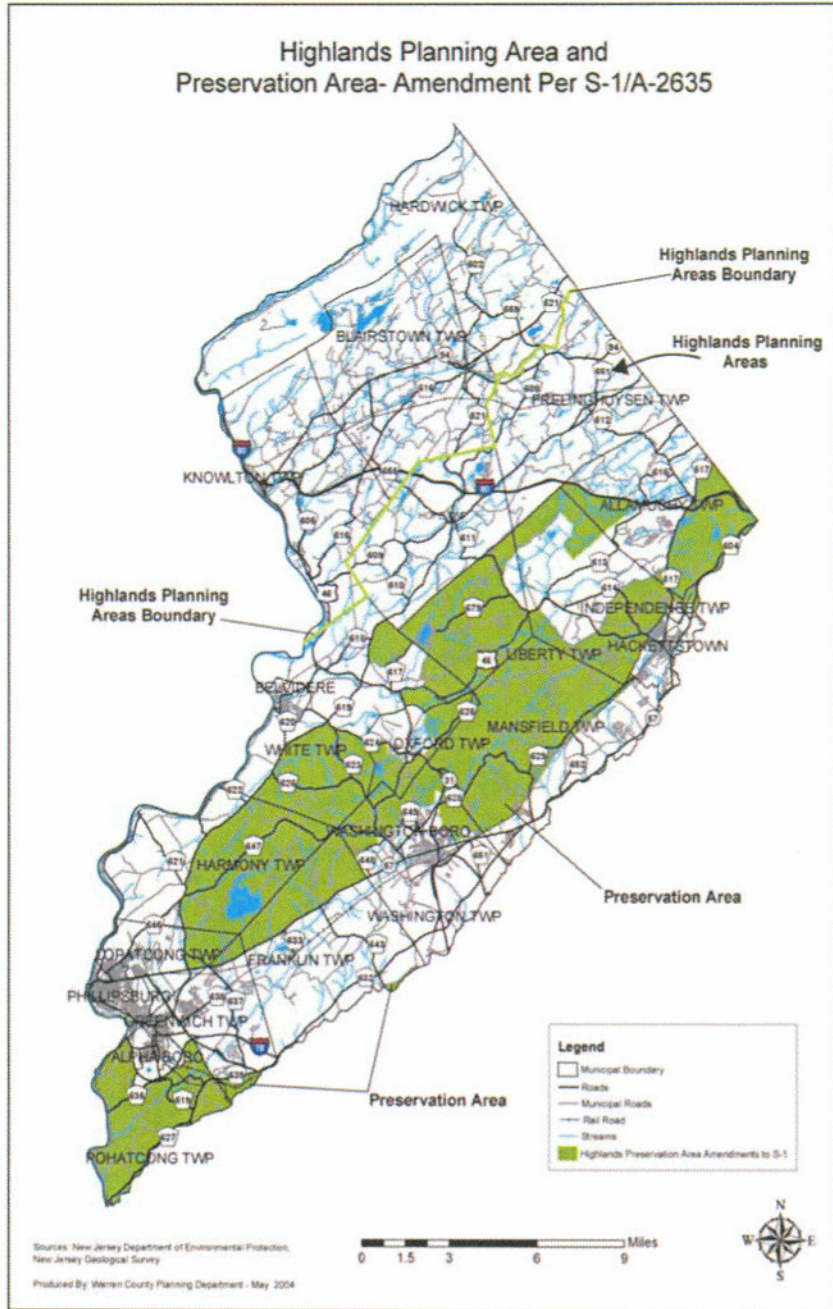
The Highlands is an important resource for a number of reasons, including:

- Source of drinking water for more than half of New Jersey's families (yielding approximately 379 million gallons of water daily).
- Greatest diversity of natural resources in any region of the state and over 70 percent of its lands are environmentally sensitive. The State Development and Redevelopment Plan identifies the Highlands as an area worthy of protection as a Special Resource Area.
- Location of 23 of the State's threatened or endangered species.
- Recreation, eco-tourism and wildlife activities continue to play important roles to the economy of the area.

