

MORRISTOWN

SDAT

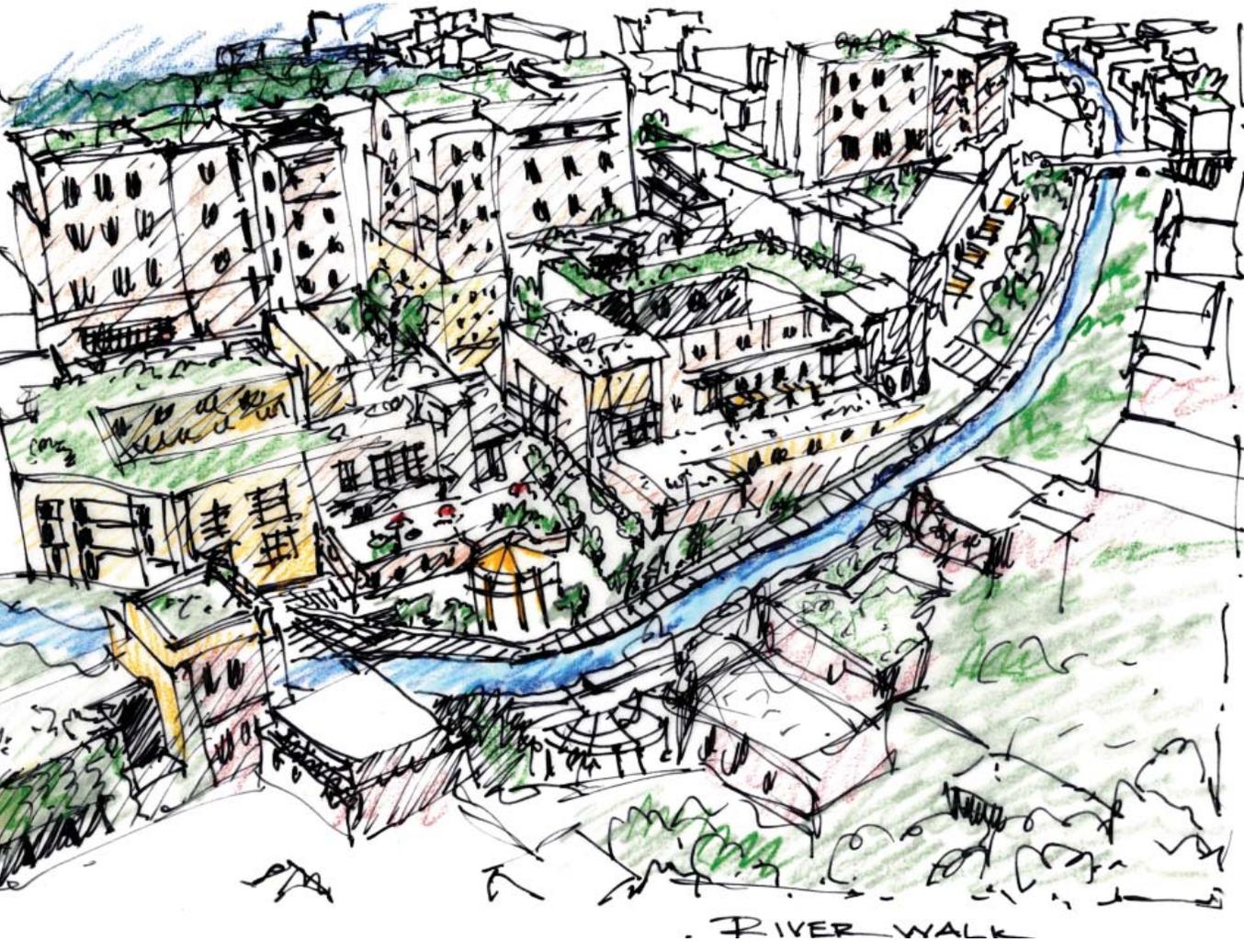




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EXECUTIVE SUMMARY

Morristown is a vibrant community, beloved by its residents for its history, beauty, scale, and strong sense of community. At the same time, this community is undergoing significant changes due to redevelopment, population shifts, and the global economic climate.

While many residents who deeply care about Morristown are concerned by these changes (fearing that what is important to them will be lost), others see the potential of guiding the process of change to ensure that what is best about Morristown is retained and enhanced, while improving deficiencies and preparing to take advantage of future economic and demographic trends. By taking on its key challenges, Morristown can become a role model for communities across the country.

The Sustainable Design Assessment Team (SDAT) visited Morristown at the request of the Morristown Partnership, as part of a broader effort to guide Morristown's development and to create a more sustainable community. The Partnership, with support from the Geraldine R. Dodge Foundation, has already launched its "Step Ahead initiative," a community-wide call to action to ensure that Morristown achieves and sustains its fullest potential. The team felt that there was potential to expand the Step Ahead program into a broad-based, concerted, community effort that touches every aspect of creating a sustainable community. The hope is that these findings will reinforce the work that's already in place and provide additional direction for sustainable growth in the region.

The SDAT's recommendations primarily address the process of finding ways to ensure that efforts are approached holistically to best meet the needs of the entire community and to ensure that what is valued most is not lost. The team's primary recommendations are summarized below:

- Plan redevelopment areas as a part of a broader, integrated vision for the future community. Redevelopment has been seen previously as a set of isolated projects.
- Retain and enhance Morristown's sense of place, by maintaining physical and cultural connections to Morristown's history and integrating older buildings into redevelopment projects.
- Retain and enhance the walkability of Morristown's traditional urban fabric.
- Recognize the benefits of diversity.

The team's most important and immediate action items include the following:

- The city and the Partnership should prepare a consolidated redevelopment strategy for all the project areas.
- The city needs to approve the newly proposed preservation and buildings code.
- The Partnership should undertake a joint-leasing strategy to bolster retail and enhance four distinct character areas within downtown.
- The city and the Partnership should develop a "Green Frameworks/Streetscape Plan" to improve the function of open space and the walkability of Morristown.
- Expand the "Step Ahead Initiative" to become the forum for community discussions about development and sustainability. Seek funding to hire a staff person to develop and maintain a stronger web presence for Step Ahead.

The SDAT team became acutely aware of the need for a cohesive vision for the future of Morristown and an inclusive process to make decisions as Morristown moves forward. In the final section of this report, the team presents a chart of the action items with timelines and proposes ways to promote communication and dialogue across the community. The team also recommends establishing a permanent forum to promote dialogue, allow common ground to be forged, and give the entire community the means to take the future of their town into their own hands.

A 2007 report by the AIA Committee on the Environment noted, "Sustainability envisions the enduring prosperity of all living things. Sustainable design creates communities and buildings that advance enduring public and environmental well-being." A sustainable Morristown is a community that is vibrant, equitable, and resourceful. The Team feels that Morristown is poised to become a model of enduring prosperity and for all its residents.







THE SDAT PROCESS

Morristown is a vibrant community, beloved by its residents for its history, beauty, scale, and strong sense of community. In November 2007, the Morristown Partnership submitted a proposal to the American Institute of Architects (AIA) for an SDAT to assist the town and its citizens in addressing key issues facing the community. The issues ranged from the loss of retail in the core of downtown to a need to coordinate the several redevelopment initiatives that are underway. The AIA accepted the proposal and, after a preliminary visit by a small group on June 16-18, 2008, the SDAT members arrived in Morristown on October 1. For three days, the team members worked closely with local officials, community leaders, technical experts, and citizens to study the community and its concerns. During the process, the team came to understand the issues and used its expertise to frame a wide range of recommendations, which they presented to the community in a public meeting on October 4.



This report is a more detailed version of the findings and recommendations that the team presented to the community in October. Different team members served as primary authors for each section of this report. The final section summarizes the team's primary recommendations and offers some thoughts on how the community can best move forward to address the range of issues and recommendations covered in the report.

What Is the SDAT Program?

The Sustainable Design Assessment Team (SDAT) program focuses on the importance of developing sustainable communities through design. The mission of the SDAT program is to provide technical assistance and process expertise to help communities develop a vision and framework for a sustainable future. The SDAT program brings together multidisciplinary teams of professionals to work with community stakeholders and decision-makers in an intensive planning process. Teams are composed of volunteer professionals representing a range of disciplines, including architects, urban design professionals, economic development experts, land use attorneys, and others.

Today, communities face a host of challenges to long-term planning for sustainability, including limited resources and technical capacity, ineffective public processes and poor participation. The SDAT approach is designed to address many of the common challenges communities face by producing long-term sustainability plans that are realistic and reflect each community's unique context. Key features of the SDAT approach include the following:

- **Customized Assessment.** The SDAT is designed as a customized approach to community assistance which incorporates local realities and the unique challenges and assets of each community.
- **A Systems Approach to Sustainability.** The SDAT applies a systems-based approach to community sustainability, examining cross-cutting issues and relationships between issues. In order to accomplish this task, the SDAT forms multi-disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.
- **Inclusive and Participatory Processes.** Public participation is the foundation of good community design. The SDAT involves a wide range of stakeholder viewpoints and utilizes short feedback loops, resulting in sustainable decision-making that has broad public support and ownership.
- **Objective Technical Expertise.** The SDAT Team is assembled to include a range of technical experts (planners, architects, economists and others) from across the country. Team Members do not accept payment for services in an SDAT. They serve in a volunteer capacity on behalf of the AIA and the partner community. As a result, the SDAT Team has enhanced credibility with local stakeholders and can provide unencumbered technical advice.
- **Cost Effectiveness.** By employing the SDAT approach, communities are able to take advantage of leveraged resources for their planning efforts. The AIA contributes up to \$15,000 in financial assistance for each project. In 2008, each SDAT project is estimated to cost between \$20,000-\$30,000 total. The SDAT team members volunteer their labor and expertise, allowing communities to gain immediate access to the combined technical knowledge of top-notch professionals from varied fields (that would normally be more costly). Finally, the SDAT process employs a compressed schedule and the application of innovative public participation techniques to leverage resources effectively and produce timely results.
- **Results.** Many communities want to become more sustainable but are immobilized by conflicting agendas, politics, personalities, or even the overabundance of opportunity. Further, many communities have not yet taken stock of their current practices and policies within a sustainability framework; others have identified issues of concern but desire assistance in laying out a plan of action to increase sustainability. The intense SDAT process and compressed schedule allows a community to capitalize on SDAT information quickly and build momentum for implementation of its plan. The SDAT includes the delivery of a formal report and recommendations as well as a follow up assessment.

What Is the SDAT Program?

Communities that have participated in the SDAT program include the following:

Alexandria Township, NJ

Oklahoma City, OK

Northampton, MA

Pittsfield, MA

Forest City, NC

Cache Valley, UT

Reno-Tahoe-Carson Region, NV

New Orleans, LA

Longview, WA

Guemes Island, WA

Syracuse, NY

Northeast Michigan

Lawrence, KS

Hagerstown, MD

Tucson, AZ

Englishtown, NJ

Dubuque, IA

Culver City, CA

Central City, LA

Albany, NY

Windsor, CA

Tampa, FL

Detroit, MI

Fort Worth, TX

Leon Valley, TX

Morristown, NJ

Parma, OH

Kauai, Hawaii

Fellsmere, FL

The SDAT program is modeled on the Regional and Urban Design Assistance Team (R/UDAT) program, one of AIA's longest-running success stories. While the R/UDAT program was developed to provide communities with specific design solutions, the SDAT program provides broad assessments to help frame future policies or design solutions in the context of sustainability and help communities plan the first steps of implementation. Through the Design Assistance Team (DAT) program, over 500 professionals from 30 disciplines have provided millions of dollars in professional pro bono services to more than 150 communities across the country. The SDAT program leverages the pivotal role of the architectural community in the creation and support of sustainable livable communities.

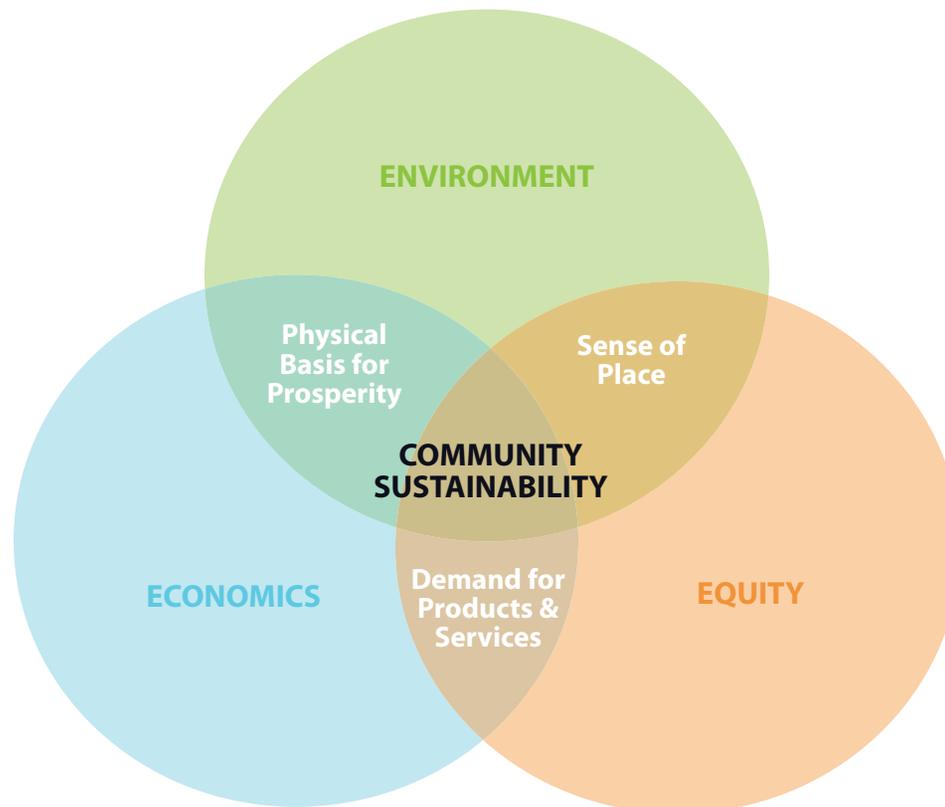
On behalf of the Morristown SDAT and the AIA, the SDAT team hopes this report will be a useful guide to the Morristown community as it charts its future for the coming years and for coming generations.



THE 3 Es OF SUSTAINABILITY: EQUITY, ECONOMY & ENVIRONMENT

While the term “sustainability” is associated primarily with the natural environment, the SDAT approaches the concept of sustainability more holistically. Environmental, economic, and social aspects of the community are considered equally. This is often referred to as the “three Es” or the “triple-bottom line” of sustainability. The concept of “environment” has expanded to include every element that people perceive as part of their environment, from chemicals in their food and air quality in their homes to international development and global climate change. Likewise, equity, or social needs, is a broad, all-encompassing concept that can be interpreted in a multitude of ways, from public health to affordability of housing to historic preservation. The primary definition of economic sustainability is the avoidance of transfer of costs, a result of bad present decisions, to future generations. Decisions that are taken with future goals and life-cycle costs in mind will result in much larger returns over the long term and sustained prosperity.

