BUILDING A TRANSIT-FRIENDLY COMMUNITY
I. WHAT IS A TRANSIT-FRIENDLY COMMUNITY?

II. HOW TO START DOWN THE TRANSIT-FRIENDLY TRACK

III. APPENDIX
Across the nation, Americans are rediscovering the places the automobile age left behind. Long-neglected downtowns, built generations ago around public transit systems, are drawing a second look from people and businesses weary of traffic congestion and auto-oriented sprawl, who seek instead the benefits of being near one another, and near transit options. Such communities are focal points of the "smart growth" movement. The movement has deep roots in New Jersey, perhaps because the Garden State has more cars per mile of road than any state in the nation. The urgency to "grow smarter" led in 1992 to adoption of New Jersey’s State Development and Redevelopment Plan, with the specific goals of building and rebuilding "communities of place."

New Jersey’s communities are representative of the spectrum of community types across the nation when it comes to building or rebuilding communities around transit. Its rail stations operate in many settings, from older downtowns, to established suburban commuter villages, to regional park-and-rides. Many of these stations will soon see new and expanded service, as a result of NJ TRANSIT initiatives and in turn, their communities will experience new parking and development pressures, which will require sensitive, community-based planning that respect the needs of both the commuter and the community.
For the past two years, the program described in this report—Transit-Friendly Communities for New Jersey—has brought together diverse community and professional partners to develop specific ways that New Jersey towns and cities can become more “transit-friendly,” by planning their growth in partnership with transit investment. The program was built on NJ TRANSIT’s initiatives to make train stations themselves “passenger friendly,” and statewide smart-growth initiatives to reduce sprawl and encourage new development within walking distance of transit stations. Oftentimes communities are not prepared for prospective growth at or near their stations. Station use may be constrained by lack of adequate parking, an absence of feeder services, and inhospitable walking or biking options, sometimes resulting in greater traffic congestion. Moreover, there has been a lack of awareness in many New Jersey communities about how to leverage transit investments to revitalize downtowns, encourage business and local economic development, and reduce reliance on the private car.

Communities that plan their growth in partnership with transportation investment stand to reap a host of benefits, from fewer traffic problems, to more vital downtowns, to higher property values. What follows is a guide for communities seeking to be “transit-friendly.” It has two purposes:

→ To document the key findings and conclusions from NJ TRANSIT’S “Transit-Friendly Communities for New Jersey” pilot community planning assistance program; and

→ To convey lessons learned to other communities both in New Jersey and nationally, to help guide their own efforts.

BACKGROUND: NEW JERSEY’S PASSENGER RAIL SYSTEM

During the past 20 years, NJ TRANSIT has invested more than $8.2 billion to repair, rehabilitate, expand and connect the state’s passenger rail lines many of them built more than 100 years ago by competing rail companies.

NJ TRANSIT’s commitment has reversed years of transit and rail station neglect and has begun to have a positive impact on investment and property values in many communities surrounding these stations. These connections and upgrades of existing commuter rail lines, and the construction of new light rail lines, go a long way toward providing an interconnected, statewide rail network, with 160 commuter rail stations and 26 light rail stations serving the majority of state residents. Ridership has doubled in this 20-year period, a greater increase than experienced by any other major U.S. transit system in this same period, evidence of the public demand for transit investment and connectivity.

However, as of 2002, the network did not yet operate as a single system. Only four rail lines offered direct service to Penn Station in Manhattan: The Northeast Corridor, the Morris and Essex lines, which were connected to the Northeast Corridor with completion of Midtown Direct service (a.k.a. the Kearny Connection). The Raritan Valley line serves Newark Penn Station, and the remaining rail lines converge on Hoboken, requiring awkward and time-consuming transfers to reach Manhattan.

To overcome the disjointed nature of the rail system, NJ TRANSIT is completing a massive capital program to connect all these passenger lines into one seamless system:

→ The Montclair Connection (completed in 2002) merges the Montclair Branch and the Boonton Line, and connects these two Hoboken-bound lines directly to Manhattan.

→ The Secaucus transfer station will provide the remaining Hoboken-bound lines (Main/Bergen, Port Jervis and Pascack Valley) with direct access to Manhattan. Ridership is expected to nearly double at the 30 stations that will gain direct service to New York with the completion of this project.

These projects will transform northern New Jersey’s rail network, giving millions of residents in communities near 80 rail stations direct access to midtown Manhattan, for the first time, as well as to one another. Construction has also been completed on the first phase of the Hudson-Bergen Light Rail System, which opened in 2000 and now connects Bayonne to Hoboken, and to existing east-west transit links. When completed, the line will extend along the Hudson River waterfront to Bergen County.

Finally, construction is underway on the Southern New Jersey Light Rail Transit System which, when completed, will connect Camden to Trenton and the Northeast Corridor.

Together, these connections, upgrades and new lines cost more than $2 billion, and will result in an interconnected rail network with more than 200 stations serving the majority of state residents.

Supporting the growth and the efficiency of transit in New Jersey is best accomplished by ensuring that the investments of the past are used most effectively. New Jersey’s rail stations and hundreds of bus stops are the gateways for moving around the state and to neighboring New York City and Philadelphia. By planning collaboratively, NJ TRANSIT and the various host communities can ensure that these gateways are attractive and accessible. In addition, transit facilities are public investments that can be used by communities to attract private and public/private partnership redevelopment, thus contributing to the success of the local economy.

1 As part of the renovation of South Orange Train Station, local merchants were recruited to operate businesses in the retail spaces located underneath the tracks. They drew local people to the station on a regular basis, as well as provide high-quality baked goods and other passenger-related services. The landscaped outdoor seating and the new plaza function as a civic square for the town.

2 NJ TRANSIT’s Secaucus transfer station, to be completed in 2004, will connect communities in northern and western New Jersey to midtown Manhattan.
The “Transit-Friendly Communities for New Jersey” program began formally in 1999 with the awarding of a Federal Highway Administration grant to NJ TRANSIT from the Transportation and Community and System Preservation Pilot Program (TCSP), part of the federal transportation legislation of 1997 known as TEA-21.

TCSP was created to provide a source of federal grant funding to transportation agencies “to investigate the relationships between transportation, the community at large, and private sector-based initiatives” and to plan and implement strategies for transportation and related community improvements. Congress set the program funding at $120 million over the fiscal 1999 to 2003 period of TEA-21.