The Highlands region is threatened by sprawl. Within a five-year period (1995 to 2000), approximately 17,000 acres of forests and 8,000 acres of farmland were developed in the region. Growth pressures continue in the region with the trend for land consumption expected to average more than 3,000 acres every year.

Figure 19

Highlands Planning Area and Preservation Area



Recognizing the importance of the Highlands region to New Jersey residents and the threat of conventional development, the State launched a number of environmental and "smart-growth" initiatives to protect the region's critical drinking water and natural resources, including:

- **Water Quality:** Directed the Department of Environmental Protection to upgrade water quality protections 4 important drinking water reservoirs and over 35 miles of ecologically sensitive river and stream segments in the Highlands;
- **Open space and farmland:** Passage of a ballot initiative to dedicate at least \$50 million in additional funds for Highland open space and farmland projects;
- **Smart Growth:** Implemented a range of new smart growth tools, including new regional planning requirements, new incentives to redirect growth in developed areas of the state and new funding programs to create incentives to clean up polluted sites.

In addition, the Governor created the Highlands Task Force to create a concrete plan of action to protect the drinking water resources and other natural values of the region. In response, five counties in Northwestern NJ are putting together recommendations to preserve highlands as well. The Five County Coalition was formed in 2002 by the Boards of Chosen Freeholders of Hunterdon, Morris, Somerset, Sussex and Warren Counties. The Five County Coalition is recommending that the state should use existing agencies to implement programs and policies to accomplish the goal.

Additional recommendations of the Five County Coalition are summarized below. The full set of recommendations is provided in Appendix 4. The Five County Coalition supports the inclusion of county and municipal government in the decision making process and the State's implementation of a stable source of funding for a payment-in-lieu-of-tax program.

The Coalition believes the State should not use the Highlands as rationale to reduce investment in much needed transportation infrastructure improvements in the region. The Coalition also believes that all smart growth initiatives must consider landowner equity. The Coalition supports the establishment of a statewide transfer of development rights (TDR) initiative but does not believe that the equity issue should rest solely on the implementation of TDR.

The Coalition also supports the concept of establishing a water user fee as a stable source of funding for payment-in-lieu-of tax programs within the Highlands and for providing financial assistance to local governments in the Highlands as they establish programs that protect both surface and ground water resources. Agricultural uses and private individual well users would be exempt from the water fee.

On March 29, 2004 S-1 and A-2635 entitled the Highlands Water Protection and Planning Act was introduced. On June 10, 2004 the Senate and the Assembly passed an amended version of the bill. The bill was signed into law

on August 10, 2004. The law authorizes the creation of a 15 member Highlands Planning Council whose role would be to develop a Highlands Master Plan for the "preservation area" that is a sub area of the overall Highlands region and has not been described in the bill as of this writing. Municipal and County master plans and development regulations must be amended to conform with the Highlands master plan for the land areas that are within the preservation area only. All development and public investment projects must be in conformance with the Master Plan. In addition to the preservation of land areas in the preservation area, one of the other major goals is "to prohibit or limit to the maximum extent possible construction or development which is incompatible with preservation and of this unique area."

Clearly, the impacts on county and municipal planning would be significant. Inasmuch as home rule over use and development of the preservation would be usurped by the Highlands Planning Council and the NJDEP which is contrary to goal #10 which is "to encourage state legislation to provide localities more control over growth", the preservation area would by default become a high priority sending zone if a transfer of development right mechanism is instituted. Within 18 months after the bill becomes law, the Highlands Planning Council must prepare and adopt a Highlands Regional Master Plan. Then between 9 and 15 months afterward, all counties and municipalities that contain the preservation area must adopt conforming master plans and development regulations. It is therefore anticipated that this Plan will need to be amended in some way within the next 2 to 3 years.

One may argue that by preserving such a large area from development, development pressure outside the preservation may increase and may experience an increase in the amount of growth that would not have occurred otherwise. It is therefore important for the municipalities and county to consider, and where feasible, implement the various recommendations contained in the Strategic Plan to adequately control the rate and density of growth.