Addressing environmental sustainability in a community must be a broad, far-reaching effort because so many systems and issues are part of the environment. At the same time, individuals cannot focus efforts solely on the environment without impacting economic and social realms. Similarly, decisions based on economic concerns will affect the environment and society, and actions driven by social concerns will have economic and environmental repercussions. A truly sustainable community, where all concerns are addressed, emerges when a balance is struck between all three aspects. It must be recognized that a division between the three Es or the preference of one aspect over others in the decision-making process—i.e., privileging economic concerns at the expense of social needs—is a false choice. The good news, in Morristown at least, is that a balanced, sustainable approach to community planning can result in a win-win situation for all.



Community Values and Assets

Residents of Morristown spoke fervently of their love for their community and about the things they valued in detail. Given the diversity of the population, there was a great deal of consistency in these values. The very qualities of the community that people value most are Morristown's greatest strengths—assets that will sustain Morristown into the future, particularly in economic terms. It is these qualities that will make Morristown an increasingly desirable place to live and work, and will give it an economic competitive advantage within the New York metropolitan region.

Cities and city-regions either thrive or die in competition with other cities. Since the mid-20th century, the ability to attract a talented workforce, with quality of life and other amenities, is what gives cities the winning competitive advantage. For nearly two centuries, the New York City metropolitan region has been and will remain a global winner. But cities and towns within the region are in competition to attract a share of the highly educated, talented, creative class who drive the local economy as residents and workforce. Morristown has been able to capture a desirable demographic mix, and if the town continues to develop carefully, will retain its winning perch. As the population changes, however, the parameters of attracting the workforce talent that drives economic health is shifting. Morristown must respond to these changes.

Location and Walkability

Community members appreciate the easy access to and from New York City that Morristown's location provides (particularly by rail), which provides an unusual combination of an exurban environment and natural setting with plentiful access to jobs and cultural amenities in the city and in Morristown itself. At Walkscore.com, downtown Morristown rates an outstanding 97 out of 100 points, earning the label "Walker's Paradise." As our society moves away from automobile travel for a variety of reasons, Morristown's rail access and walkability will become increasingly valuable.



Chris Leinberger, a professor at the University of Michigan and a fellow at the Brookings Institute, explains that the economic development future is brightest in areas that are deemed walkable. Demographic trends mean an increase in the kinds of households, led by single young adults and empty-nester baby boomers, that prefer to live in a walkable, urban place. High gas prices are accelerating this demand, as well.

Pent-up demand for urban living is evident in housing prices, with an enormous price premium paid for housing in walkable urban centers, including suburban towns such as Morristown, that offer a mix of residential and commercial development with access to transit. In most metropolitan areas, only 5 percent to 10 percent of the housing stock is located in walkable urban places. Yet recent consumer research by Jonathan Levine of the University of Michigan and Lawrence Frank of the University of British Columbia suggests that more than 30 percent of homeowners would prefer to live in these types of places. Communities that offer a thriving, walkable urban core—especially those along rail lines—will be in highest demand. Walkability also supports the economic health of a metro area by attracting and keeping young adults, especially the well-educated “creative class,” who are willing to trade commutes for walkable places to live and work.



Communities that offer a thriving, walkable urban core—especially those along rail lines—will be in highest demand.



The economic development future of Morris County is linked to its ability to capitalize on the areas around rail-transit stations and build on the walkability of downtown Morristown. Walkable urban areas become more appealing as they are filled in and built up, creating lively sidewalks and attracting people to support more shops, restaurants, and art galleries.

Sense of Place and Local Culture

The community is justifiably proud of Morristown's rich history. Evidence of that history is present in the physical fabric of the town. Equally important is the access to nature and places of natural beauty, both in and outside of town, from the Morristown Town Green in the center of town to trails and parks throughout the county. Morristown's traditional town character, sense of place, and authentic local culture are among its most valuable assets that should be carefully nurtured.



Morristown's traditional town character, sense of place and authentic local culture are among its most valuable assets.



Workforce talent look for places with a local food culture, among other things.

Richard Florida's *The Rise of the Creative Class* asks, "What do talented people look for in a place?" He argues that the creative class of workers look for places that suit their lifestyle interests, with attributes well beyond the standard "quality-of-life" amenities. They want interesting kinds of music, food, venues, art galleries, performance spaces, and theaters. The creative class seeks out vibrant, varied nightlife, indigenous street culture, a teeming blend of cafes, sidewalk musicians, small galleries, bistros, and other qualities that contribute to dynamic urban places. They also subscribe to the renewed emphasis on local food culture that has spread beyond the West Coast, spurred by environmental concerns, the "Slow Food" movement, and books such as Michael Pollan's *The Omnivore's Dilemma*.

Morristown is extremely fortunate to be able to provide all of these in an authentic environment, without having to resort to pseudo-Main Street developments and lifestyle centers that are built in other suburban locations. Preserving the authentic character of the environment and of the Morristown experience is essential to remaining one of the most competitive suburban towns in the region.



Preserving the authentic character of the environment is key to remaining one of the most competitive suburban towns in the region.



A visually rich environment comes from the preservation of older building stock and the infill of new buildings that enhance the historic fabric with contemporary design.

As Jane Jacobs reminds us, diversity in its many forms is the primary element of a vibrant place, including a fine grain of urban form and a diversity of building stock to create visual stimulation. Diversity in the ages of buildings—the length of history of a building, where the diversity of experiences is etched into the patina of the fabric—is a key factor. This is why the homogeneity of areas that are developed all at once usually proves deadly. As Morristown redevelops large areas, care must be taken to preserve its older building stock, which contributes to the visual richness of Morristown's urban fabric. It is equally important that the design of new buildings enhance the key characteristics of Morristown's historic fabric—its scale, massing, fine grain, and relationship to the street and sidewalk—without emulating the architecture of the older buildings. Contemporary architecture can and must contribute to the diversity and richness. Historicist architecture that mimics design elements from another era is patently inauthentic and erodes Morristown's true sense of place. The task is to help build rich textures that draw from the past but are living expressions of contemporary life.

Diverse Populations

Many members from all sectors of the community spoke of how they valued the diversity of Morristown's population—in terms of age, economic strata, culture, and ethnicity. The economic value of this diversity must also be recognized. In addition to the benefits of service jobs that are filled by people on all rungs of the economic ladder and the richness of cultural offerings, the new generations of highly educated skilled workers who will be driving our economy are purposefully seeking out diverse communities in which to live.

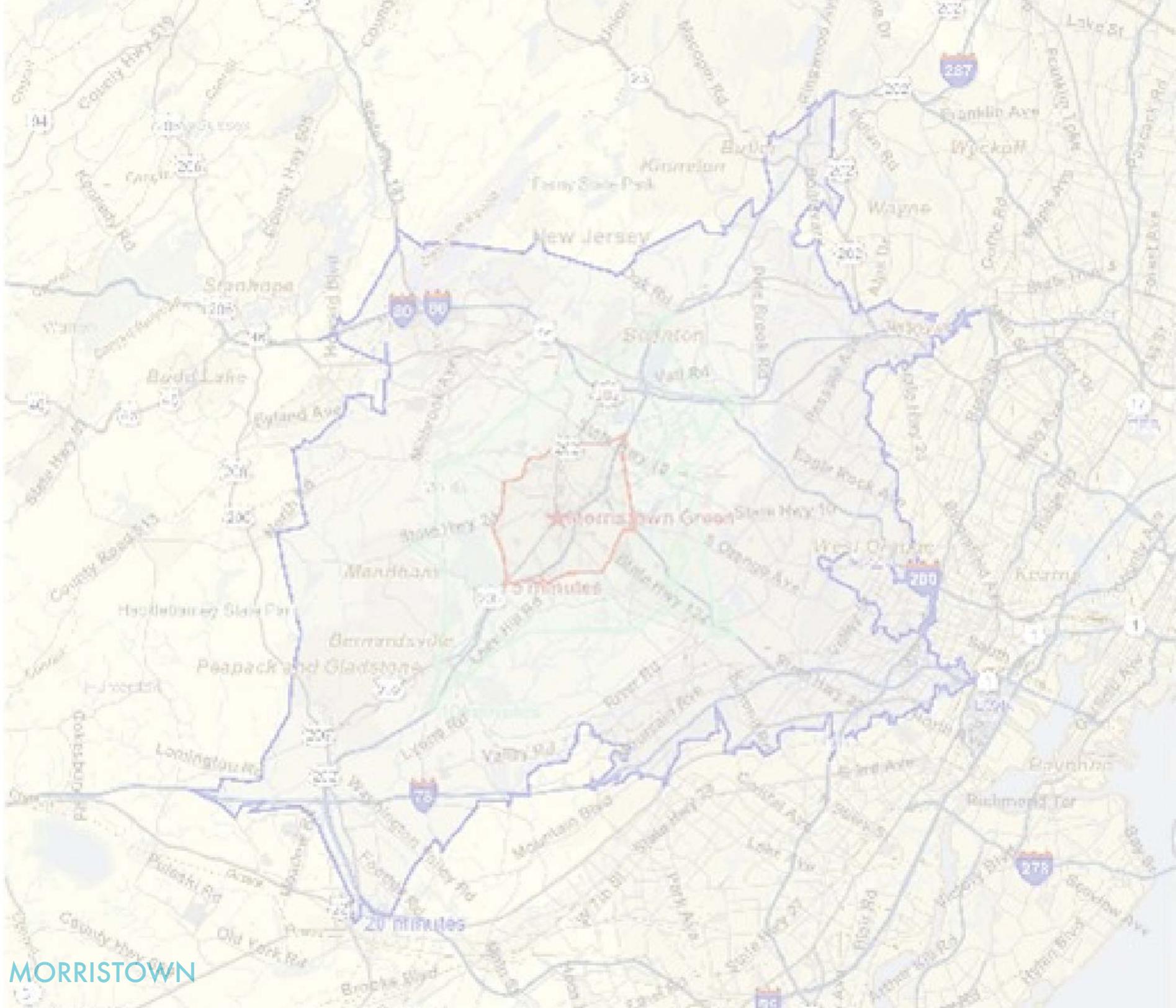
Most of the recent residential development in Morristown has been targeted to the higher ends of the market. Attracting this demographic can be very beneficial to the community as a whole, by strengthening the tax base, supporting more retail, entertainment and other services, attracting employers, and expanding jobs. But Morristown must ensure access to housing at all price points to preserve a diversity of incomes and ages in the community, such as teachers, firefighters, nurses, janitors, and other service workers, as well as its young people and families just starting out.

Florida argues that people in the creative class choose cities for their tolerant environments and diverse populations. They seek an environment open to differences—places where newcomers are *accepted* quickly into all sorts of social and economic arrangements. As Morristown makes headlines for some of the policies that are pursued by its local government, it is in danger of becoming known, fairly or unfairly, as a community of intolerance and even racism. Such an image can be extremely difficult to shake, and in the longer term, this image can have severely negative economic impacts as workforce talent shuns Morristown as a place in which they want to live and work.

Greater well-being and prosperity emerges when a community moves beyond the multicultural city, where we acknowledge our differing cultures, toward the intercultural city—a community that focuses on what we can do together as diverse cultures in a shared space. Morristown has a rich history as a community formed by waves of immigrants that coalesce over time. It is this history and the woven strands of varied cultures that make Morristown such an interesting, distinctive and desirable place, from Italian restaurants and Irish pubs to Jewish delis, salsa nights, and soccer games. The celebration of this cultural richness, as a living, on-going story, is a key strategy for Morristown's economic sustainability.

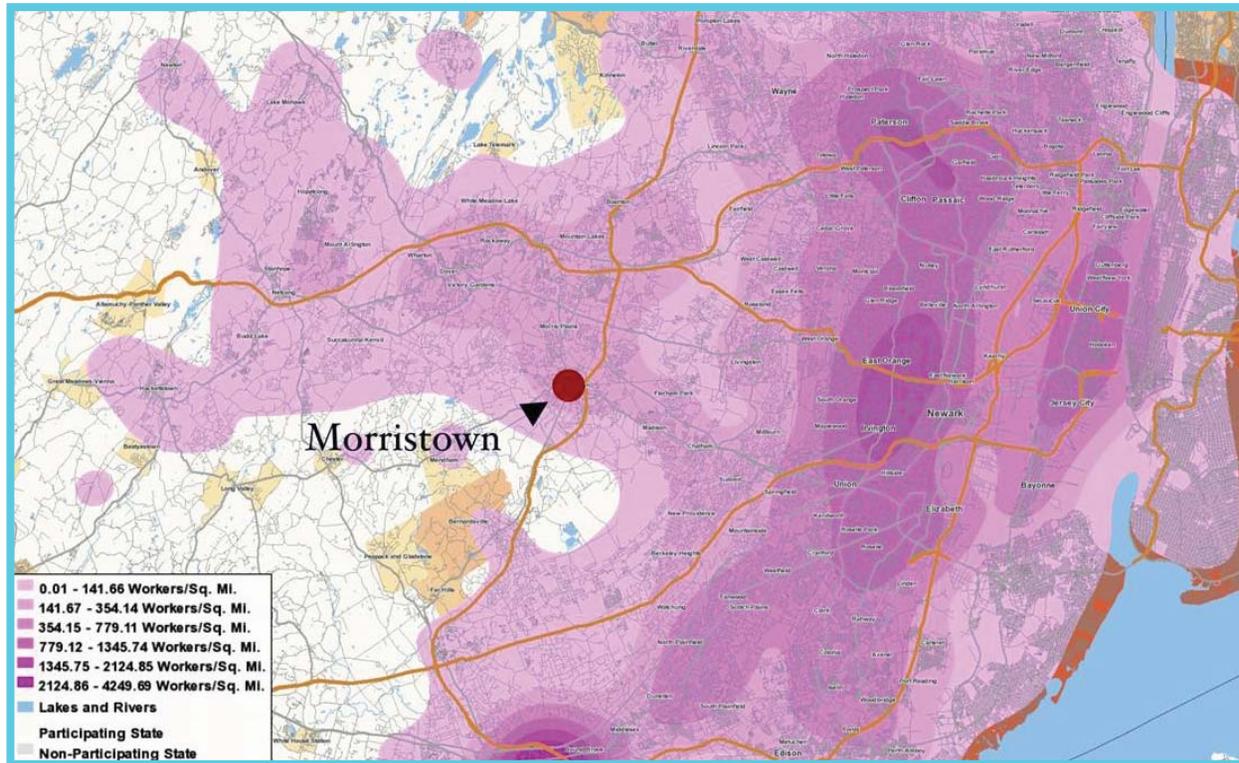


Morristown's rich history of immigration makes it an interesting, distinctive and desirable place.