NJ TRANSIT was one of only 30 grantees to receive funds from among the 500-plus applicants. The grant to NJ TRANSIT totaled $535,000. The program was expanded through a local match from NJ TRANSIT and the New Jersey Department of Community Affairs, bringing the available support to $845,000 for local technical assistance to rail station communities.

Under this grant, NJ TRANSIT worked with a consortium of nonprofit organizations, the New Jersey Office of Smart Growth (formerly the Office of State Planning), and local public and private sector partners to leverage transit investments for stronger downtowns in 11 selected communities: Bayonne, Hackensack, Hillsdale, Hoboken, Matawan, Palmyra, Plainfield, Red Bank, Riverton, Rutherford and Trenton.

The Transit-Friendly Communities for New Jersey program has provided educational workshops and technical assistance to a wide range of rail station communities throughout the state. The program has allowed NJ TRANSIT to leverage the talents and resources of its nonprofit and government partners in the areas of community revitalization, regional planning, urban design and inter-modal planning to help strengthen the future of communities around NJ TRANSIT stations. The program is a model for other New Jersey municipalities to use in leveraging transportation investments to improve their station area environment, create strong downtown centers, expand transit ridership and make their stations the focus of their community’s life.

The following pages detail five key findings of the program, and 22 specific lessons for leveraging transit to build stronger communities. To learn more about the communities selected for the program and their train stations, and for a background on the Transit-Friendly Communities of New Jersey team members, see “About the Rail Stations Selected” on page 37.
KEY FINDINGS AND LESSONS LEARNED

- **MAKING THE STATION A COMMUNITY DESTINATION**
  - **LESSON 1**
    Stations can serve as a focal point for civic pride, and can be an amenity to the community.
  - **LESSON 2**
    Stations can serve as an anchor for local businesses, and as information centers for the community.
  - **LESSON 3**
    Stations can build a sense of community by functioning as venues for a wide range of community activities and events.
  - **LESSON 6**
    Different modes of access can be effective alternatives to “drive and park” at rail stations.
  - **LESSON 7**
    State and local transportation agencies can be effective partners in ensuring safe and seamless access to transit stations.

- **SUPPORTING THE DISTRICT AROUND THE STATION AND ENCOURAGING NEW DEVELOPMENT**
  - **LESSON 8**
    Consider the station in the larger planning framework of the community.
  - **LESSON 9**
    Focusing development around train stations can mitigate regional traffic impacts.
  - **LESSON 10**
    Non-traditional planning tools are needed to manage the complexities of station-area redevelopment.
  - **LESSON 11**
    Communities will recognize the benefits of density if they have a role in shaping the vision.

- **BALANCING PARKING WITH COMMUNITY NEEDS**
  - **LESSON 12**
    Communities can take advantage of the strong market for residential development near transit stations.
  - **LESSON 13**
    Communities are embracing the concept of “mixed-use” development.
  - **LESSON 14**
    Communities can balance regional parking needs with their development goals, whatever the community size.
  - **LESSON 15**
    Parking facilities need to fit within the community through sensitive design.
  - **LESSON 16**
    At stations where most people arrive on foot, designs that favor pedestrians are preferable.
  - **LESSON 17**
    Shared parking facilities near a station offer an efficient way to meet the needs of commuters, residents, businesses and visitors.

- **CREATING AN ONGOING PARTNERSHIP BETWEEN TRANSIT AND THE SURROUNDING COMMUNITY**
  - **LESSON 18**
    Parking and pedestrian needs must be planned together.
  - **LESSON 19**
    Partnerships are needed at all stages of the planning and development process.
  - **LESSON 20**
    Without inter-municipal cooperation, community success in leveraging transit may be limited.
  - **LESSON 21**
    The business community can be a great resource in enhancing a station area, especially when stations are downtown.
  - **LESSON 22**
    Community participation and facilitation techniques work best when tailored to the local situation.
When facility size is limited, the idea of concierge service may be appropriate. At the train station, for example, a concierge takes orders in the morning for carry-out dinner, flowers and videos, and takes in dry cleaning, film for developing, keys for duplication, etc. The concierge has local merchants fill these orders during the day, and brings everything back to the station in the evening for customers to pickup on their way home. Such a service has been recommended for the Aberdeen/Matawan station.

Many visitors to a community will seek out passenger circulation. Most of the benches located on the station platform are not under weather protection, and so are not used in cold or inclement weather – and so are not used in cold or inclement weather – and so are not used in cold or inclement weather – and so are not used in cold or inclement weather – and so are not used in cold or inclement weather – and so are not used in cold or inclement weather – and so are not used in cold or inclement weather. The outdoor and second floor public spaces of the Hillsdale station provide ample space for community programs and activities, which would complement the many events that take place in the park adjacent to the station, and support the activities of the many volunteers who, in turn, support programs and fund amenities (new lampposts, wreaths for the holidays) throughout the downtown. Stations and the public spaces surrounding them plazas, parking lots, bus transfer facilities can be used by communities as staging areas for a multitude of public events and activities. Farmers markets, arts and crafts fairs, concerts, First Night celebrations and performances are featured in and around train stations throughout New Jersey, providing opportunities to activate station areas after commuting hours, and for residents to come together to celebrate in a communal public space. Red Bank’s train station is located at the nexus of several diverse communities and emerging special improvement districts: the downtown; Station Plaza, which includes both the train station and the surrounding Arts and Antiques District; the Mmanssom Street Arts Corridor; and the ethnically diverse residential neighborhoods that flank Shrewsbury Avenue. As such, the station plaza is a central location that could function as a town square for Red Bank, and as a nexus for the coming together of these diverse groups to support and engage in open air markets, concerts and performances, swap meets, holiday celebrations, etc.

To draw out ideas for how to make stations better community places, Project for Public Spaces (PPS) uses a tool called the Place Performance Evaluation, or the “Place Game.” This tool helps communities understand the key elements of “place,” including comfort and a positive image, easy access and linkages, interesting and regularly occurring uses and activities and creating a saleable environment elements which, when put all together, effectively result in the creation of a great “place.”
LESSON 6
Stations can link places in a community.

While the station can be a destination in itself, it can also help link other important destinations and places in the community. Local information or signage at or near rail stations could be enhanced at nearly every station studied in the Transit-Friendly Communities program. Maps of downtowns, lists of local merchants and services available, information about key destinations, or current events listings are just some of the ways that communities can take advantage of the rail station to convey information to visitors and residents. The Transit-Friendly Communities team has recommended various types of information be included not just at stations but provided on information kiosks located in prominent places throughout the downtowns. For example, two new light rail stations have been built in Bayonne just one block east of Broadway, the city’s commercial spine. With a third station at 22nd Street and Avenue E currently under construction, the team has recommended that the city create and install better signage and information at the stations, as well as at the intersection of Broadway and the streets which lead to the stations, which would better link the stations with the retail district.