I. Stormwater Planning

With the adoption of stormwater planning rules, greater emphasis is being placed on controlling the volume runoff at the point of generation and providing for water quality. Three hundred feet buffers will be required for all new development along Category 1 rivers and streams. Design of new development will be important in meeting the goals of the stormwater regulations. Municipalities must adopt stormwater management plans in conformance with the stormwater rules and approved by the county. The plans should pay close attention to the routine maintenance of stormwater facilities to ensure they operate properly over time. An adequate funding mechanism should be in place to ensure that the maintenance is performed routinely. It is recommended the county provide assistance and guidance to municipalities since the county will be the approving entity. Conformance with principles in the Strategic Plan should be stressed.

J. Downtown Redevelopment

Special Improvement Districts - One of the major challenges facing communities wishing to revitalize their downtowns is the lack of an organization actively promoting the interest of the local merchants and property owners. Special (Business) Improvement Districts (SIDs) should be created in those downtown areas to help manage, promote and plan for downtown revitalization. A SID is an organizational and financial partnership among merchants, property owners and a municipality. It can provide services (e.g., sidewalk maintenance, security, special events, business promotions and holiday lighting) as well as physical improvements (e.g., building facades, streetscapes, sidewalks, gateways and parking).

A SID would also provide a dependable source of funding for downtown improvements and the preparation of a management plan for revitalization efforts. Special Improvement Districts enable downtown property owners and merchants to form a local management association with the authority to collect assessments.

The districts are created by municipal ordinance and managed locally. Either a District Management Association composed of property owners, businesses and government officials, or a municipal commission administers the district.

Technical assistance and funding is available from the New Jersey Department of Community Affairs (NJDCOA). Under NJDCOA's "Challenge Grant" program, municipalities can apply for up to \$10,000 from the department to defray the cost of professional services, such as legal work and consultants' fees, associated with the establishment of a SID. In addition, the department provides loans of up to \$500,000 for capital improvements within designated SIDs. There are approximately 45 SIDs in New Jersey.

While there are no SIDs in Warren County, the Washington Borough Downtown Revitalization Plan (2002) recommended the creation of a Municipal Development Corporation to function as the management organization of a SID. The corporation is in operation now. The Town of Hackettstown is considering implementing a SID. Other municipalities that may wish to consider one may include Belvidere, Oxford, and Blairstown. Phillipsburg is using the Urban Enterprise Zone as discussed below.

Urban Enterprise Zone - New Jersey has Urban Enterprise Zones (UEZ) in 29 municipalities including Phillipsburg. These UEZ's provide significant incentives and benefits to qualified businesses located within their borders. Such benefits include sales tax reduction to customers (3% instead of 6%), certain sales tax exemptions on equipment and services, corporation tax credits for the hiring of certain employees, and subsidized unemployment insurance costs. The incentives that may be offered by the UEZ include:

- Qualified retailers may charge 50 percent of New Jersey sales tax on "in person" purchases;

-
- Sales tax exemptions for materials and for tangible personal property;
 - A one-time corporation tax credit of either \$1,500 or \$500 for the full-time hiring of residents of a city where a Zone is located who have been unemployed or dependent upon public assistance for at least 90 days;
 - Corporation tax credit of \$1,500 or \$500 for hiring resident within the zone, within another zone or within a qualifying municipality;
 - Subsidized unemployment insurance costs, for certain new employees;
 - An eligible firm may receive an incentive tax credit of 8 percent of investment in the Zone by an approved "in lieu" agreement;
 - Possible State regulatory relief by Zone request; and
 - Priority for financial assistance from New Jersey Local Development Financing Fund (LDFF) and Job Training Program.

The Phillipsburg UEZ is working with Ingersoll-Rand on the redevelopment of the brownfield site as well as the entire site. In addition, the UEZ has 69 active businesses with 270 full-time and 94 part-time newly created jobs. An additional 30 full-time jobs are projected in 2004 in the UEZ.

Main Street New Jersey - Municipalities seeking to revitalize their downtowns should also consider the Main Street New Jersey Program administered by the NJ Department of Community Affairs. The program is a comprehensive revitalization program that promotes the historic and economic redevelopment of traditional business districts in New Jersey. There are no designated Main Street programs in Warren County.