ECONOMIC CONTEXT

Morristown lies at the center of the transition area between the western part of northern New Jersey and the employment centers clustered in and around New York City. The graphic below is a map of employment density and commuting patterns for this area.



Source: US Census Bureau Labor Longitudinal Employer Household Dynamics

This placement in the region provides Morristown with a housing market that is larger than its immediate area. Anyone working in New York City can commute to Morristown easily, enlarging Morristown's market from local to national – people moving to the area for employment in New York City come from all over the United States. Given its attractive and historic attributes, the market for housing in Morristown is limited by supply rather than a lack of demand.

Historically, Morristown's central Town Green was the market and shopping location for a wider region. Over time, with growth elsewhere and the construction of regional malls, the Town Green has become less central for shopping and tenanted by many non-retail businesses. In interviews with residents and business owners in Morristown, many expressed the desire to see a revitalized downtown, with more retail and services at the ground level and fewer financial services that close early and are not open on weekends.

There are several issues with revitalizing the Town Green, Speedwell Avenue, and other areas near the downtown. Financial firms are willing to pay rents of more than \$35 per square foot on the Town Green, which is currently far in excess of what is affordable to retail businesses and makes retail on the Town Green difficult now. Along Speedwell, urban renewal removed an older district and replaced it with buildings and streetscape that failed to address the pedestrian environment with the same quality seen on the Town Green. The Speedwell redevelopment thus produced a pedestrian dead zone between the Town Green and neighborhoods farther out. An indoor mall that was part of the development, lacking visibility, has not prospered.

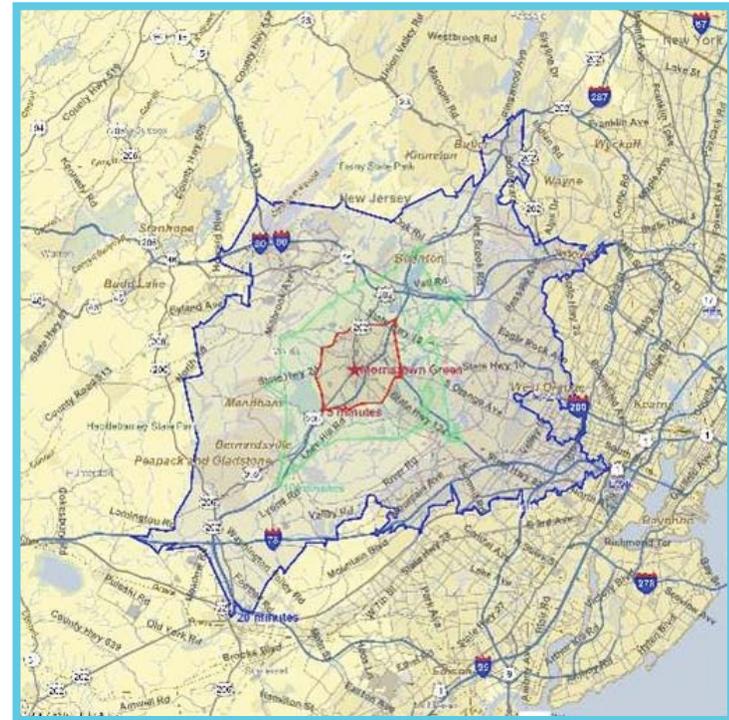
At the same time, while housing prices and sales have plummeted nationwide, new projects in Morristown are viable. Construction and sales are continuing because of the robust housing market provided by Morristown's amenities and placement in the region.

Retail and Downtown

While retail in the downtown area has been diminished, the current and future demand for retail appears supportive. To understand demand, the team obtained retail spending data based on drive time from the Town Green from ESRI Business Information Services (ESRIBIS). Drive times are shown in the following map.

In selected categories of retail and services that are not automobile-oriented, there is sufficient demand by 2013 to support approximately 1.3 million square feet of retail in Morristown. The categories are shown in the table, "Morristown Retail Potential by 2013." The retail potential is estimated based on conservative capture from each of the drive time areas and from household and income growth in these areas. Demographic trends indicate substantial household growth in the region and a shift toward upper income households.

A major caveat to all household growth and spending trends: It should be noted that these projections are only estimates based on trends — they do not take into account the current national economic crisis that will have an as yet unknown effect on all of the trends in spending and growth. Many experts expect a three-year recession



Source: US Census Bureau Labor Longitudinal Employer Household Dynamics

that will limit these trends. That said, given its place in the market area, upon recovery, the trends should reassert themselves for Morristown. In other words, we don't have a crystal ball, but all indications are that planning now is warranted in order to be ready for the economic recovery.

Morristown Retail Potential by 2013

Source: ESRIBIS

CATEGORY	TOTAL CAPTURE PER CATEGORY	SUPPORTABLE SPACE
MEN'S	16,883,266	48,238
WOMEN'S	29,173,291	83,354
CHILDREN	14,296,140	40,846
FOOTWEAR	12,528,758	35,779
WATCHES & JEWELRY	8,996,582	19,992
APPAREL PRODUCTS AND SERVICES	5,226,251	16,361
COMPUTERS AND HARDWARE FOR HOME USE	8,484,147	10,605
SOFTWARE AND ACCESSORIES FOR HOME USE	1,184,638	1,481
ADMISSION TO MOVIE THEATERS/OPERA/BALLET	6,435,555	6,044
FEES FOR RECREATIONAL LESSONS	5,800,971	12,354
TV/VIDEO/SOUND EQUIPMENT	53,890,485	12,506
PETS	17,020,416	48,630
TOYS AND GAMES	5,383,138	15,380
SPORTS/RECREATION/EXERCISE EQUIPMENT	7,453,453	21,296
PHOTO EQUIPMENT AND SUPPLIES	4,885,271	10,856
READING	11,502,778	33,154
FOOD IN HOME	181,445,969	278,147
FOOD AWAY FROM HOME	130,028,860	152,975
ALCOHOLIC BEVERAGES	24,089,144	37,060
NON-ALCOHOLIC BEVERAGES AT HOME	15,266,850	14,258
NONPRESCRIPTION DRUGS	3,292,349	10,836
PRESCRIPTION DRUGS	18,087,168	40,194
EYEGASSES AND CONTACT LENSES	2,811,721	6,248
MAINTENANCE AND REMODELING MATERIALS	15,552,941	44,437
HOUSEHOLD TEXTILES	5,550,462	12,334
FURNITURE	26,688,692	16,253
FLOOR COVERINGS	4,093,954	11,680
HOUSEWARES	3,428,294	9,795
SMALL APPLIANCES	1,375,287	3,905
LUGGAGE	424,372	1,697
TELEPHONES AND ACCESSORIES	1,210,050	2,467
LAWN AND GARDEN	16,188,040	46,252
HOUSEKEEPING SUPPLIES	27,200,492	79,144
PERSONAL CARE PRODUCTS	16,061,337	45,891
SCHOOL BOOKS AND SUPPLIES	4,278,364	11,937
TOTAL		1.3 MILLION SQ FT

The question is, with a robust housing market and supportive demographics for consumer spending, why is there not more retail in downtown? Parking, often a problem in historic downtowns, is not an issue in Morristown because of its aggressive program to site parking structures near and in downtown. The current situation downtown has been the result of several trends: Redevelopment that has failed to develop critical

mass and has reduced the pedestrian quality of the area; the shift to ground floor office and financial uses on the Town Green that has priced retail out of the Green; and the regional malls outside of Morristown that have replaced much of local retailing in favor of large national chains. To capture retail spending, a strategy for new retail development is necessary. This strategy must create critical mass—retail of at least 100,000 square feet—and rebuild the pedestrian environment to connect new residents and existing neighborhoods to the central retail district.

The urban design team has identified four character areas in the downtown area.

A successful retail strategy for downtown will:

- Reinforce the four character areas
- Add more housing in and adjacent to downtown
- Create a critical mass of pedestrian retail
- Add daytime population by carefully adding more employment space
- Knit projects together with infill

For sustainability in these character areas, there must be a balance between employment space, housing, and retail space so that they are mutually supportive. The physical elements for such a strategy need to be set in the traditional framework on which the past success of Morristown relied: a walkable urban pedestrian oriented street network that we call walkable urbanism. Community amenities are an integral strategy in creating new retail; many retailers are now locating in pedestrian-oriented urban environments. Destinations with community amenities increase time on-site and thus increase sales. Among the amenities in such development are outdoor seating, articulated small shop fronts, and local retailers with offerings that vary from the typical mall merchandise in variety and type and engender customer loyalty.

The advantages of walkable urbanism include the following:

- Project longevity
- Creation of community amenity
- Additional choice in living arrangements
- Higher sales and quality of retail and services
- Benefit to local economy, tax revenue
- Fewer, shorter car trips
- Lower public cost for infrastructure per unit
- Efficient use of land resources
- Higher return on land to investors





NHD SERVICES

SPEEDWELL DISTRICT

- HOTEL / BUSINESS / OFFICE
- CINEMA
- FOOD
- NHD SERVICES

NHD SVCS.

MARKET

FOOD COM. SVCS.

CINEMA

HOTEL

THE GREEN DISTRICT

- DEPT. STORE
- LOCAL SPECIALTY FINANCIAL
- NAT'L TENANTS
- HOTEL

Loc. Stb.

PHARMACY MKT.

LOCAL SPECIALTY STOPS / FINANCIAL

PHARMACY MARKET

LOCAL SPECIALTY

COORDINATED REDEVELOPMENT STRATEGIES

The SDAT team worked with local staff and community representatives to identify overall approaches, strategies, and potential implementation actions for redevelopment that:

- addresses the triple bottom line;
- identifies potential framework for connecting districts and neighborhoods; and
- reinforces the design and economic purpose of existing and future addresses

Overall Redevelopment Approach: Meeting the Triple Bottom Line

Redevelopment project areas represent a unique opportunity to pursue a sustainable future for Morristown. Redevelopment of these areas should be approached to find the balance between environmental, economic, and social-equity objectives.

Environmental Objectives

New investment of the scope and scale envisioned in redevelopment areas should provide an opportunity to heal Morristown's watersheds, improve pedestrian connections, and enhance design character.

Sub-Watersheds

New redevelopment projects should repair water-quality performance of the downtown by slowing down and filtering runoff and opening up creeks in culverts.

Walking Connections and Transit

Redevelopment should enhance walking conditions and connections to transit.

Design Character

Reinvestment in Morristown's redevelopment projects should reflect and repair Morristown's walkable scale, architectural character, and cultural and historic resources.

Economic Objectives

Redevelopment should address a larger set of economic objectives—beyond the real-estate deal. This includes providing jobs, services, and housing that meet the needs of the community.

New Jobs

Redevelopment projects should increase the diversity of employment in Morristown, which complements existing commercial districts and matches residents' skills and economic aspirations.

Neighborhood and Community Services

New projects should include commercial services that support existing and future residents needs.

Balancing Jobs and Housing

Redevelopment projects should provide jobs and housing that balance the needs of high, middle, and lower income populations.

Equity Objectives

Redevelopment should provide services, housing, and community facilities that support the diverse needs of Morristown's residents.

Services

Social and commercial services that reflect the diversity of Morristown's population should be integrated into redevelopment areas.

Facilities

Community facilities that support residents' public safety, educational, and cultural needs should be planned and developed as an integral part of, or parallel with, new redevelopment projects.

Workforce Housing

Redevelopment should include the renovation and creation of workforce housing for Morristown's public employees and service workers.

Connected Districts and Neighborhoods

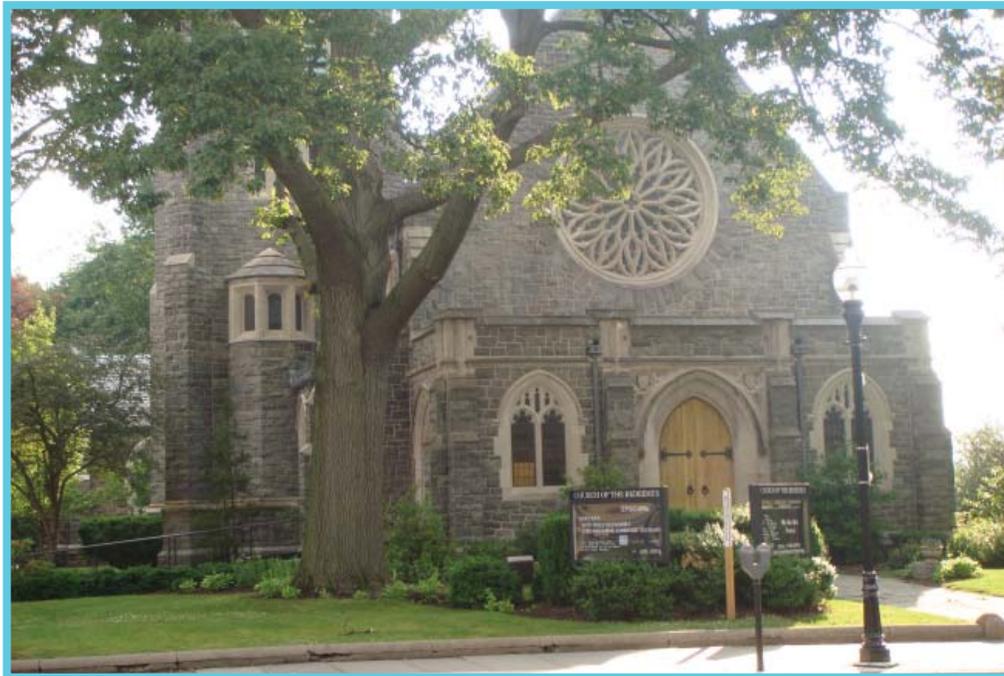
Redevelopment areas should not be planned as isolated projects, but as a set of interconnected opportunity sites, which are perceived and approached as part of the whole—the grist for neighborhood creation and revitalization. New investment should take advantage of underutilized sites while creating stronger retail districts and open spaces that integrate cultural and historic resources.

Opportunity Sites

The redevelopment project areas are defined by New Jersey's definitions of blight. The New Jersey Constitution explicitly restricts the use of eminent domain for private redevelopment to "blighted areas." These focus on "deterioration or stagnation" as physical and economic indicators for "the prevailing characteristics of the delineated area." Legal and technical definitions should be tempered with the community's values in a process that is transparent and open.

Cultural Resources

Morristown's history is an integral part of the American story that redevelopment should respect. Historic places and buildings should be considered important design and cultural references for new investment. Landmark and supporting clusters of older buildings should be integrated into redevelopment projects, maintaining a physical and cultural connection to Morristown's history.