However, links are not made by signs alone. Creating and maintaining pedestrian connections making it easy to walk between destinations is also critical. The Red Bank train station area has already been redesigned to create more public space, and the borough is helping implement a series of signage, “streetscaping”, traffic calming and retail enhancement efforts in cooperation with emerging districts around the station. However, there are still many missing links. Adequate sidewalks, crosswalks, lighting, and positive land uses lining the route in addition to directional signage are all needed to encourage people to walk in all directions around the train station.

1 This artist-designed “Where am I?” map at Woodbridge station provides direction to downtown Woodbridge businesses and services, most of which are located just a half a block from the train station on Main Street.

2 The weekly summertime jazz concerts in the parking lot of the East Orange station highlights the central role played by the train station.
PROVIDING CONVENIENT STATION ACCESS FOR PEDESTRIANS AND BICYCLISTS — AND PERHAPS SPECIAL SHUTTLE BUSES

LESSON 5
The closer one gets to the station, the more important the pedestrian and bicycle environment.

LESSON 6
Different modes of access can be effective alternatives to “drive and park” at rail stations.

LESSON 7
State and local transportation agencies can be effective partners in ensuring safe and seamless access to transit stations.

ABERDEEN/MATANWAN
RUTHERFORD
Rail stations function as the center of many communities, with thousands of people passing through on a daily basis. This creates conflicting demands among rail passengers who arrive by car, by bus, on foot or by bicycle. In the past, decisions about improving access to stations have largely focused on improving auto access, while pedestrian and bicycle access was not comparatively addressed. Given the increasing ridership of the many NJ TRANSIT stations studied under this program, it is extremely important to supplement auto access and develop ways for people to more conveniently walk and bike to stations, or to catch a shuttle bus. Studies have shown that people will frequently walk up to half a mile to catch a commuter rail station, and will bicycle greater distances. The quality of that walking and biking experience is critical, however, and none of the communities in the program had ever really considered this challenge. Even passengers who drive or take a bus to a rail station are pedestrians at some point in their trip, and so the design of the pedestrian environment immediately surrounding a station is a key factor in everyone’s transit experience.

Efforts to improve pedestrian and bicycle access may require new relationships with state, county and local traffic engineers. In acknowledgement of this, New Jersey’s Department of Transportation is pursuing a new strategy of “Context Sensitive Design” in its partnership with communities, which considers road design in the context of local usage and community goals. Balancing pedestrian needs with those of cars through ample sidewalks, crosswalks and amenities is an important goal of this program.

Non-automobile access to rail stations may also be enhanced by jitneys, shuttle buses or van services within neighborhoods, downtowns or communities as a whole. Improved bicycle facilities at stations— including bike racks and bike lockers— would also offer people another means of reaching the station other than the car.

I. WHAT IS A TRANSIT-FRIENDLY COMMUNITY?

LESSON 1

The closer one gets to the station, the more important the pedestrian and bicycle environment.

The configuration of roadways around rail stations often favors vehicles over pedestrians. Space allocation decisions at stations have often favored the car, ensuring adequate roadway space and turning capacity, adequate parking, and room for buses to maneuver— often at the expense of pedestrians and bicyclists. Just a block or two from the station in Rutherford, the community is very pedestrian and bike friendly, with widened sidewalks, paved crosswalks, street lighting and street furniture. At and near the station, however, which is located at the confluence point of a number of area roadways, vehicle and pedestrian conflicts are more severe.

The Transit-Friendly Communities team identified many obstacles in the 11 communities studied to reaching stations on foot: particularly hard-to-cross intersections, which may lack a traffic light or even a crosswalk; sidewalks that are too narrow or sometimes lacking altogether; vehicles traveling too fast; or unattractive adjacent development. In Rutherford, improving pedestrian linkages from the Aberdeen/ Rutherford station to Rutherford’s historic Main Street business district was recommended. Although a relatively short walk, few do it because of the obstacles that make it an unpleasant experience: some streets do not have sidewalks, others are obstructed by parked cars and key intersections are difficult to cross. In Hoboken, where new development is taking place at a rapid rate, improving pedestrian and bicycle access to the proposed 9th Street light rail station (part of the Hudson/Bergen Light Rail System) and around proposed new developments was a topic for discussion during their community’s “Place Game” exercise. The findings suggest that the ground floors of future buildings need to be better designed with active uses to make the pedestrian experience of walking to the future station more pleasant.

The Transit-Friendly Communities team recommended the following actions at Rutherford station: improve pedestrian crossings and stop delays; build more bike parking; connect rail access with nearby retail and residential activities; and reduce congestion at an old-style traffic circle located in front of the train station compounded the difficulties facing pedestrians trying to reach the station, and diminished the opportunity for the surrounding Station Square to become a pedestrian destination. After an extensive traffic analysis, coupled with input from NJ TRANSIT and the Transit-Friendly Communities team, the borough, Bergen County and NJDOT partnered to test a newly configured “modern roundabout” which was successful in improving both traffic flow and pedestrian safety. Another example: the boroughs of Riverton and Palmyra are working with Burlington County to change the lane configuration on Broad Street to reduce excessive speeds and make the street easier to cross—something which will be even more important after their respective light rail stations open.

B. PROVIDING CONVENIENT STATION ACCESS FOR PEDESTRIANS AND BICYCLISTS— AND PERHAPS SPECIAL SHUTTLE BUSES

LESSON 6

Lessons learned

Different modes of access can be effective alternatives to “drive and park” at rail stations.

Every mode of access to a rail station must be planned and designed to be attractive and to facilitate movement to the station and among the different modes serving the station. In Trenton, for example, NJ TRANSIT has located a station stop along the forthcoming Southern New Jersey Light Rail Transit System directly across Clinton Street from the existing commuter rail station. The Transit-Friendly Communities program has recommended NJ TRANSIT work with the community to create “welcoming” crosswalks and curb “bump outs” and shift an existing bus stop to facilitate easier and safer pedestrian movement between these two stations.

In Rutherford, recommendations have been made for futureFunding existing bus stops in relationship to a proposed “modern roundabout” (see Lesson 7) to be located in front of the rail station. In each community, recommendations have been made to improve the movement of pedestrians and bicyclists to and from the station, and to nearby retail and residential activities.