The Main Street New Jersey Program was established in 1989 to encourage and support the revitalization of downtowns throughout the state. Every two years the New Jersey Department of Community Affairs accepts applications and designates selected communities to join the program. These communities receive valuable technical support and training to assist in restoring their Main Streets as centers of community and economic activity.

Main Street New Jersey communities have brought significant numbers of new businesses and jobs to their respective downtowns. In addition, facade improvements and building rehabilitation projects have upgraded the image of Main Street.

There are four major elements combine to this program:

1. Organization - Involves building a local Main Street organization that is well represented and funded by local residents, merchants, property owners, civic groups, bankers, public officials, and chambers of commerce. A strong organization provides stability to build and maintain a long-term effort.
2. Economic Restructuring - Involves analyzing current market forces to develop long-term solutions. Recruiting new businesses, creatively converting unused space for new uses, and sharpening the

competitiveness of Main Street's entrepreneurial merchants are examples of economic restructuring activities.

3. Design - Enhances the visual appearance, attractiveness and traffic management of the business district. Historic building rehabilitations, street and alley clean-ups, parking and traffic calming issues, colorful banners, landscaping, and lighting all improve the physical beauty of the downtown as a quality place in which to shop, work, walk, invest, and live.
4. Promotion - Involves marketing an enticing image to shoppers, investors, residents and visitors. Festivals, retail events and image development campaigns are some of the ways Main Street encourages consumer traffic in the downtown.

Benefits of the Main Street program include the following:

- Protecting and strengthening the existing tax base.
 - Increasing sales and returning revenues to the community.
 - Creating a positive community image.
 - Creating visually appealing and economically viable downtown buildings.
 - Attracting new businesses.
 - Creating new jobs.
 - Increasing investment in the downtown.
 - Preserving historic architectural resources.
 - Communities selected to participate in the Main Street New Jersey Program receive ongoing, free technical assistance, including the following:
 - In-depth volunteer and executive director training.
 - Advanced training on specific downtown issues, including marketing, business recruitment, volunteer management, and historic preservation.
 - Professional consultant visits to develop each community's strengths and plan for success.
 - Small business development services for local business owners.
 - Marketing and public relations services for local businesses and Main Street organizations.
 - Architectural design services for business and property owners.
 - Educational materials including manuals and slide programs.
 - Links to local, state and national Main Street community networks.
-

Any municipality meeting the following basic requirements may apply:

- A seasonal or year-round population between 4,000 and 50,000.
- Commitment to employ a full-time Executive Director, with an adequate program operating budget for a minimum of three years.
- Historic architectural resources in a defined downtown commercial district.

Successful applicants demonstrate commitment to the following principles:

- Establishment of a volunteer board of directors.
- Procurement of stable, long-term local funding.
- Development of public/private partnerships.
- Commitment to hire an executive director.
- Commitment to the four-point Main Street approach defined above.
- Establishment of a well-defined commercial district.
- Commitment to historic preservation.
- Willingness to work and succeed over time.

II. TRANSPORTATION

In addition to 'smart growth' land use concepts recommended above, there are a number of 'smart transportation' concepts that are recommended as part of the Strategic Plan. The land-planning practices recommended above will create and maintain efficient infrastructure, ensure a strong sense of community, preserve natural systems, and preserve visual character. They will help municipalities shift from practices such as zoning ordinances that isolate land use activities and that encourage auto-dependent low-density growth patterns. Rather, municipalities will encourage development that reduces reliance on single-occupancy vehicles and the number of vehicle miles traveled along a highway corridor.

Transportation resources can be used as focal points for introducing smart growth concepts. There are three major opportunities for applying this philosophy, including transit, site planning, and access management. Each is discussed below.

A. Site Access

Site design guidelines or standards can ensure that best practices for site access are being considered during the review of future projects. The design of individual projects has substantial impact on the success of the transportation management program. The potential best management practices that should be considered by municipalities as part of the subdivision and site design review include:

- Lot layouts (e.g., subdivide parcels into lots that do not require direct access to arterials);