Retail System: Four Districts

Retailing in downtown is fragmented due to earlier redevelopment and has been faced with increased regional competition and “unnatural” growth in banking and financial institutions that paid higher rents in the run-up to the mortgage crisis. Redevelopment should help reorganize and build continuity back into the community’s downtown retail districts.

Concepts for retailing and services explored in the SDAT identified four potential retail addresses in the downtown that build on traditional patterns and opportunities created by transit-oriented development.

Morristown Transit Neighborhood

The rail station area would include a relocated farmers market, new specialty grocery store, and neighborhood commercial services including restaurants.

The Green District

The shopping around the Town Green would include a greater diversity of local-specialty retailing in historic buildings, financial services (on the second floor with ground floor lobbies, rather on street level), a new hotel, and national retailers.

South Street District

The South Street area would continue to be anchored by cultural uses and act as a regional destination for food and specialty retailing.

Speedwell District

The Speedwell District would continue to provide community and commercial services for the surrounding neighborhoods with added office uses, a cinema, and restaurants associated with the future redevelopment of Headquarters Plaza.



Open Space System

The open-space system in downtown can be improved and expanded by redevelopment through improvements to the sidewalk system, creation of common spaces for new residents, improvements to existing parks and recreational facilities, and the opening up of Mill Creek as a connector and amenity for new mixed-use residential development. The SDAT team explored the following open-space concepts related to redevelopment.

Morristown Transit Neighborhood

The transit neighborhood area would include a relocated farmers market in front of the train station. The parking lot would be designed to allow weekend and special event use for gathering and a more visible location for the farmers market. New mixed-use development would include corner commons for outdoor seating and restaurants along walking routes.

The Green District

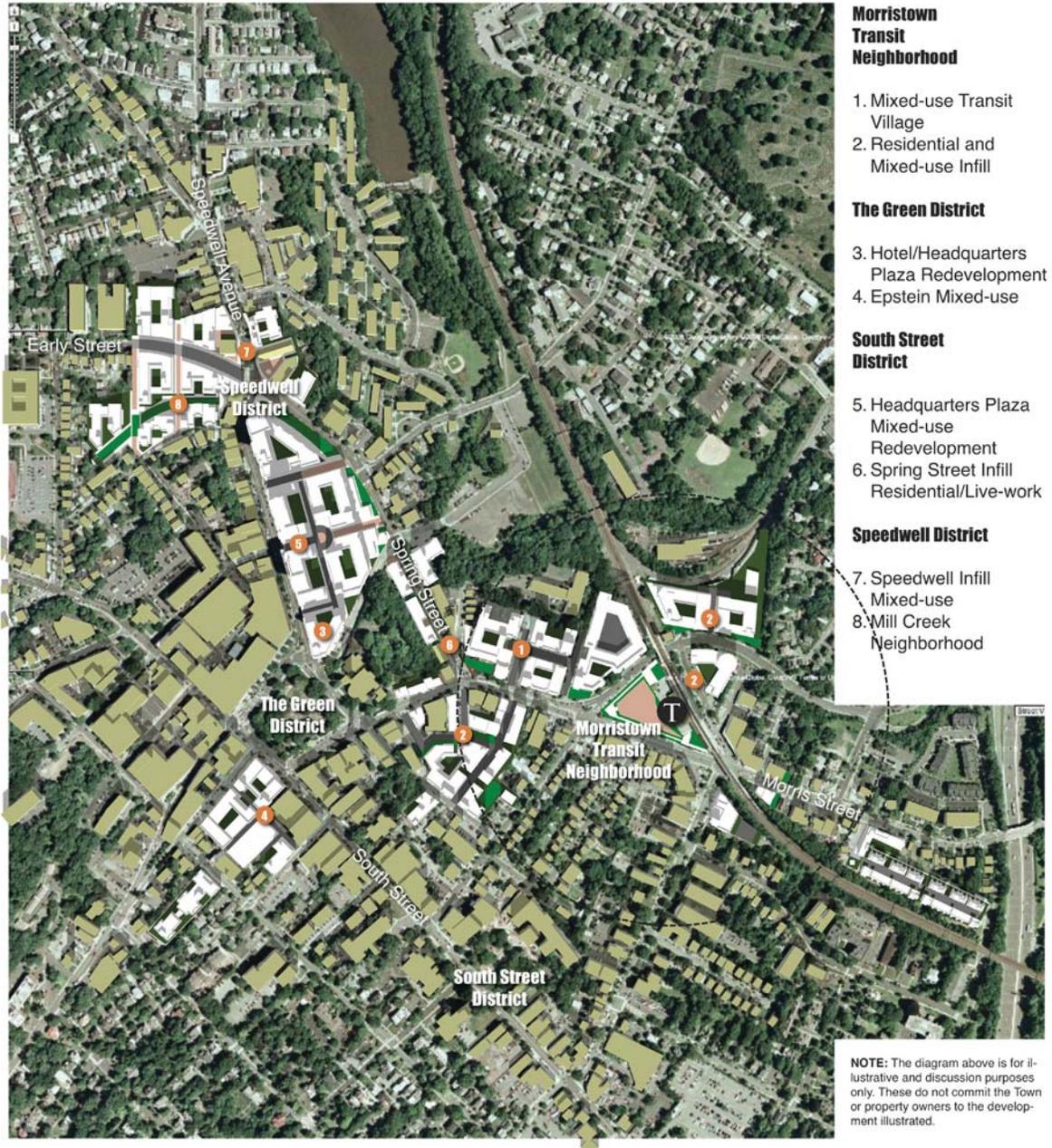
The Morristown Town Green and cemetery are the town's historic center. These assets would continue to serve in this capacity, but with improved sidewalks and streetscaping at the square's edges.

South Street District

South Street would have improved sidewalks and streetscapes that make walking and outdoor dining more comfortable and social. The land use and retailing concepts would reinforce the district's role as a regional cultural and retailing destination.

Speedwell Neighborhood

The Speedwell District has three important open space improvements. The opening up of Mill Creek will serve as a commons and amenity for new mixed-use residential projects linking the neighborhood along Spring Street to the community's park and river. There are two plazas on Speedwell that provide small urban spaces activated by adaptive reuse of historic buildings.



**Morristown
Transit
Neighborhood**

- 1. Mixed-use Transit Village
- 2. Residential and Mixed-use Infill

The Green District

- 3. Hotel/Headquarters Plaza Redevelopment
- 4. Epstein Mixed-use

**South Street
District**

- 5. Headquarters Plaza Mixed-use Redevelopment
- 6. Spring Street Infill Residential/Live-work

Speedwell District

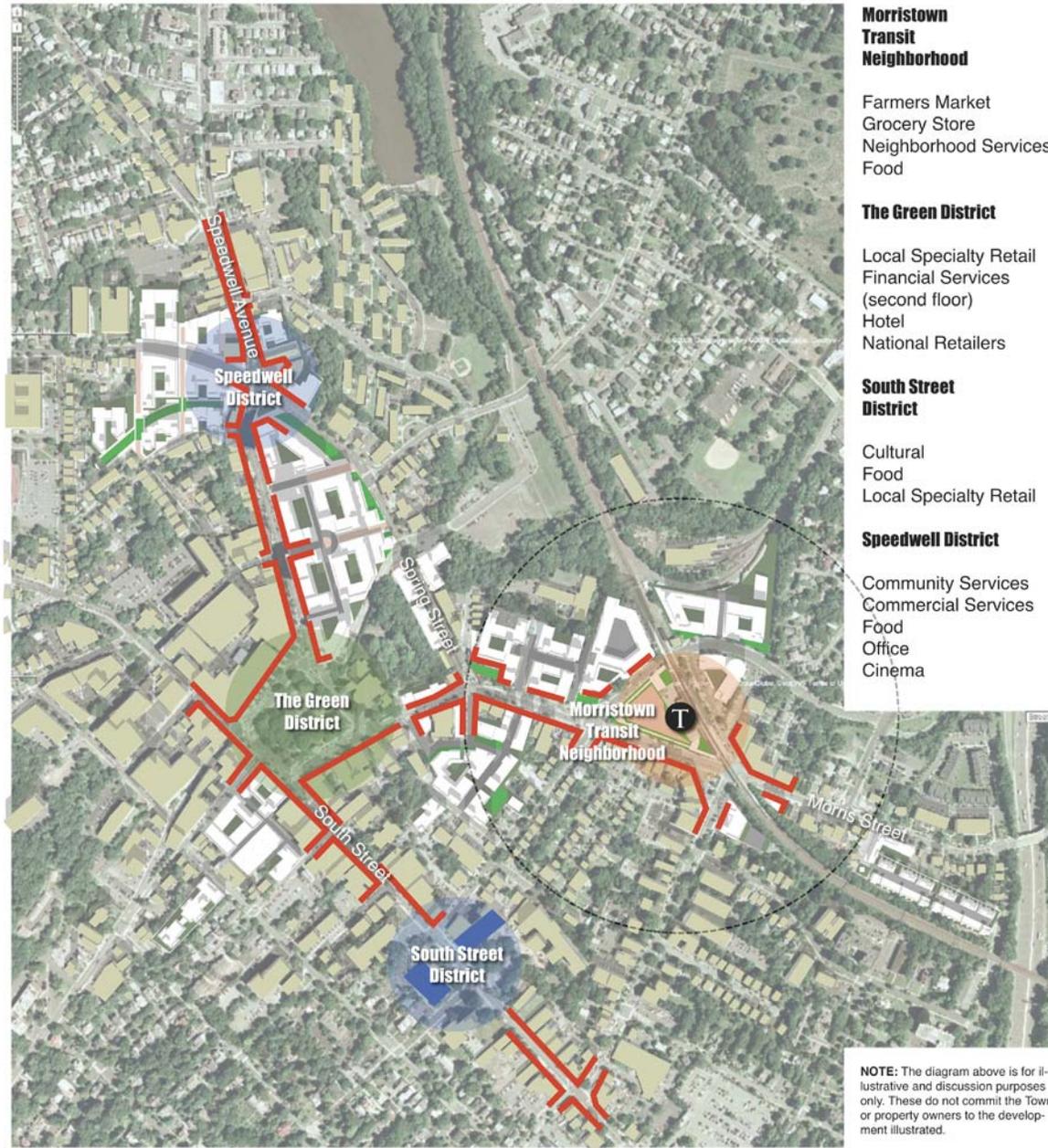
- 7. Speedwell Infill Mixed-use
- 8. Mill Creek Neighborhood

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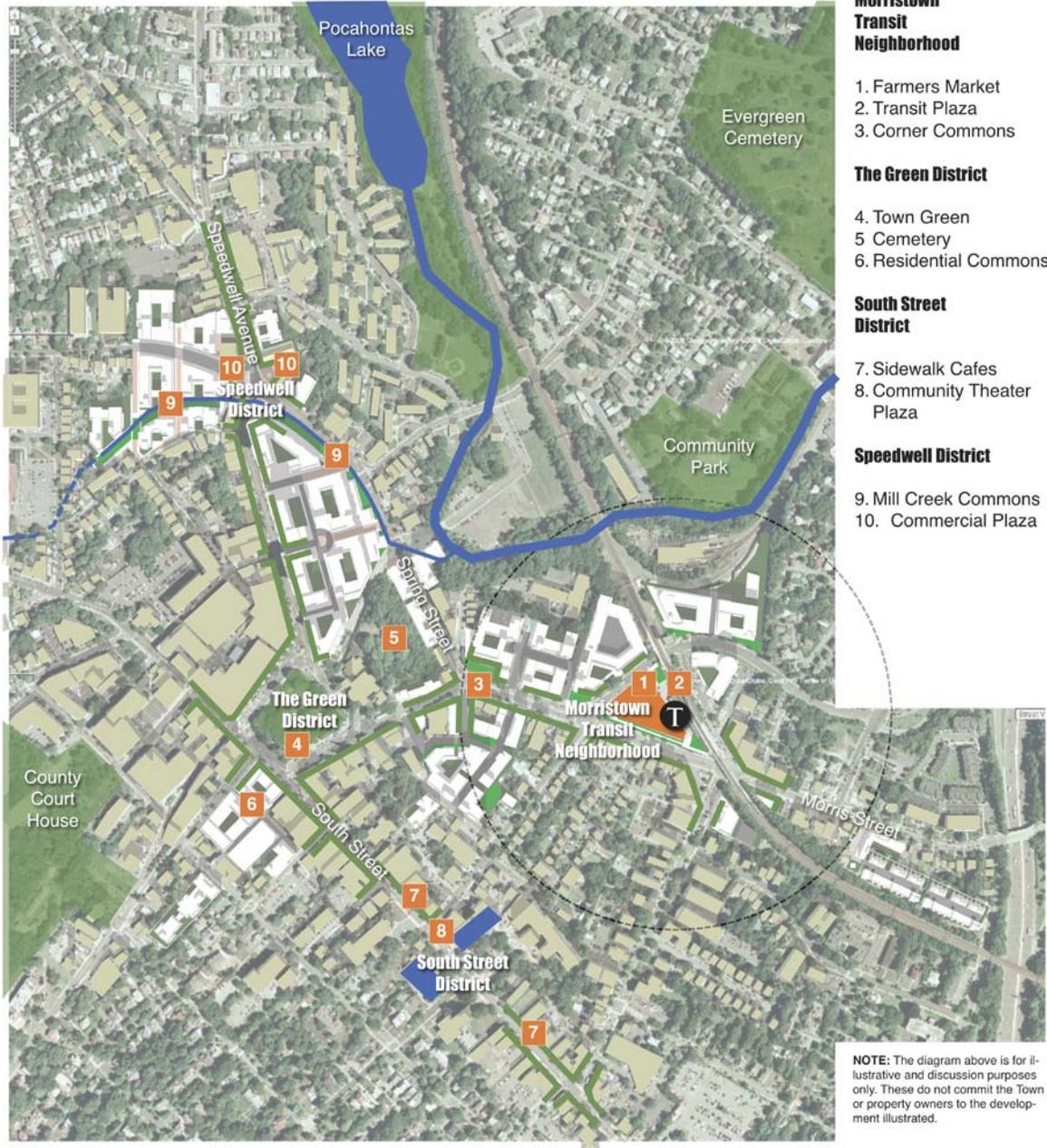
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**Morristown
Transit
Neighborhood**