Beyond the immediate station area, access modes need to be designed to maximize their probability for success. Bus and community shuttle services, for example, must have their routes and stops located near concentrations of prospective rail riders, a serious challenge in low-density suburban communities.

State and local transportation agencies can be effective partners in ensuring safe and seamless access to transit stations. Under the New Jersey Department of Transportation’s “Context Sensitive Design” program, there are new opportunities for local governments to explore innovative roadway designs, which are more sensitive to the context of the road’s use within the community. In Rutherford, congestion at an old-style traffic circle located in front of the train station compounded the difficulties facing pedestrians trying to reach the station, and diminished the opportunity for the surrounding Station Square to become a pedestrian destination. After an extensive traffic analysis, coupled with input from NJ TRANSIT and the Transit-Friendly Communities team, the borough, Bergen County and NJDOT partnered to test a newly configured “modern roundabout” which was successful in improving both traffic flow and pedestrian safety. Another example: the boroughs of Riverton and Palmyra are working with Burlington County to change the lane configuration on Broad Street to reduce excessive speeds and make the street easier to cross—something which will be even more important after their respective light rail stations open.

Municipalities have the opportunity to explore partnering with NJDOT even if the road to be considered for context-sensitive re-design is not a state highway, as NJDOT has many programs which can be used to enhance bicycle and pedestrian access to stations.
SUPPORTING THE DISTRICT AROUND THE STATION AND ENCOURAGING NEW DEVELOPMENT

LESSON 7
Consider the station in the larger planning framework of the community.

LESSON 8
Focusing development around train stations can mitigate regional traffic impacts.

LESSON 9
Non-traditional planning tools are needed to manage the complexities of station area redevelopment.

LESSON 10
Communities will recognize the benefits of density if they have a role in shaping the vision.

LESSON 11
Communities can take advantage of the strong market for residential development near transit stations.

LESSON 12
Communities are embracing the concept of "mixed-use" development.

BAYONNE
HACKENSACK
RUTHERFORD
PLAINFIELD
RIVERTON

6. The Hackensack River Greenway is a proposed greenway along the Hackensack River that connects the Hackensack and Englewood Cliffs. This area will be developed as a park and commercial center with a focus on stormwater management.

7. The housing complex in Hackensack is a green development that prioritizes energy efficiency and a stormwater management plan.

8. The Hackensack River Greenway is a proposed greenway along the Hackensack River that connects the Hackensack and Englewood Cliffs. This area will be developed as a park and commercial center with a focus on stormwater management.

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17. The housing complex in Hackensack is a green development that prioritizes energy efficiency and a stormwater management plan.
Each transit station offers a community an opportunity to leverage public investment to attract new private or public/private partnership redevelopments. This can be thought of in three categories, from the most aggressive to the most modest: comprehensive redevelopment initiatives for adjacent neighborhoods, redevelopment of sites immediately adjacent to the station, and scattered site infill development in the larger station area.

From a transit perspective, locating residential development closest to a train station is the most advantageous; but all forms of mixed-use development can support transit in a number of ways. (And vice versa.) Certain planning principles are followed: new development must create connections from the station area to the surrounding neighborhoods, new development must activate the station area with new visible activities and all buildings must help define a clear space around the station.

From a community perspective, transit supportive development presents the opportunity to revitalize the downtown with more residents and more activity as well as enhancing the municipal tax base. Increasingly, developers understand that NJ TRANSIT is a willing potential partner for joint development, which can have the benefits of increasing ridership (when the development has a residential component), satisfying commuter and community parking needs and creating valuable and lucrative development.

### LESSON 8
Consider the station in the larger planning framework of the community.

Every case study in the program benefited from placing the station into its larger townwide context, regardless of the scope of redevelopment under consideration. Aspects of this larger planning framework include the relationship of the station to townwide systems of open space, connections to important corridors and street networks, and the locations of important destinations or other significant community planning initiatives.

In Plainfield, mapping the larger planning framework revealed the strategic position of the station as the link connecting the downtown business district, surrounding residential neighborhoods and two major gateways into the city. In Matawan, the planning framework identified how a series of connecting roads, which came together at the station area, could be used to better link Matawan, Aberdeen and their shared train station.

The larger planning framework enables prioritization of redevelopment opportunities, leverages the transit resource over the largest possible area and over the broadest set of issues, and infuses specific ideas about the development projects themselves in terms of building orientation to the street and building size.

### LESSON 9
Focusing development around train stations can mitigate regional traffic impacts.

It was clear that some of the towns involved in the Transit-Friendly Communities program had the misconception that development could occur without traffic impacts. While there is some potential for transit to mitigate local traffic impacts, particularly through reduced parking ratios, the real benefits come when trips to and from the central business district shift from car to transit. Moreover, office development usually preferred over residential development because it is seen as an asset to local tax revenues, without increasing educational costs is likely to add many times the peak-hour auto trips to local roads as would a similar-sized residential development.

In Hackensack, station-area development is at the center of a much larger initiative that includes the stabilization and enhancement of industrial and industrial/residential mixed-use neighborhoods; the promotion of larger-form commercial developments closer to the nearby interstate highway; and the creation of a “health services” district near the station to accommodate the expansion needs of a major regional hospital. The Transit-Friendly Communities team has recommended the Essex Street station area become part of a new, transit-friendly mix of development along Essex Street, and that Essex Street be redesigned as an “urban boulevard,” creating a defined, pedestrian- and cyclist-friendly street edge. Although there will be many commuters to this station when the plan is complete, the station-area development plan does not rely unrealistically on rail commuting because there is also excellent highway access to the area.

### LESSON 10
Non-traditional planning tools are needed to manage the complexities of station-area redevelopment.

Zoning can be good at describing what is not permitted, but it is a poor tool for describing what one would like to see happen. The Transit-Friendly Communities case studies revealed the extent to which the immediate physical setting of the station is often very idiosyncratic in terms of block size and configuration, pedestrian and vehicle circulation patterns; indeed, the station setting is often at odds with the design of the station itself.

Bayonne has developed an excellent new Transit District (sharable zone) to promote higher-density, mixed-use development near a soon-to-be-constructed light rail station (part of the Hudson-Bergen Light Rail system). However, design studies reveal that while this new zoning may enable transit-friendly development, it cannot prevent poorly designed conventional development. Nor do the new regulations address the particular circumstances of the blocks immediately adjacent to the station. For this reason, area-specific plans and special-district regulations that include specific “transit-friendly” design guidelines to minimize poorly designed conventional developments are more appropriate for the areas immediately adjacent to the station.

Area-specific plans and zoning also provide the municipality with more flexibility in soliciting proposals and negotiating with developers; but also often increase the administrative burden for the town.

### LESSON 11
Communities will recognize the benefits of density if they have a role in shaping the vision.

It is automatic that communities sometimes resist more intense development because of impacts on traffic, on schools and on neighborhood quality of life. Nevertheless, the communities studied in the Transit-Friendly Communities program were willing to increase density when it advanced the larger goals for community and neighborhood revitalization. These communities recognized that transit-friendly development is a way to reclaim marginal properties, surfaces parking lots, abandoned industry; for better and taxable uses.

Riverton is a small and quaint town. Yet, its vision of a more complete light rail station area led Riverton to create an ambitious redevelopment plan that will add significantly to the density of the village center. The level of local acceptance for this vision is directly related to the level of community and stakeholder participation in creating the vision, reflecting the community’s desire to shape development rather than simply react to developer proposals. The success of Riverton’s redevelopment planning is based on broad stakeholder participation.
LESSON 12
Communities can take advantage of the strong market for residential development near transit stations.

The search for “ratables” leads to office and retail development, not housing. However, many of the communities in this program understand that the strongest market is for new housing. There is an emerging understanding that the fiscal impacts, particularly on the school system, can be controlled through unit size and configuration. Although some infill single-family housing has been suggested as part of station neighborhood revitalization, most of this proposed housing near the stations is apartments, generally not desirable to families with children. In both Riverton and Palmyra, “living over the shop” is one of the recommended uses for the infill properties along the commercial streets, as well as for several small, mixed-use buildings with apartments on the upper stories. In Hackensack, housing for hospital staff has been recommended as part of the redevelopment plan for the proposed “health services” district.

LESSON 13
Communities are embracing the concept of “mixed-use” development.

“Mixed-use” development, once the traditional method of community development and still the hallmark of New Jersey’s most vital communities, is again becoming the desired alternative to “sprawl” development. “Mixed-use” is sometimes a catch-all concept of development that includes notions of smaller, more neighborly lot sizes, homes near shops, offices and entertainment to facilitate community activity, shared parking and, in general, synergies among uses. All of these concepts support the goals of the Transit-Friendly Communities program.

In Rutherford, for example, several marginal industrial properties near the station have been renovated by design-related businesses. Building on this, the redevelopment program proposed by the Transit-Friendly Communities team includes a combination of conventional apartments and artist live-work studios.

In Hackensack, the stabilization of the nearby industrial area includes the most ambitious kind of mixed-use development: industrial and residential uses side-by-side and perhaps, even in the same building.
BALANCING PARKING WITH COMMUNITY NEEDS

LESSON 14
Communities can balance regional parking needs with their development goals, whatever the community size.

LESSON 15
Parking facilities need to fit within the community through sensitive design.

LESSON 16
At stations where most people arrive on foot, designs that favor pedestrians are preferable.

LESSON 17
Shared parking facilities near a station offer an efficient way to meet the needs of commuters, residents, businesses and visitors.

LESSON 18
Parking and pedestrian needs must be planned together.

RUTHERFORD
HACKENSACK
PALMYRA
ABERDEEN/MATAWAN
While accommodating improved pedestrian and bicycle access, and serving as a setting for new development, most stations must still accommodate commuter parking, even though the exact amount of parking may vary from station to station.

Many factors add pressure for additional parking at rail stations. Most obvious is the growth in ridership. But other factors are at work as well. The added ridership has caused some residential areas removed beyond walking distances from stations, requiring commuters to drive. In the distant past, such development occurred near stations and many riders could walk to them. In addition, many commuters seem prepared to shoulder the expense of an added car in the household to replace the modest walk their predecessors enjoyed. Meanwhile, the expansion of parking near stations is sometimes resisted as shopkeepers and residents argue perceive added parking for commuters as translating into more traffic and unproductive use of parking spaces during the entire day.

The amount of commuter parking provided need not dominate the station area either aesthetically or physically. Furthermore, if these parking facilities can be used evenings and weekends for other purposes, the number of total spaces can be minimized while the costs to construct and operate the parking facility can be shared.

### LESSONS LEARNED

**LESSON 14**
Communities can balance regional parking needs with their development goals, whatever the community size.

Communities can benefit by coordinating their development goals with the need for commuter parking at their stations.

This can be accomplished through a combination of means, including careful design of parking facilities and efficient shared use of parking facilities, even in places where parking needs for commuters are great. At these locations, the community can benefit economically from the influx of commuters, and commuters can benefit by the activities near the station. To that end, a recent NJ TRANSIT survey of rail passengers revealed that those who shopped around stations spent an average of $2,000 per year.

In Red Bank, the success of the retail and entertainment activities near the station serve as a good example of how this can work to the benefit of the community and the commuter. At the Essex Street Station in Hackensack, structured parking proposals have been developed to meet both the needs of the expanding “health services” district and commuters in light of the growth in rail ridership expected from a new rail transfer in the New Jersey Meadowlands (the Secaucus transfer station). As part of a joint, community-driven redevelopment plan for the station area, structured parking has been proposed at the Aberdeen/Matawan station, which serves as a large commuter shed in Monmouth County. Smaller stations such as Rutherford and Palmyra also need to address increased demand for parking on a smaller scale, as a result of the Secaucus transfer station. In each example cited above, the communities are attempting to balance development goals with parking needs.

**LESSON 15**
Parking facilities need to fit within the community through sensitive design.

Parking garages have a reputation for not being aesthetically pleasing. This is often a concern in residential areas, where structured parking is not always welcome. However, structured parking facilities that serve train stations can be sensitively designed and sited within the host community. The garage should not block the line of sight to the station, drop-off and pick-up areas should be off-street, and the garage should be designed and located within the station area to minimize traffic impacts during peak times. These principles were incorporated into the Transit-Friendly Communities team development concept plan for the area immediately adjacent to the Essex Street Station in Hackensack.

Careful traffic studies are often warranted to judge the effect of added parking and added development at sites near stations. Communities need to work with developers to ensure they pay for their fair share of infrastructure improvements. This may be the appropriate approach in Aberdeen/Matawan, where the pressures for added parking and development are great.

**LESSON 16**
At stations where most people arrive on foot, designs that favor pedestrians are preferable.

Parking needs are more modest for two light rail stations, in Rutherford and Palmyra, along the Southern New Jersey Light Rail Transit System near under construction. Here, the communities can focus their planning on enhancing the experience of walk-on traffic at the station.