- 1. Farmers Market
- 2. Transit Plaza
- 3. Corner Commons

The Green District

- 4. Town Green
- 5. Cemetery
- 6. Residential Commons

**South Street
District**

- 7. Sidewalk Cafes
- 8. Community Theater Plaza

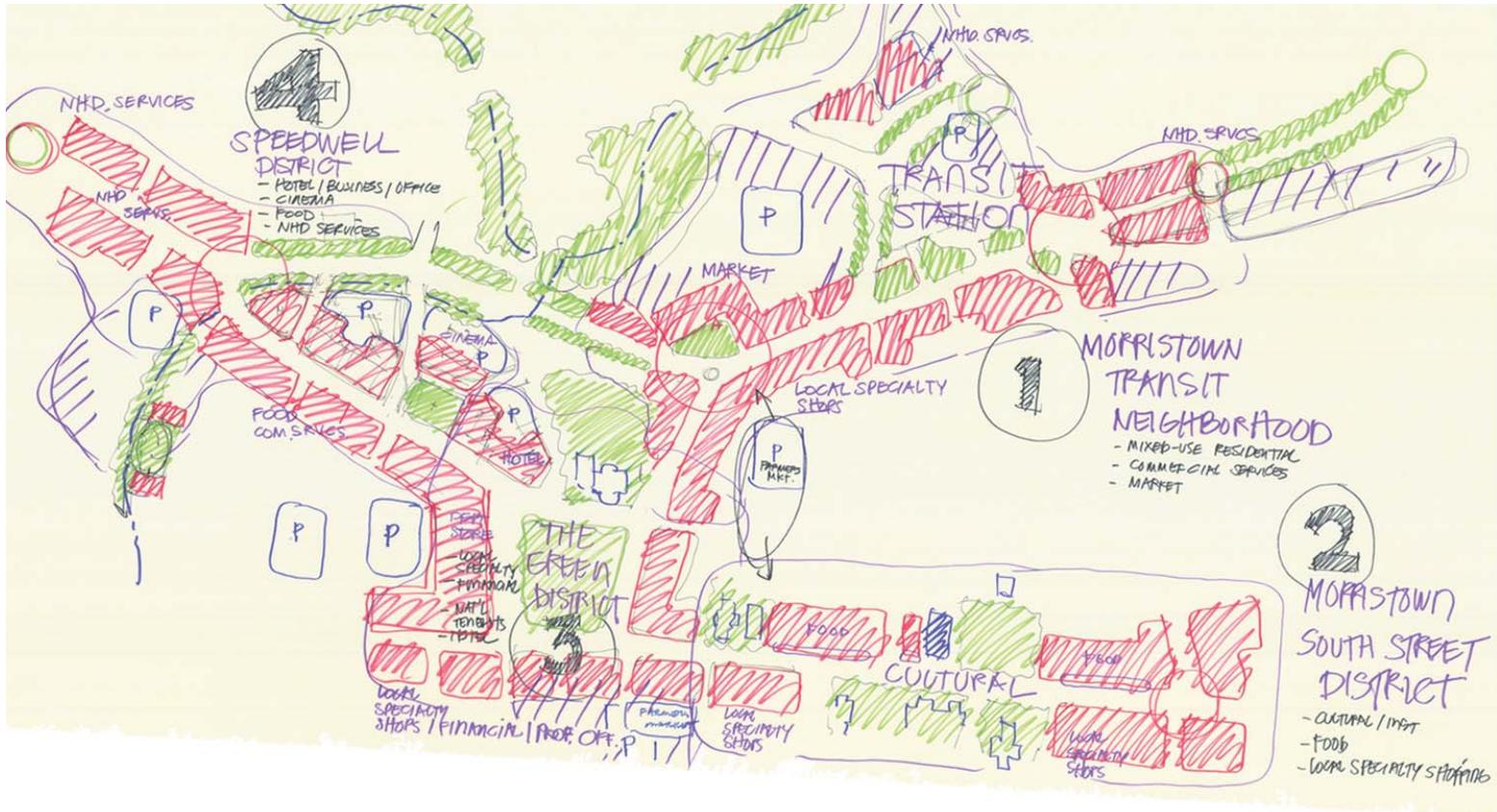
Speedwell District

- 9. Mill Creek Commons
- 10. Commercial Plaza

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Creating Addresses

New investment can provide an opportunity to create new addresses. Each redevelopment project, when designed in relationship with the existing community, can improve the economic and social capacity of Morristown. This includes integrating cultural/historic resources, improving walking connections between neighborhoods and mixed-use districts, and supporting transit. The SDAT team explored the following concepts:



Morristown Transit Neighborhood

This area would include a combination of renovated existing buildings and new mixed-use residential buildings. The areas directly adjacent to the train station would be developed with a parking structure wrapped in commercial and residential uses and mixed-use residential and apartment buildings. The farmers market would be relocated to the parking lot in front of the train station and the current location turned into “Dupont Place”, a residential infill area that renovates existing historic buildings and redevelops parking lots and strip buildings.

Speedwell and Mill Creek Neighborhood

The Speedwell Neighborhood would be organized around daylighting of the historic creek that ran to the millpond located on the Headquarters Plaza site, and other smaller plaza spaces. The creek would become an open space bisecting residential projects. The creek would continue down the east side of a redeveloped Headquarters Plaza along Spring Street. Smaller mixed-use projects and renovated historic buildings would activate the storefront edges along Speedwell and two smaller plazas. A new fire station would be developed on Spring Street and include a community meeting space.



Executive Plaza Redevelopment

Headquarters Plaza would be redeveloped into a high-density office, retail, and residential project with a strong street orientation that reconnects the neighborhood (currently walled-off) to the east with downtown. The study program includes 600,000 square feet of office, 100,000 square feet of retail, a cinema, 250-room hotel, and 400 units of housing. The project would provide active, retail, and residential edges for Speedwell and Spring Streets. Spring Street edge would include the opened-up Mill Creek in a terraced linear park that steps down to the river.

The Green District

Morristown's traditional central green would be further activated by a new hotel on the Headquarters Plaza blocks to the northeast and by the proposed Epstein mixed-use project to the south. Existing buildings would be renovated and a joint leasing strategy implemented that enhances the mix and competitiveness of the district as a retail destination.

Spring Street Neighborhood

Spring Street to the north of the train station would be redeveloped into a live-work neighborhood with adaptive reuse of the historic warehouses and houses and add new residential and mixed-use buildings.



Northwest View from Above

Morristown Transit Neighborhood

1. Mixed-use Transit Village
2. Residential and Mixed-use Infill

The Green District

3. Hotel/Headquarters Plaza Redevelopment
4. Epstein Mixed-use

South Street District

5. Headquarters Plaza Mixed-use Redevelopment
6. Spring Street Infill Residential/Live-work

Speedwell District

7. Speedwell Infill Mixed-use
8. Mill Creek Neighborhood

Morristown **Planning Concepts**
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West View from Above

Speedwell and Mill Creek Neighborhood

1. Open Creek and add Public Trail
2. Residential and Mixed-use Infill
3. Renovated/Adaptive Reuse and Plaza
4. Community Services/Fire Station

Headquarters Redevelopment

5. Office Towers (600,000 SF)
6. Ground Floor Retail (100,000 SF)
7. Cinema
8. Hotel (250 rooms)
9. Residential (400 units)

Spring Street Residential/Live-work

10. Residential Infill
11. Adaptive Reuse Live-work
12. Stair/Walkway Connections to Neighborhood

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South View from Above

Transit Plaza

- 1. Depot/Train Station
- 2. Transit Plaza Parking/Farmers Market

Dumont Infill Mixed-use

- 3. Infill Residential
- 4. Infill Mixed-use
- 5. Commons

Transit Village

- 6. Parking Structure
- 7. Mixed-use
- 3. Residential Infill
- 8. Market/Grocery Store

Spring Street Residential/Live-work

- 3. Residential Infill
- 9. Adaptive Reuse Live-work

NOTE: The diagram above is for illustrative and discussion purposes only. These do not commit the Town or property owners to the development illustrated.

Primary Recommendation: Consolidated Redevelopment Strategy

The primary recommendation for Morristown is to prepare a consolidated redevelopment strategy for all the project areas. There are also associated “factors for success” that should be under consideration when planning for a sustainable future for Morristown. The relationship between land use and transportation strategies; coordination of planning and redevelopment activities; committing, in a strategic fashion, public financing to support projects that meet community objectives; and rethinking regulations to provide incentives for sustainable investment.

A Consolidated Redevelopment Plan

The redevelopment project areas in Morristown have individual plans that reflect the priorities of the developers and investors in consultation with the town. In order to make the most out of the town’s infill development opportunities and related financing capacity, the SDAT team recommends the town and Morristown Downtown Partnership prepare a consolidated plan for all the projects. This will provide an opportunity to better connect and meet overall land use and economic development and environmental goals. These include the following:

- Overall retail and cultural planning,
- Targeting employers that can take advantage of local resident’s skills and regional transit access,
- Match jobs and housing, and
- Systemic integration of sustainable planning and development practices.

Action Planning

The SDAT team has prepared a general redevelopment implementation approach that identifies administrative, regulatory, and financial tasks. Administrative tasks include ongoing coordination, management activities, and technical studies. Regulatory activities include updating policy plans, zoning standards, and related development review processes. Financial activities include securing public and private funding to support a coordinated investment in new projects and infrastructure.

A table of actions items can be found in the Appendix at the back of this report.





ENVIRONMENTAL REGENERATION AND RESOURCE CONSERVATION STRATEGIES

“Sustainability means to have something last for a long time.”

- youth forum comment

The Morristown community is rich in environmental resources. Community awareness concerning sustainability issues is high. During the SDAT process, Morristown’s youth participated in a forum about the community’s future. Their comments demonstrated high interest in sustainability issues and provided numerous ideas that illustrate the basis for environmental change in the community. Morristown does not lack community will or knowledge regarding the development of a sustainable action plan. It was clear from the public input during the SDAT that the responsible use of natural, social and economic resources are a top issue for this community. However, the community lacks a clear policy direction, strategic plan and leadership commitment for sustainable initiatives.

At an environmental stewardship workshop, over twenty community members presented a wide range of topics to address in future planning initiatives. These included the following:

- continued promotion of recycling;
- green building codes;
- noise ordinances;
- connecting neighborhoods through green “streets” or by a future overpass across the highway;
- strengthening of the power supply;
- more education and training for green jobs;
- the building of a green infrastructure;
- incentives for energy use reduction;
- water conservation;
- storm water treatment;
- and waste management.

The Morristown Partnership's Step Ahead program seems to be the identified community leader in current green initiatives through its programs directed at the business community and in the school system. The organization has formed partnerships with the Cloud Institute and has worked closely with the Fairleigh Dickenson University Institute for Sustainable Initiatives to leverage their valuable resources for future growth in a sustainable Morristown.

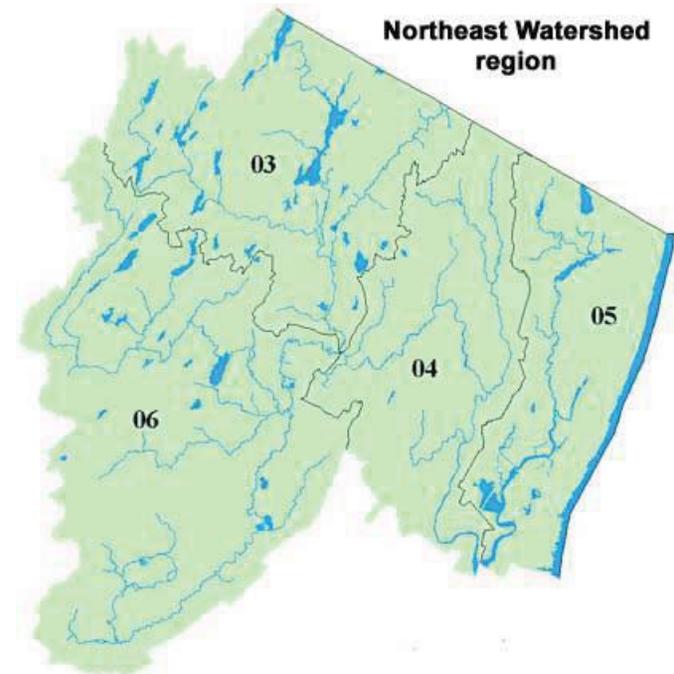
Morristown is in the Whippany River watershed, which is the source of drinking water for more than a million people in Northern New Jersey. It also has one of the highest concentrations of light pollution in the state. The city is in the middle of a large urban forest and within a short distance of productive farmlands. The power grid is old and according to residents there have been numerous power failures. Morristown is rich in historic structures, and many homes as well as businesses do not have upgraded electrical services or adequate insulation.

A community can be engineered to engage the natural environment, celebrate social and cultural diversity and provide economic resources for change. Morristown's character and identity are defined by numerous natural resources as well as a rich cultural and social history.

Proud of the diversity of the community, an underlying focus of many of the SDAT sessions included a desire to strengthen and support the diversity of this community. Morristown wants sustainable development that provides opportunities for all of mixed income, mixed age, race and ethnicity.

For Morristown to succeed as a sustainable community, environmental leadership must be organized and defined in order to develop and target the policies and practices necessary for success. A leadership core will choose the appropriate targets for sustainable development. The task first put to this organization is to analyze the state of the community and creating a baseline for measurement. These practices can be measured, charted and celebrated as public commitments. A place, either an actual sustainability office, or a virtual sustainable Morristown website can be created as the center for sustainable initiatives and growth.

The Morristown Partnership and the Step Ahead organization seems to be the logical starting point for this initiative, particularly those focused on the business community. The Morristown Partnership has stepped in to the gap and should continue to focus on the actions it can take to strengthen the sustainability of the business community. The most obvious of these steps will include targets for energy efficiency, economic development and green jobs.



Ultimately, as with numerous other cities throughout the United States, the most successful model has been that this initiative is maintained through local nonprofit leadership, or through a governmental coordinator with participation inclusive of all segments of the community. In the AIA Document of Local Leaders Initiatives (http://www.aia.org/adv_localleaders), there are numerous examples of sample governmental organizations with have begun to initiate, measure and support environmental initiatives. Sustainable Initiatives can be clustered into three major categories: conservation; restoration and regeneration. All are important pieces of a sustainable agenda, however, each requires a different strategic plan.

Measurements and Goals

There are a variety of tools available to measure sustainability. Some of these tools are already in use in Morristown's existing built environment, including LEED® (<http://www.usgbc.org>), Green Globes® (<http://www.thegbi.org/home.asp>) , AIA 50 to 50 (http://www.aia.org/SiteObjects/files/50to50_20071212.pdf), as well as ENERGY STAR® (http://www.energystar.gov/index.cfm?c=new_bldg_design.bus_target_finder) initiatives. There are also international organizations, which provide guidance as to how to measure the environmental performance of buildings and communities. Many communities have chosen one of these checklists or green building rating systems to create benchmarks and to set indicators for success. Most of these tools are broad and include measures that can be applied to all three areas of sustainable development.