**LESSON 17**
Shared parking facilities near the station offer an efficient way to meet the needs of commuters, residents, businesses and visitors.

In Rutherford, a new, mixed-use development adjacent to the station will provide parking for commuters as well as for its own needs. In South Orange, the station parking will be shared with a proposed performing arts center. At smaller stations like Aberdeen and Palmyra, modest amounts of existing, on-street parking could be used by commuters during the day and by shoppers and visitors on evenings and weekends.

**LESSON 18**
Parking and pedestrian needs must be planned together.

If parking facilities near stations are to be fully utilized, an attractive and safe walk between the station and the facility must exist. This problem surfaced in Rutherford, where the pedestrian linkages were poor between the Rutherford train station and the existing Kip Avenue municipal parking garage. Once the pedestrian path between these two areas is improved, as recommended by the Transit-Friendly Communities team, this under-utilized parking resource could meet some of the community’s anticipated parking needs in the near term.
LESSON 19
Partnerships are needed at all stages of the planning and development process.

LESSON 20
Without inter-municipal cooperation, community success in leveraging transit may be limited.

LESSON 21
The business community can be a great resource in enhancing a station area, especially when stations are downtown.

LESSON 22
Community participation and facilitation techniques work best when tailored to the local situation.

IN VOLVING AN ONGOING PARTNERSHIP BETWEEN TRANSIT AND THE SURROUNDING COMMUNITY
LESSESON 19
Partnerships are needed at all stages of the planning and development process.

In some places, the elected officials already have a strong vision of the direction they wish to go and have initiated a collaborative, community-based planning effort with assistance from staff and/or consultants. Specifically, in Bayonne, Hoboken, Red Bank, Palmyra, Riverport and Rutherford, the Transit-Friendly Communities team served to help confirm and refine the thinking of the local leadership or local planners before such plans were shared widely with the larger community. In other cases, communities may not be as far along in their vision, for many reasons, including limited planning or funding resources, disagreements regarding the vision for the community and changing leadership. In these cases, partnerships can be useful in overcoming the obstacles.

LESSESON 20
Without inter-municipal cooperation, community success in leveraging transit may be limited.

In many places the train station sits at the border of two municipalities, acting as either a bridge or barrier between them. Where these political, institutional or geographical obstacles could be overcome through cooperation between municipalities, it was possible to provide better comprehensive planning to the benefit of both towns. Rutherford and Matawan fell into this category. In both cases the Transit-Friendly Communities team enlarged the outreach program to involve the neighboring communities of East Rutherford and Aberdeen, respectively. A variant of this approach occurred in two towns in Burlington County – Palmyra and Riverport – that are preparing to receive light rail stations along the Southern New Jersey Light Rail Transit System. The towns are adjacent to one another, with their prospective centers only about one mile apart. The towns realized that their issues were similar and it was in their interest to comprehensively plan both of their respective town centers and the area between them.

LESSESON 21
The business community can be a great resource in enhancing a station area, especially when stations are downtown.

Several communities in the Transit-Friendly Communities program received visits from Downtown Business Assistance Teams (DBATs) organized by Downtown New Jersey, Inc. These DBAT visits occurred in Matawan, Plainfield, Red Bank, Riverport, and Rutherford. The DBAT teams were composed of downtown managers, planning consultants, business leaders and municipal officials assembled from the membership of Downtown New Jersey, to evaluate the current and future potential of the local commercial districts near the targeted train stations. The teams invited local business owners and other stakeholders to look at business retention and attraction in their commercial districts.

The process examined street-scape conditions, façade improvements, signage redevelopment, as well as advertising, special events and other marketing of the business districts. While interacting with the local business and community leaders, the DBAT teams suggested ways of organizing a commercial district revitalization plan and, in some cases, suggested the formation of a Special Improvement District to carry out the improvements.

LESSESON 22
Community participation and facilitation techniques work best when tailored to the local situation.

In each case, after initial discussions with municipal elected or appointed leaders, the Transit-Friendly Communities team mapped out a program of community outreach with the best chance of success in arriving at a practical and effective set of recommendations. These outreach programs took many forms. Workshops, charrettes and/or meetings with varying mixes of local citizens, stakeholders, appointed or elected officials were held in Bayonne, Abnerdeen/Matawan, Hackensack, Hoboken, Palmyra, Plainfield, Red Bank, Riverport, Rutherford and Trenton. In Hillsdale, the Transit-Friendly Communities team presented its observations and recommendations at a local Planning Board meeting, which was open to the public. A place-making exercise like PPS’s “Place Game” involving citizens making observations in the field was performed in Plainfield and Hoboken.
II. HOW TO START DOWN THE TRANSIT-FRIENDLY TRACK

GETTING STARTED

Take a good look. See how people use the public places, streets, buildings and transit system in your community.

Assess the strengths and issues of your community’s station area. What are the assets of your station and its surrounding area? What are the weaknesses? Make sure you look at all of the factors of a transit-friendly community, including streets and sidewalks, building stock and vacant lots that might be redeveloped.

Be open to learning from others. No one community or leader has the monopoly on good ideas; many have come before and have tackled these problems, and found solutions. Know your planning tools. These range from zoning ordinances to land-use inventories to traffic studies to pedestrian surveys and everything between and beyond.

Gather your resources. Identify realistic local funding sources and, if needed, pursue additional funds through county, state, federal and nonprofit available sources. Also, harness your people resources, either “in-house” or from the outside.

THE PROCESS

Be inclusive. Bring in all those who have a stake in the community, and who can serve as leaders to get things done. And, perhaps more importantly, bring in those who might be inclined to stop you from getting things done.

Get the word out. Use the media and all the communication techniques at your disposal to involve the entire community. No one can say later that they did not know that planning was going on.

Cultivate local champions. Make certain you gain the early and active support of local elected and appointed officials (unless of course you are one, in which case you’re one step further along).

Bring other levels of government along. Make sure other levels of government are brought into the process. Remember that the county traffic engineer may have more to say about what you can or cannot do than anyone else.

Use whatever technique works. These may include workshops, charrettes, or field trips to successful places to drive the process forward.

Reach consensus. Work collaboratively with all who care to define the direction you want to head in. Create a shared vision. The best way to put a plan in place is to have everyone reach agreement on the desired result. It helps everyone to focus. Within the vision, establish short- and longer-term objectives and actions.