Government

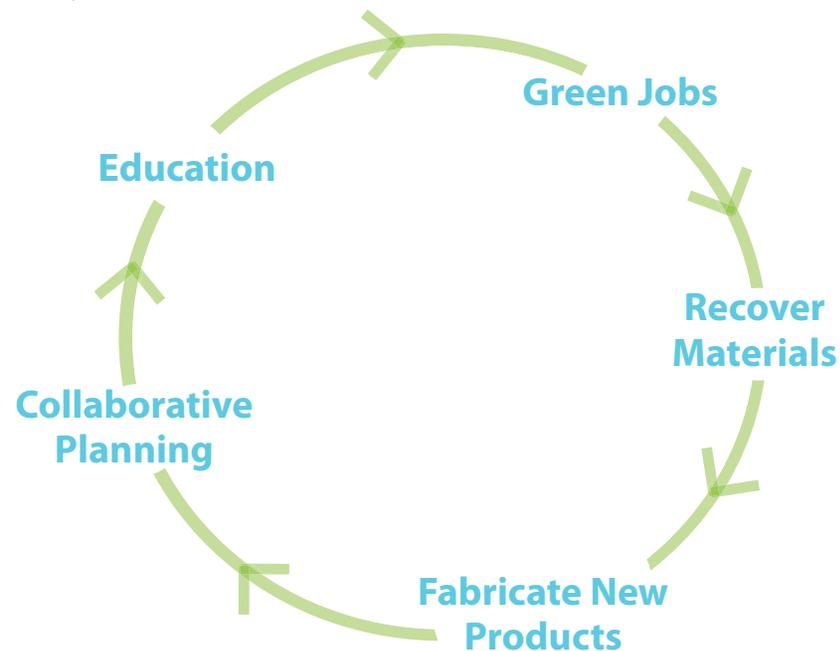
Some communities have made commitments to reduce the consumption of fossil fuel by the year 2030 by passing the U.S. Conference of Mayor's Initiative as a city resolution (http://www.mayors.org/74thannualmeeting/resolutions/proposedresolutions_energy.pdf) and crafting detailed climate action plans. Their community leaders have pledged to reduce the energy consumption of public buildings as a first step toward saving resources and improving energy efficiency. Common sustainability initiatives include new building codes (http://www.architecture2030.org/pdfs/2030Challenge_Codes_WP.pdf), ordinances, retrofits to existing buildings, and requirements to transition city fleets to hybrid or alternative fuel vehicles. Communities are also responding to sustainability mandates by changing street lighting to LED or solar lighting, as well as providing incentives for energy audits and retrofits of nonpublic buildings. The Institute for Local Governments for Sustainability (ICLEI) provides guidance on performance-based initiatives for many municipalities (<http://www.iclei.org/>). They assist communities with a means to establish baselines for both energy consumption as well as the consumption of carbon fossil fuels, helping to implement action plans and measure results. For example, the city of Chattanooga has created a climate action plan (http://www.chattanooga.gov/Chatt_Green_Interim_Report.pdf) that includes task forces on education and policy, natural resources, healthy communities, and energy efficiency. They have measured overall emissions, developed community cultural programs, provided a range of affordable housing incentives and created a model for sustainable development in a city which was once one of the worst pollution centers of the United States.



Many cities have hired sustainability coordinators to integrate and manage their sustainability efforts across agencies and systems in the community. In order for Morristown to plan such an initiative, it will need to build governmental support to create the position. Neighborhood organizations, citizens, educators, the business community and the nonprofit sector can lobby their elected officials for this support, and they can provide the data to demonstrate the value of targeting and measuring sustainable indicators. The Morristown Partnership's Step Ahead program provides an incremental opportunity to develop political will and engage the community in larger projects. The City of Morristown has invested \$4.4 million dollars toward a solar panel project which will produce over 554,00 kilowatts of electricity a year. Although stalled by community infighting, there does appear to be some political commitment to renewable energy. Therefore, the community has an opportunity to connect current initiatives to a green energy program in the future.

Business Sense

The Morristown Partnership has demonstrated considerable community leadership around sustainability. Through Step Ahead, community members are linked to numerous resources and can subscribe to a weekly newsletter. The Step Ahead program has the potential to leverage this initiative to include numerous participants at varying levels of commitment. The organization can expand its current program with the business community by using energy savings as the easiest and most effective place to start. The mathematics and tools for determining and reducing energy consumption are simple. Many initiatives include paybacks as little as one to five years, to become cost effective. Successful initiatives include providing incentives for energy audits of local businesses followed by small matching grants for upgrades. Energy audits can provide quick snapshots of dollar savings for retrofits to local businesses and even simple lighting changes can create dollar savings. During the visit, it was not apparent if the community has already initiated meetings with some of the largest users of energy, such as the hospital complex, or large corporate and commercial users, and if not, a review of state, local or possibly electrical supplier funding or initiatives may well be a first step toward reducing energy consumption.



It is also necessary to create and promote individual agendas for energy savings and continue to provide opportunities to educate citizens about green building resources. Continued learning about lighting, water saving techniques and insulation and window upgrades will affect overall energy consumption and can positively impact community values about sustainable practice. A green resource section can be maintained at the local library and Step Ahead should continue to provide events such as the 2007 ENERGY STAR program. Continuing to link homeowners to resources such as the AIA 50 to 50 Initiative and to potential grants, tax rebates and incentives will provide a means to keep information current for all citizens.

Recommendations

Environmental change has four components: an individual, neighborhood, city and beyond the local arena, both national and even global engagements.

Individual commitment

Individual commitment requires personal action. In order for Morristown to support individual changes it should continue to provide resources through public forums and provide education on green practices from green cleaning to green building maintenance. Some future programs might include highlighting green products in a “treasure hunt” throughout the business community or to begin to reward individuals who are charting their sustainability initiatives through the Step Ahead program by including business incentives that would have the additional bonus of bringing more people downtown. For instance, Ann Arbor has created city incentives for stormwater management that include the reduction of a citizen’s water bill based on their installation of rain barrels or rain gardens. Identifying local resources for products, cleaning materials, food and services will help grow local businesses.

The Step Ahead program has been unique in its ability to gather individual commitments. The continued development of youth forums and educational curriculum in the schools will bring added benefits. Some of the most powerful statements during the SDAT process were made by the youth of Morristown. They included the following comments:

“Youth has more power than we thought”

“Have good ideas – need actions.”

“We all have a lot more in common than we think.”

“Have to work together with people we’re not used to.”

This program should continue to expand to include new partnerships with entrepreneurial youth organizations focusing on green business.

Neighborhood Commitment

The neighborhood and community commitment can be strengthened through continued opportunities for engagement. Neighborhoods are not just defined by physical space. There are neighborhoods that are single buildings as well as collective “neighborhoods” or communities that are organized by their participation in school events, religious gatherings, social clubs and cultural participation. Businesses form a neighborhood and Step Ahead is an example of an organization, which provides a path for stakeholders to communicate their commitment as well as a path for problem solving. The business community can initiate an inventory of buildings, residences, apartments, churches, businesses, nonprofit organizations, and governmental structures to provide a database for targeting energy retrofits and water conservation measures. A Step Ahead initiative for youth should be formed to survey and map the energy and water use in this community as a starting point for creating targeted goals.

Neighborhoods can be listed and defined by a leadership organization and then mentored to develop an agenda for change. Neighborhoods need to be asked to define their objectives for environmental change before participation strategies can be developed. Sustainability at the neighborhood level works best when it comes from a grassroots agenda.

City and Community Commitment

Cities that have initiated successful environmental change established the baseline for the community before creating strategies for placemaking. Although team members drew and imagined many city initiatives from daylighting the streams to creating green roofs, solar and wind installations and dark sky lighting across the community, it is up to Morristown to define its goals. By modeling similar communities across the United States, Morristown can identify some reasonable parameters and timelines for change.

Regional, National and Global Commitments

Regional, state, national and global engagements present additional linkages that should be explored. There should be an effort to connect this community through research with numerous initiatives and models in New Jersey and the world. One such initiative in Hong Kong included a search of similar world communities along the same latitude in order to model business and agricultural opportunities. There are many ways that through its actions, Morristown as a community can be a model for the world.

The Green Commons

Morristown can become the greenest community in New Jersey. Some of the steps the community can take to expand its sustainability initiatives regarding buildings include the following:

- Benchmark existing water and energy usage
- Identify large users
- Survey neighborhoods
- Set targets
- Continue to highlight recycling, local business and local food initiatives, promote and reward participation.
- Locate a center, potentially a virtual, interactive web page for information, education, and organizing initiatives.
- Celebrate successes

Since the Team's visit, the global economy has changed dramatically, in many ways highlighting the need to seek savings through conservation. Morristown has the potential to restore the green commons. They are already on the journey to affirm the revolutionary heritage of its founding through a commitment to the 21st century sustainable revolution.



GREEN FRAMEWORK

The Green Framework for Morristown is defined as the infrastructure related to streetscape, open space and trails, as well as environmental issues such as water and air quality. These elements are important in the character and identity of the Town, the health of the Town residents, and the environmental quality of the Town and region.

Allowing for a Green Framework to be incorporated into the Step Ahead plan creates opportunities for sustainable principles that can positively impact the environmental quality of the Town. The sustainable principles would:

- Improve water quality of waterways, lakes, and watersheds.
- Reduce stormwater runoff and non-point pollution.
- Address pedestrian and bicyclist safety and connectivity.
- Create habitable urban spaces.

Existing conditions vary across Morristown, ranging from highly used urban space with shade, site amenities and pervious areas to less-pedestrian friendly areas that are impervious and unshaded.

Some natural resources in the town, such as Lake Pochohontas, are inaccessible to the public even though the water body is a public entity. The lake and streams provide a basis for a “blueway” network, creating a linkage of natural resources through the town. The series of parks and trails create pockets of open space and linkages to habitat.

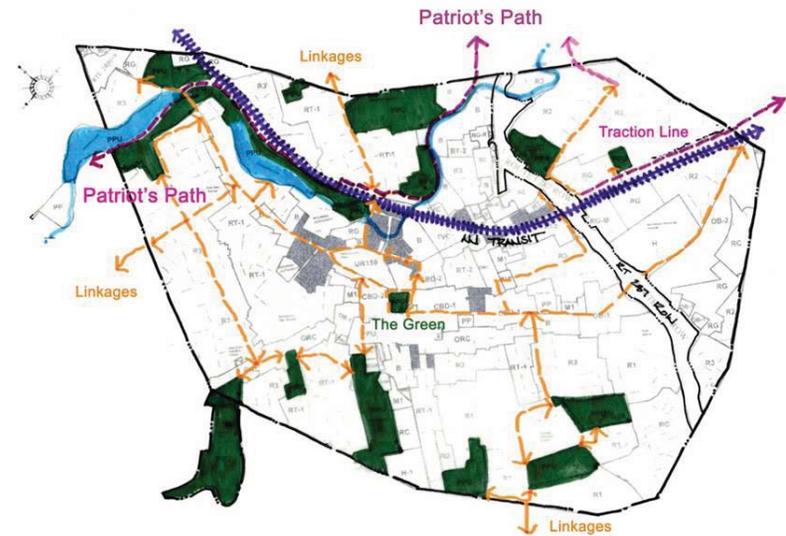
The Green is centrally located in the business district and is a focal point for activities, pedestrian and vehicular circulation as well as special events. The Green has trees, shrubs, groundcover and annual color and provides seating and shade. Landscape areas allow for infiltration of precipitation, opportunities for aesthetic treatment as well as conversion of carbon dioxide to oxygen via photosynthesis by landscape plants.

The Town’s street network evolved from Colonial era and modified with development and re-development, with sidewalks augmenting circulation at the pedestrian level. At present, modifications to the street pattern include selective closure of streets to reduce cut-through traffic.

The bicycle and trail network was added to the street grid within the past thirty years. Presently, the bicycle and trail network is fragmented. The network is characterized by groups of functioning segments, but it lacks connectivity between segments. Patriot’s Path goes through part of the Town, but trailhead facilities are not available at this time. Trailheads would allow additional users who reside outside the Town to connect to the trail, as well as provide a location for water, shade, information, and emergency telephone access for all trail users.

Sidewalks exist throughout the Town, but their width and condition vary. Wide sidewalks exist adjacent to and on the periphery of The Green, and narrow as they radiate away from The Green. In some locations, very narrow sidewalks exist due to the colonial-era street pattern and buildings located adjacent to the street. There are frequent conflicts between bicycle and pedestrian users, with bicyclists riding on the sidewalk instead of the street. However, streets can be inhospitable to the bicyclists: they do not have a designated bike lane, traffic flows are heavy and in some cases the roadway pavement is uneven.

An optimal streetscape environment in the Town is varied. Wide areas between building facades and streets allow for street trees, whereas narrower streets may preclude them. In areas further from the town center, trees occur within private property, with their canopy and shade cascading into the street corridor. The scattered shade



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An optimal streetscape environment in the Town is varied. Wide areas between building facades and streets allow for street trees, whereas narrower streets may preclude them. In areas further from the town center, trees occur within private property, with their canopy and shade cascading into the street corridor. The scattered shade pattern does not provide a consistent comfortable environment for pedestrians. Benches, bicycle racks, and way-finding signage is not consistently used in streetscapes across the Town.

The lakes and streams in the town have had documented water quality issues. Impacts to water quality include sedimentation and siltation from erosion of the stream banks, presence of fecal coliform, non-point source pollution, reduced dissolved oxygen, and exotic plant species along the waterway edges. Streams become “flashy”, or experience peak volume of runoff within a short period after a precipitation event, when runoff drains directly into the stream corridor as opposed to infiltrating into the ground.

During the team visit in early October, community residents, area youth, and business owners provided feedback regarding trails, bikeways, open space and natural resources. The group identified some qualities and areas that function well, including the following:

- The Town's online system for sidewalk maintenance and condition issues works well – especially in the winter time. Requests and comments can be left anonymously and action by the Town is usually immediate.
- Patriot's Path is an identified asset for the community.
- Children's Playgrounds, such as Burnham and Jacob Ford, are well maintained and exhibit a high amount of use. "The Playground Guide" is used by families to locate facilities.
- The Green is well maintained and there are many shade trees and flowers.
- Sidewalk cafes are an asset.
- The Town has some pedestrian-friendly areas.

However, the community identified some locations and characteristics that are "not working". These include:

- The unopened section of Patriot's Path at Lake Pocahontas because of issues with NJ Transit.
- Pioneer Plaza is poorly designed and very windy. The space is privately owned, but it acts as a public plaza.
- Inconsistent enforcement by the police department of pedestrians committing inter-block crossings and bicyclists using sidewalks.
- Lack of curb ramps at crosswalks.
- The Town Hall parking lot has few alternative uses. The surface is in poor surface condition and there is a lack of shade and green in the space (only one tree in parking lot). Circulation is an issue in and around the parking lot.
- Many Town roads are not bike friendly.
- The Town Green is publicly used, but is privately owned. Pedestrian crossings to The Green from adjacent streets are confusing. There is the potential that tall buildings around The Green may cast a shadow on the space.

The Town has several opportunities and challenges for implementing sustainable principles in the streetscape and open spaces. Upgrades and planned improvements in the Town could incorporate sustainable principles, while new development could follow adopted guidelines for sustainability. These principles could include:

- Re-configuring existing surface parking lots to include landscape and tree islands with a minimal loss of total net parking.
- Narrow wide sidewalks and travel lanes to allow for the placement of pocket green areas and treatment areas, as well as site furnishings.
- The use of permeable pavement to reduce stormwater runoff.
- Native plant material for landscape and buffering of new development or redevelopment projects.
- Incorporating sidewalks, and where possible, connection to trail systems.

It will be challenging to incorporate sustainable principles in constrained street sections, where sidewalks and roadway lanes may reduce available areas for the application and incorporation of sustainable elements. Extensive utilities and vaults make the placement of treatment areas a challenge given their number and relative depth. There is also the perception that the placement of treatment areas in context to sidewalks may create additional maintenance issues.

One solution to address several challenges facing pedestrian, bicyclists and the streetscape is to apply “Green Street Principles”. Green Street Principles have been successfully applied in urban environments, notably Portland, Oregon. Application of these principles in Morristown would create a more hospitable environment for pedestrians and bicyclists, while addressing environmental concerns such as air and water quality.

The Green Street Principles include:

- Reduce polluted stormwater entering the waterways and lakes.
- Improve the water quality of the waterways and lakes.
- Improve pedestrian and bicycle safety.
- Allow for habitable walkways and livable urban open space.
- Divert stormwater from the sewer system and reduce flooding, sewer backups and combined sewer overflows into lakes and waterways.
- Reduce impervious surface so stormwater can infiltrate to recharge groundwater and surface water.
- Increase urban green space.
- Improve air quality and reduce ambient air temperatures.
- Reduce demand on the city’s sewer collection system and the cost of constructing expensive pipe systems.
- Address requirements of federal and state regulations to protect public health and restore and protect the watershed.

Proposed techniques would address water quality by accomplishing the following:

- Reducing the amount of stormwater runoff.
- Increasing pervious area.
- Capturing and treating on site through bio-swales planted with appropriate vegetation.
- Pervious pavement to increase infiltration of precipitation.

The reduction in stormwater runoff would reduce the tendency for waterways to flood, eroding stream banks and contributing silt to area lakes. Streams and lakes would be less likely to flood during and after storm events because stormwater volume would be reduced.



Pedestrian and bicycle safety would be addressed by creating a hospitable environment where pedestrians and bicyclists can safely and efficiently circulate with clearly defined and marked areas. Designated bike lanes, bike racks for cyclists, benches for pedestrians would encourage users to bike or walk to work and school and leave the car at home. Promoting bicycle education in the community would encourage safe cycling habits, make motorists aware of sharing the road, and identify existing bicycle routes and trails. It is recommended that the Town increase intergovernmental coordination with Morris Township regarding connection to their trail system and identify potential opportunities for trail expansion, including trailheads.

The parks and open space in the town are presently fragmented. It is recommended that the Town consider creating and promoting a network between parks and open spaces, as well as creating access to Lake Pochohontas. A small dock and kayak/canoe ramp could promote passive activities at an otherwise underutilized resource. Promoting access to and creating access between parks and open spaces could enhance the Town's connection to the sustainability of natural resources and creates opportunities for education about the preservation of existing resources.







TAKING CHARGE OF YOUR FUTURE

In the Team's discussions with members of the community we heard frequent mentions of "they" and what "they" should do, typically in reference to the City government and agencies, sometimes to developers. As we observed in our final presentation, there is no "they"—it is not up to "them." We urge members of the community to come together to work for a better Morristown, and to take charge of YOUR future.

The first step is to develop a defined, cohesive, illustrated vision of Morristown's future. The lack of a vision is preventing the acknowledgement of common ground and leading to false dichotomies and unnecessary conflict. For example, it isn't preservation vs. development—it is possible, indeed desirable, to have both. But it isn't possible until there is defined vision.

This vision must result from community-wide, inclusive dialogue if it is to become reality. And because the vision must be maintained while it changes over time, there must be a permanent, on-going forum for discussion.

Expanding Step Ahead on the Web

We recommend that this forum take place under the auspices of the Step Ahead Initiative and that Step Ahead be expanded to become the umbrella and clearinghouse for all development and sustainability efforts. The Partnership should seek funding to hire a staff person to develop and maintain a stronger web presence for Step Ahead through an on-line magazine/weblog and discussion forums. The purpose of this dialogue is to encourage members of the community to come up with their own action items, and to give the community the means and the organization with which to act.

A good example of a successful magazine and weblog is Worldchanging.com Like Worldchanging, the Step Ahead site can have menu headings that organize content by topic, and feature articles and blog posts to which the community can respond, as well as excerpts from this report. Open discussion forums for each topic can be added to this format.

The Step Ahead web site would differ from Morristown Green (<http://www.nj.com/morristown/>) in that it would be more project-specific and action-oriented, less news and opinion. At the same time, it is crucial that the audience be as broad as possible—the Step Ahead site must reach out and be made as easily accessible as possible to the entire community. Most, if not all, posts should be translated into Spanish. A link to Step Ahead should be on the portal page on computers in community centers and libraries.

The creation and on-going maintenance of such a web site will be a substantial task, one that is too large to be undertaken by existing Partnership staff. A new staff position should be funded and created to take charge of the Step Ahead effort. Consideration should also be given to separating Step Ahead from the Partnership—we see the mission and scope of Step Ahead expanding to become much broader than that of the Partnership.

Conclusion

The SDAT Team concluded that Morristown is blessed with many advantages as it works toward enhancing its community. Its location, scale, and physical make up offer advantages. Its wealth of local resources, institutions, and human talent are also impressive. Ultimately, Morristown's future is in the hands of its citizens. The team believes Morristown has the potential to be a leading community if civic leaders can come together and collaborate around the community's vision for its future. It is the central task for the community moving forward, and one that will require significant collective effort and partnership. However, the Team believes Morristown has the potential to become a model for others if it can accomplish this goal and work together in a collaborative way to achieve its collective vision for the future.





THE SDAT TEAM

Kit Krankel McCullough, SDAT Team Leader

Kit Krankel McCullough is an architectural and urban designer and consultant to cities, institutions, developers, neighborhood and merchant groups around the country. Through her urban design practice and teaching she advocates the revitalization of our city centers as vibrant mixed-use districts, the preservation of their historic assets, and the enhancement of a sense of place. At the University of Michigan, Ms. McCullough teaches courses on urban design and real estate development, including an urban design studio and seminars on the practices of urban design, real estate development, and the design of the American city.

In her current practice, Ms. McCullough has developed strategies toward economic and environmental sustainability at a range of scales, from individual properties to entire regions; and for a range of clients, including cities, institutions, developers, and neighborhood groups. She has also participated on Sustainable Design Assistance Teams around the country for the American Institute of Architects. Recent projects have included a redevelopment plan for the C.S. Mott Foundation for their properties in downtown Flint, Michigan, as a means to help catalyze a regional economic strategy; regional strategies for more sustainable development in Tucson; a plan for the redevelopment of an industrial corridor in Oklahoma City as a mixed-use district focused on eco-industries; and an economic development strategy for Forest City, North Carolina, that capitalizes on the town's traditional urbanism and heritage.

Prior to joining the faculty at Michigan, Ms. McCullough led an urban design studio at Urban Design Associates in Pittsburgh, where she directed downtown revitalization projects and prepared master plans and design guidelines for new and infill neighborhood developments throughout the country. Projects included revitalization strategies for cities as diverse as Washington, DC, Warren, Michigan, Norfolk Virginia, Shaker Heights, Ohio, and La Grange, Georgia. New and infill developments included Biltmore Farms in Asheville, North Carolina, Western Center in Washington County, Pennsylvania, as well as HOPE VI projects, including Louisville, St. Louis, and Norfolk. In her previous experience, Ms. McCullough practiced urban design for several years in Austin, Texas, and before that, with Duany Plater-Zyberk in Miami. She received her Bachelor of Architecture from the University of Texas at Austin and her Master of Architecture in Urban Design from Harvard University.

Bruce Race, FAIA, AICP

Bruce A. Race, FAIA, AICP, of RACESTUDIO specializes in community-based urban design. He facilitates between 60 and 80 workshops each year supporting community efforts to shape their own futures.

RACESTUDIO's clients have received 26 design and planning awards for infill development including national awards from the American Institute of Architects (AIA), American Planning Association (APA) and the Environmental Protection Agency (EPA); and state recognition from AIA/California Council, California APA, League of California Cities, California Preservation Foundation, and the Governor of California.

Mr. Race served on the AIA's National Board of Directors and as a member of the Livable Communities Committee. He is the former Vice President of Legislative Affairs for the American Institute of Architects/California Council, Director of the San Francisco Planning and Urban Research Association, and San Francisco Architectural Foundation. He was a founding Board of Director of The Great Valley Center which promotes a regional perspective for California's vast Central Valley.

Mr. Race earned a Bachelor in Architecture and Bachelor of Science in Urban and Regional Studies from Ball State University where he was awarded the Alpha Rho Chi Medal, Community Based Projects Award and Distinguished Alumnus Award. He is currently on a teaching sabbatical at Ball State.

Ed Starkie, Urban Advisors

Mr. Starkie has 25 years experience in real estate that includes moving complex projects from conception and feasibility analysis to financing and development. A particular career focus has been the financing and feasibility of Smart Growth, both as part of the State of Oregon Transit Growth Management process and for a series of built transit-oriented projects. His work has received three awards from the American Planning Association in the areas of main streets and downtown revitalization, and he contributed to the current EPA guidelines for promoting Smart Growth. Mr. Starkie is a financial advisor for private and public development who brings a unique, pragmatic approach that results in projects that are feasible, profitable, and contribute to community livability. Mr. Starkie holds a Master of Science in Real Estate Development from the Massachusetts Institute of Technology. He is a panel member of Urban Land Institute Advisory Services. Mr. Starkie also serves on the faculty of the University of Oregon Urban Architecture Program teaching the interface between economics and urban design.

Celeste Novak, AIA, LEED AP

Celeste Allen Novak, principal at RizzoloBrown + Novak, specializes in communities,

sustainable design, green consulting and project planning. She has designed numerous mixed use and commercial projects and provided sustainable design assessments for nonprofit organizations and communities throughout the United States. She has published numerous articles for Architectural Record and Green Source magazine on building products and green design. She has designed over 1 million square feet of mixed use, residential projects as well as commercial and custom single family homes.

Celeste recently served on the National Board of Directors of the American Institute of Architects (AIA) as the Michigan Regional Director. She is a member of the NCARB Sustainable Design Task Force 2006 – 2008 as well as a past member of the national AIA Sustainable Design Discussion Group. She has led several Sustainable Design Assessment Teams for AIA, the most recent, for the city of Tucson. In January, 2008, Celeste presented a paper on Community Design Assessments at the ICONUS08 International conference on Urban Sustainability in Hong Kong.

Linda Donovan Harper

Linda Donovan Harper is the Executive Director of Cultural Tourism DC. She has more than 20 years experience in community and economic development, as well as demonstrated performance in nonprofit management and fundraising. As principal at LHarper & Associates, she worked with more than 200 communities, state agencies, corporations, and nonprofits in 30 states and three countries, developing a national reputation as a visionary strategic planner, creative thinker, and meeting developer.

Since 2000, Harper has also served as Chair of the Board to The Association for the Preservation of Historic Congressional Cemetery. With her broad, day-to-day duties, Harper worked as the de facto executive director of the organization. In this capacity, she was able to increase the organization's budget from \$60,000 in 2000 to \$550,000 in 2007, recruit more than 500 volunteers, and develop a fundraising strategy that has generated \$7 million between 2002 and 2006. Located in Capitol Hill, the Cemetery has been a member of Cultural Tourism DC since 2002.

In addition, Harper worked as director for the professional exchange and community sustainability program at The Countryside Institute in New York. At the National Trust for Historic Preservation, she was a member of the management committee at the National Main Street Center, a widely recognized program.

Erin Degutis, ASLA, AICP

Erin Degutis serves as a registered landscape architect and senior planner for the URS Corporation, an international multi-disciplinary consulting firm, and is based out of the Tampa, Florida office. She has over ten years of experience in the public and private sectors, working for federal and local government agencies and consulting firms. Ms. Degutis is originally from Randolph, New Jersey, and earned her Bachelor of Science in Landscape Architecture from Rutgers University.

Ms. Degutis has undertaken site research, planning, and analysis design for a variety of projects including comprehensive land planning and development, development of regional impacts (DRIs), transportation planning, and natural resource system inventory and analysis. She has completed environmental assessments and environmental impact statements for projects in Florida and the Bahamas. Ms. Degutis has worked on several components of the Everglades Restoration in Palm Beach, Broward, Hendry, and Miami-Dade County, Florida. She has an interest in sustainability and green building, and has assisted clients to incorporate sustainable principles in the planning and design of their projects. At present, she is a member of the Florida Chapter ASLA's Committee on the Sustainable Environment (COSE), where a handbook on smart growth and sustainable principles is being drafted to guide planning and development in Central Florida.

AIA Center for Communities By Design Staff

Joel Mills, Director, Center for Communities by Design

Joel Mills provides process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, he works with AIA components, members and partner organizations to provide technical assistance to communities across the country on sustainability and urban design.

His experience includes community-based technical assistance, process design, facilitation and training across a number of fields including juvenile justice reform, local government, education, family strengthening, civic media and emergency management. During the 1990s, Mr. Mills spent several years supporting international democratization initiatives by providing technical assistance to parliaments, political parties, local governments, civic and international organizations. His scope of work included constitutional design and governing systems, voter and civic education, election monitoring and administration, political party training and campaign strategy, collaborative governance, human rights and civil society capacity building. He maintains active memberships in the International Association of Facilitators (IAF), the International Association for Public Participation (IAP2), and the Mid-Atlantic Facilitators Network. He also serves on several public and private boards.



A close-up photograph of a classical building facade. The image shows several horizontal architectural bands. The most prominent feature is a wide, light-colored stone band with the words "TOWN HALL" carved in large, serif capital letters. Above and below this band are decorative moldings, including a series of small, repeating arches or dentils. The overall color palette is a range of light beige and cream tones.