MAKING IT HAPPEN

Reorient planning resources. Develop a strategy to focus and guide the use of existing technical and, if needed, funding resources.

Find the money. Mine all the implementation programs available. There may be more out there than you think.

Score quick successes. Get something out “on the street” to gain credibility for the plan and the process. This gathers momentum for the rest of the plan which may be harder to put in place. Nothing succeeds like success.

Identify partners. Each of the partners in the Transit-Friendly Communities program offers unique services that communities beyond the program might also use to local advantage. A brief description of these partner offerings follows; a summary of the partner organizations is included in the Appendix.

Four components of a great place.

The Transit-Friendly Communities for New Jersey

NJTRANSIT: Offers community planning technical assistance in shaping “transit-friendly” land use visions for areas at and surrounding local transit facilities.

Project for Public Spaces, Inc.: Facilitates public forums, workshops and committees that give people an opportunity to identify issues, contribute ideas and make decisions about improvements to the places where they live and work.

Regional Plan Association: Recommends policy initiatives and physical and human infrastructure investments; takes positions on major current public policy issues.

Downtown New Jersey, Inc: Offers conferences, seminars and visiting teams to assist business communities with revitalization.

New Jersey Future: Conducts research and analysis on land-use issues; recommends policy initiatives in support of the State Plan and smarter growth in state land-use.

The New Jersey Office of Smart Growth (formerly the Office of State Planning): Works to improve the efficiency and reduce the costs of land development and infrastructure in New Jersey by expanding areas of coordination and cooperation among state and local agencies.
To determine which communities would be recipients of the technical assistance available from the Transit-Friendly Communities team NJ TRANSIT held two workshops in late 1999, one in Hackensack (Bergen County) in northern New Jersey, and the other in Roebling (Burlington County) in southern New Jersey. The workshops described the program and solicited applications from municipalities for technical assistance. The Bergen County workshop site was selected to encourage the participation of communities likely to be affected by the completion of the Secaucus transfer station, a project that will increase the pressures for parking and development at 34 northern New Jersey commuter rail stations. The Burlington County workshop site was chosen because of the impending construction of a new light rail line, the Southern New Jersey Light Rail Transit System.

At the workshops, speakers from within and beyond New Jersey provided a range of ideas and information on leveraging transit investment to the attendees, invited from governmental and non-governmental entities within rail communities. The attendees were invited to submit applications for the technical assistance on behalf of municipalities.

Thirty-six applications were received and evaluated. Recognizing the desire of the program to receive results applicable nationwide, communities were chosen that reflected a variety of conditions and local needs.

The following were among the considerations:

- where settings offered a variety of land uses and densities, including both center-oriented and non-center-oriented development, and both urban and suburban environments;
- where development or redevelopment opportunities existed;
- where the Secaucus transfer station would have a major impact on the community; or
- where new light rail lines were under construction (both the Southern New Jersey Light Rail Transit System and the recently opened Hudson Bergen Light Rail System);
- where station parking was constrained; where communities were organized to work for implementation; and
- where the team believed that significant “value added” could be provided.

Because it would be impossible to fund effective technical assistance to such a large number of applicants, an evaluation process was used to select 11 communities with 13 transit stations from among the applicants. The communities chosen to participate in the Transit-Friendly Communities program were: Bayonne, Hackensack, Hillsdale, Hoboken, Matawan, Palmyra, Plainfield, Red Bank, Riverton, Rutherford and Trenton.

The 13 stations and 11 jurisdictions selected for the program are located on seven separate rail lines (see Table 1). Seven stations are commuter rail stations; six stations are served by light rail. All the commuter rail stations are in operation. Four of the six light rail stations are on lines or portions of lines not yet in service.

### Table 1

**Station Characteristics**

<table>
<thead>
<tr>
<th>Station</th>
<th>Rail Type</th>
<th>Surrounding Land Use</th>
<th>Station-Open</th>
<th>Average Weekly Passengers</th>
<th>Annual Ridership</th>
<th>Service Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regional Commuter Rail Stations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aberdeen/Matawan</td>
<td>North Jersey Coast</td>
<td>Predominately parking</td>
<td>Yes</td>
<td>Penn Station - NY</td>
<td>3,500</td>
<td>55</td>
</tr>
<tr>
<td>Hackensack Essex St.</td>
<td>Passaic Valley</td>
<td>Industrial and mixed</td>
<td>Yes</td>
<td>Hoboken *</td>
<td>263</td>
<td>25</td>
</tr>
<tr>
<td>Trenton</td>
<td>Northeast Corridor</td>
<td>Residential, office, highway</td>
<td>Yes</td>
<td>Penn Station - NY</td>
<td>4,462</td>
<td>50</td>
</tr>
<tr>
<td><strong>Neighborhood Commuter Rail Stations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hillsdale</td>
<td>Passaic Valley</td>
<td>Small town center, largely retail</td>
<td>Yes</td>
<td>Hoboken *</td>
<td>285</td>
<td>47</td>
</tr>
<tr>
<td>Plainfield</td>
<td>Raritan Valley</td>
<td>Medium town center</td>
<td>Yes</td>
<td>Newark, transit to NY</td>
<td>907</td>
<td>32</td>
</tr>
<tr>
<td>Red Bank</td>
<td>North Jersey Coast</td>
<td>Near town center, mixed</td>
<td>Yes</td>
<td>Penn Station - NY</td>
<td>1,795</td>
<td>70</td>
</tr>
<tr>
<td>Rutherford</td>
<td>Bergen County</td>
<td>Medium town center</td>
<td>Yes</td>
<td>Hoboken *</td>
<td>685</td>
<td>19</td>
</tr>
<tr>
<td><strong>New Light Rail Stations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bayonne - 43rd St.</td>
<td>Hudson-Bergen</td>
<td>Residential one-side, indus.</td>
<td>Yes</td>
<td>Hoboken</td>
<td>500</td>
<td>15</td>
</tr>
<tr>
<td>Bayonne - 36th St.</td>
<td>Hudson-Bergen</td>
<td>Residential one-side, indus.</td>
<td>Yes</td>
<td>Hoboken</td>
<td>1,100</td>
<td>57</td>
</tr>
<tr>
<td>Hoboken - 7th St.</td>
<td>Hudson-Bergen</td>
<td>Housing, industrial</td>
<td>No</td>
<td>Hoboken</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Palmyra</td>
<td>South Jersey LRT</td>
<td>Small town center, retail, resid.</td>
<td>No</td>
<td>Trenton, Camden</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Riverton</td>
<td>South Jersey LRT</td>
<td>Small town center, retail, resid.</td>
<td>No</td>
<td>Trenton, Camden</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

* When Secaucus transfer station opens will reach Penn Station with one transfer.
Three of the seven commuter rail stations Aberdeen/Matawan, Hackensack, and Trenton are regional, with passengers traveling relatively long distances to reach them. In these cases, fewer than 10 percent of the boarding passengers reach the station on foot. The other four stations serve mostly their immediate neighborhoods, with up to a third or more passengers walking. Some are set in local downtowns, while others are found outside traditional downtown locations. The use of the stations varies substantially: Trenton experiences about 4,600 riders per day, while Hillsdale and Hackensack each see fewer than 300 riders per day. With the opening of the Secaucus transfer station, the three Bergen County stations of Hackensack, Hillsdale and Rutherford will see a significant increase in ridership.