TOWN HALL

APPENDIX A: ACTION PLANNING

The SDAT team has prepared a general redevelopment implementation approach that identifies administrative, regulatory and financial tasks. Administrative tasks include ongoing coordination, management activities, and technical studies. Regulatory activities include updating policy plans, zoning standards and related development review processes. Financial activities include securing public and private funding to support a coordinated investment in new projects and infrastructure.

The following table is organized by task, year/phasing and responsibility.

	YEAR 1-5/ RESPONSIBILITY	YEAR 6-10/ RESPONSIBILITY	YEAR 11-15/ RESPONSIBILITY
ADMINISTRATIVE			
CONSOLIDATED REDEVELOPMENT AND URBAN DESIGN PLAN	CITY AND PARTNERSHIP		
JOINT LEASING STRATEGY	PARTNERSHIP		
MILL CREEK ENGINEERING STUDY	CITY	CITY AND PARTNERSHIP PHASE 1 WORKING DRAWINGS/BID	CITY AND PARTNERSHIP PHASE 2 WORKING DRAWINGS/BID
PARKING DISTRICT STRATEGY	PARKING AUTHORITY		
STREETSCAPE PLAN	CITY AND PARTNERSHIP	CITY AND PARTNERSHIP PHASE 1 WORKING DRAWINGS/BID	CITY AND PARTNERSHIP PHASE 2 WORKING DRAWINGS/BID
REDEVELOPMENT FUNDING CAPACITY STUDY	CITY		
JOINT MARKETING AND PROMOTION PROGRAM	PARTNERSHIP	PARTNERSHIP	PARTNERSHIP
REGULATORY			
CLIMATE ACTION PLAN	CITY DRAFTS	CITY MONITORS AND UPDATES	CITY MONITORS AND UPDATES
SUSTAINABILITY GUIDELINES	CITY DRAFTS		
ZONING AND GUIDELINES	CITY DRAFTS		
FINANCIAL			
INFRASTRUCTURE BOND FINANCING	CITY DRAFTS	CITY-ISSUES BONDS	CITY-ISSUES BONDS
DISTRICT MANAGEMENT FUNDING	PARTNERSHIP AND CITY	PARTNERSHIP	PARTNERSHIP

T6 ASSETS

- LOCATION
- HISTORY ✓
- THE GREEN
- OPPORTUNITY

OBJECTIVES

- More things for young boys
- Parks & play grounds
- More economic
- Downtown
- Development of a strong Heritage Tourism
- Balanced Housing

Proximity to NYC

- History II
- Major Corps
- Diversity

Talented &

Mass Transport

Retail / Housing

OBJECTIVES

1. Made economic
 2. Downtown
 3. Development of a strong Heritage Tourism
- Balanced Housing

APPENDIX B: SUSTAINABLE DESIGN ASSESSMENT TEAM PUBLIC WORKSHOPS



Morristown Workshop - Table 1

Assets

Location
Diversity
Transportation
History/Beauty
Regional Center
Non-profit Center
Character
Community Theater
Green
County Seat
Schools
Green Buildings

Objectives

More green building
Diverse retail
Create wealth
Improve public transit
Smart growth
Affordable housing
Green communities
Improve schools
Cohesiveness
Anchor retail
Sustainable master plan
Bike lanes/ped friendly
Replace obsolete parking facilities
Get kids involved – youth programs



Morristown Workshop - Table 2

Assets	Objectives
Professional Workforce	More retail
Diversity	Services
Compact	Residential diversity
Town Center	24/7 Environment
Hospital	Safer Housing
Location	Economic stability
Historic	Improve information
Pedestrian Traffic	Managed rate of traffic
Wealth	Clear vision of who we are
Transportation hub	Pedestrian friendly
County seat	Insure conservation
	Jobs Livability

Morristown Workshop - Table 3

Assets	Objectives
People	Redevelopment
Location	Affordable Housing
Diversity	Equality
Diversity	Preserve Open Space
Mix of People	Sustainable Environment
Downtown Infrastructure	Vibrant Downtown
Historic Preservation	Retail
Business Volunteers	Lower Taxes
	Green Ordinance
	Efficient Transit Routes



Morristown Workshop - Table 4

Assets

Unique
People
Historic
Location
Volunteerism
Center-Town
Non-Profit commitment
Financial Stability
Green
Downtown Vitality
Charm
Public Transportation
Diversity

Objectives

Arts Presence
Vibrant Retail Community
Residential Growth
Affordable Health Care
Improve Outdoor Space
Day Labor Center
Solve Traffic Problem
Community Committed
Government
Improve Pedestrian Realm
Affordable Housing
Bicycle Friendly
Increase Capital Utilization
Improve Environment
Alternative Transportation



Morristown Workshop - Table 5

Assets

Location
Transportation
Communication
Diversity/People
Financial Wealth
Urban/sidewalks
Progressive
Open Space
Education Facilities
Housing
Youth
New Immigrants

Objectives

Environmental Improvement
- measurable goals
Go Green Integrate
Green Jobs
Population/Economy
Inclusive
Connectivity/Neighborhoods
Pedestrian/Bike Promote
connectivity



Morristown Workshop - Table 6

Assets

Morristown Green

Train Station

Diversity

- intercultural richness
- tolerance
- economic vibrance
- time related

Location

History

The Green

Opportunity

Objectives

Historic Preservation

Masterplan adoption

Economic Development without displacement

Balance of transportation – bikes/all

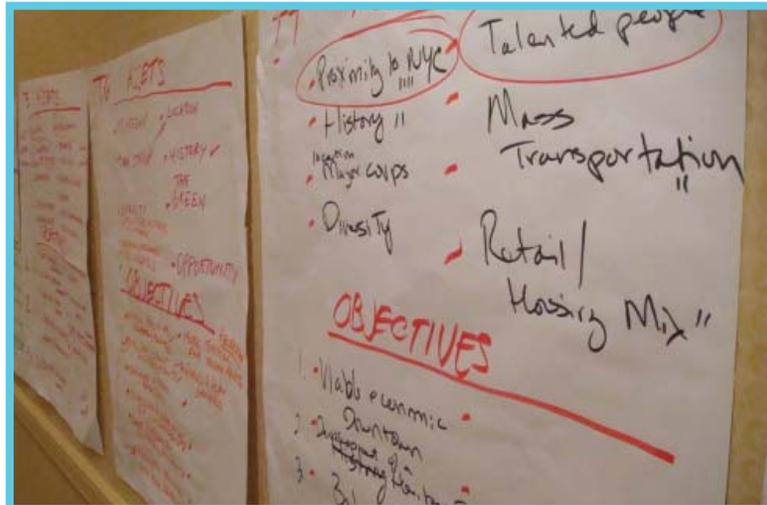
Center for learning on sustainability

Community embraces cultural diversity

Adequate housing for all economic levels

Recreation:

- More things for young adults
- Parks and playgrounds



Morristown Workshop - Table 7

Assets

Proximity to NYC
History
Location
Diversity
Talented People
Mass Transportation
Retail/housing mix

Objectives

Viable economic downtown
Development of a heritage
tourism economy
Balanced housing

Morristown Workshop - Table 8

Assets

Location
History
Educational Access
Transport Access
Diversity
Community
Vibrant downtown
Affluent community

Objectives

Low and middle income
housing and varied locations
Pedestrian Safety in
downtown
Increase the percentage of
people living downtown
Enhance cross-cultural
interaction
Increase educational
opportunities
Create a more mixed-use
business destination



Morristown Youth Forum

"How do we work together with people we're not used to?"

"If we don't live sustainably, we and earth will die."

"Improve the Library."

"More Biking."

"Kids are the adults of the future, so we should make a difference now."



Morristown Town Hall

Role of Local Govt in SDAT process
Small Town's Future
Walkable/Bikeable, Especially to Retail
Appropriate Retail
How does town attract the right business and retail
Balance Range of Rents/Retail Mix?
Do not pollute the water
Diversity-Have a Bike/Ped/Mass Transit
Community... "Colonial Coach"-friendly to all
Make Town more Bike/Ped Friendly
Recycle more than #1/#2 plastic-curbide
-publicize recycling info
Like Historic Property – Speedwell
Don't Knock Down Historic Buildings and Rebuild
Renovate Historic Buildings
Public Involvement to influence town council and proposed development
Love Small Town Stores
Traffic Makes Driving in Town Difficult
Change Traffic Pattern
Value History-Colonial Era(iron), Rev. War, Victorian Arch, Industrial Era, immigration
Use Organic to maintain parks
Keep parks natural
Parking – good, easy, accessible for retail
Rush Hour – town is a roadblock
Thru Traffic – change traffic patterns
Electricity-unreliable outages
Leaf Blowers an issue
Lighting – residential – use appropriate
Engage property owners in business district

Charge reasonable rents
Change attitude/view of out-of-towner landlords
Absence of bookstore – culture of reading
Feel that ½ is missing w/out Morris Township involvement
Tensions and Diversity-Housing, Rents, Gangs, Schools
Love the Character of Town
Banks taking over – need to get town back
Need more cafes, live music, art galleries,
Places for teenagers, 20-somethings to go
Morris Township needs to be involved in process
Lack of activities for 20-somethings
Lack of Diversity
Not Celebrating diversity
Share Culture
Cross-cultural discussions
Foster Connections with Seniors
Community Centers
Reduce Trips to Rt. 10 for needs
-hardware, dance studios
Promote Morristown
Amount of Taxes to Non-profits for services is too high
Morristown is host community for hospital



Morristown Town Hall

Diverse and divided-physical because of highway, construction, traffic
Street trees – shade in summer
Create Framework of goals for community
Set Goal-Path
Educate Community
Bring Community together
Morristown-look at it as a city
Are we a town or a city? 7 story building on town green
Old is better/New is better – 2 schools of thought
Unified Vision of Morristown for future is lacking
Time, \$ to follow thru, comply with master plan
How do we engage more people so they feel they have input
Sustain input over time
People travel from NY to Morristown
Social Activities with Bicycling Community
Creating Community-use email, expand network
Social and sustainable committee
Train station safety issue at night
287 Traffic – Morris-Speedwell Exit Ramp
MLK Ave. is most diverse census tract-input necessary
Housing-keep all 3 age groups in mix
20s and 40s, but no 30s – no middle
Neighborhood Assoc. Create Connectivity to Morristown-be more involved in community
Expand public transportation, including bike facilities
Morristown memorial helicopter – noise issue
Historic homes – allow concession to B&Bs, boutique hotels
Diversity-Affordable Housing along MLK
Ward 2 has treasures-not well known outside of ward
Morristown is a growing diverse community-especially in Ward 2
Amount of litter in/around town – town wide litter clean-up

Walk the Walk
Architects Leading the Sustainable Evolution™



Focus Groups and Conversation Cafe

Business and Retail Vibrancy

Transportation System

Building an Equitable Morristown

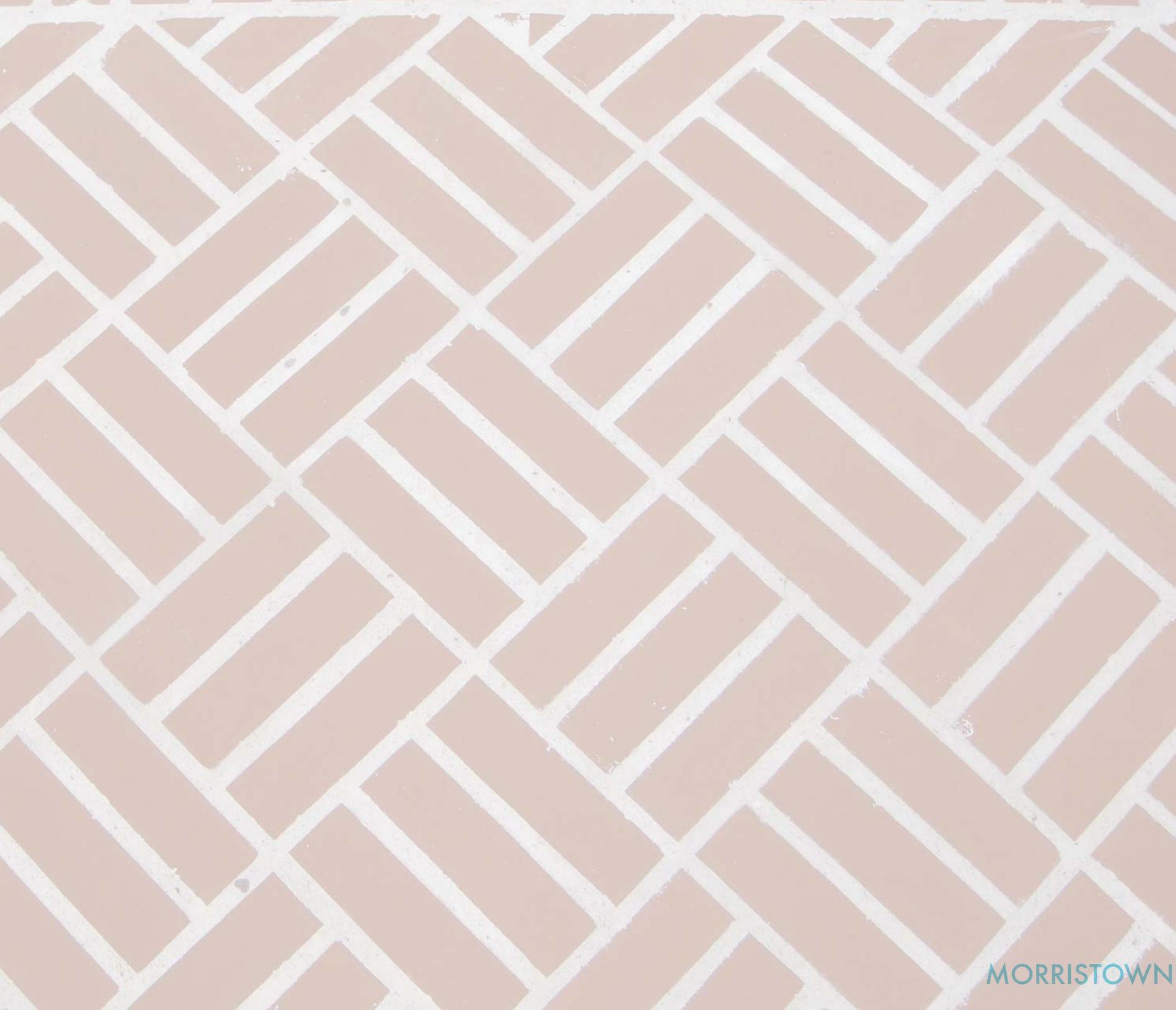
Environmental Stewardship and Green Building

Land Use, Zoning, and Heritage

Open Space and Sidewalks

Getting from Point A to Point B







AIA Communities by Design

ENVISION. CREATE. SUSTAIN.