Of the six light rail stations in the program, only two on the Hudson-Bergen line in Bayonne are currently open. Two of the remaining stations chosen for the program will be added to that line in Bayonne (22nd Street station) and Hoboken (9th Street station); the other two stations (Riverton and Palmyra) are part of the Southern New Jersey Light Rail Transit system now under construction.

The “transit-friendly” issues in the 11 communities varied as well. This led the technical team, after consultation with local officials, to perform many types of investigations (see Table 2). This table also summarizes the types of outreach performed in each locale.

It is hoped that these tables taken together can serve as a “quick reference guide” to assist readers in identifying which individual station reports best match their own circumstance or needs.

In addition to this summary, separate reports for these stations detailing the findings for each have been prepared. To obtain copies, contact Vivian E. Baker, Project Manager at NJ TRANSIT: (973) 491-7822 or (vebaker@njtransit.com).

### Table 2
Summary of Investigations by Station

<table>
<thead>
<tr>
<th>Station</th>
<th>Streetscape Analysis</th>
<th>Rider Surveys</th>
<th>Ped/Bike Analysis</th>
<th>Wayfinding Analysis</th>
<th>Intermodal Analysis</th>
<th>Community Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aberdeen/Matawan</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Meetings with officials and organizations</td>
</tr>
<tr>
<td>Hackensack - Essex St.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Municipal officials</td>
</tr>
<tr>
<td>Hillsdale</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Presentation to local planning board</td>
</tr>
<tr>
<td>Ninth Street - Hoboken</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Workshop with stakeholders</td>
</tr>
<tr>
<td>Palmyra</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Workshop with local officials</td>
</tr>
<tr>
<td>Plainfield</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Stakeholder meetings</td>
</tr>
<tr>
<td>Red Bank</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Workshops + interviews with stakeholders</td>
</tr>
<tr>
<td>Rutherford</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Workshop with stakeholders</td>
</tr>
<tr>
<td>Trenton</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Stakeholder meetings</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Station</th>
<th>Land Use Analysis</th>
<th>Redevelopment Analysis</th>
<th>Station Design Concepts</th>
<th>Retail Analysis</th>
<th>Parking Analysis</th>
<th>DBAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aberdeen/Matawan</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Bayonne</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Hackensack - Essex St.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Hillsdale</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Ninth Street - Hoboken</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Palmyra</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Plainfield</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Red Bank</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Rutherford</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Trenton</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

DBAT denotes Downtown Business Assistance Teams provided by Downtown New Jersey, Inc.

THE PROGRAM EVALUATOR

Rutgers University’s Bloustein School of Planning and Public Policy houses the Alan M. Voorhees Transportation Center and within it the Voorhees Transportation Policy Institute (VTPi). The Institute was created to facilitate informed public discussion of transportation policy issues in New Jersey. VTPi serves as a communications center committed to simplifying and clarifying information and data related to transportation issues and policies for public understanding in order to foster more informed policy choices by voters and public officials. VTPi specializes in identifying and exploring transportation linkages to other public policy areas, such as economic development, land use, political governance, finance and social policy.
III. APPENDIX

THE TRANSIT-FRIENDLY COMMUNITIES FOR NEW JERSEY PROGRAM PARTNERS

NJ TRANSIT is the nation’s largest statewide public transportation system carrying 760,000 daily trips on 238 bus routes, two light rail lines and 12 commuter rail lines. It is the third largest transit system in the country with 163 rail stations, 26 light rail stations and more than 17,000 bus stops linking major points in New Jersey, New York and Philadelphia. www.njtransit.com

The New Jersey Office of Smart Growth (formerly the Office of State Planning) is a division of the Department of Community Affairs. The Office staffs the State Planning Commission and is responsible for developing the State Development and Redevelopment Plan. The Office works with state agencies, local governments, civic groups and the private sector to promote and implement the State Plan’s vision for New Jersey. www.njstateplan.com

Downtown New Jersey, Inc., founded in 1988, is a nonprofit organization that focuses on the state’s commercial business districts. DNJ’s members include business operators, public officials, community volunteers, downtown district management professionals, real estate professionals and anyone else with an interest in the health and viability of local business districts whether urban, suburban or rural, traditional downtowns, neighborhood shopping districts or outlying commercial corridors. www.downtownnj.com

New Jersey Future is New Jersey’s oldest and largest nonprofit and nonpartisan smart growth organization providing research and advocacy for policies on improved land use, taxation, transportation and affordable housing.

New Jersey Future uses its research, analysis and communications to promote implementation of the State Development and Redevelopment Plan and to achieve its goals with smart growth policies and practices. www.njfuture.org

Project for Public Spaces, Inc. is a nonprofit technical assistance, research, and educational organization. Its mission to create and sustain public places that build communities is achieved through programs in parks, plazas and central squares; transportation; public buildings and architecture; and public markets. Since its founding in 1975, the organization has worked in more than 1,000 communities, within the U.S. and abroad, helping people to grow their public spaces into vital community places. www.pps.org

Regional Plan Association is the oldest regional planning organization in the nation. It provides research and advocacy on issues involving transportation, economics, land use, open space, urban design, growth and governance. The Association covers the three-state New York – New Jersey – Connecticut metropolitan area centered on the Port of New York. www.rpa.org

The Voorhees Transportation Policy Institute, located within Rutgers University’s Bloustein School of Planning and Public Policy, was created to facilitate informed public discussion of transportation issues in New Jersey. VTPI serves as a communications center, fostering informed public policy choices and linking transportation to other public policy areas such as economic development and governance. www.policy.rutgers.edu/tpi

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