



Hackensack Transit Oriented Development Report

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NJIT
New Jersey's Science &
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Preface

This report documents a community-based vision to bring transit oriented development to Hackensack, NJ. Beginning in spring 2012, a team of faculty, researchers and graduate students from the New Jersey Institute of Technology (NJIT) generated the work found in this document. The North Jersey Transportation Planning Authority and NJ TRANSIT both sponsored the visioning and served on the committee to help steer the effort. A Steering Committee made up of members from Hackensack city government, its business community, its residents, Bergen County officials, and Regional Plan Association guided the team.

The project focuses on the areas surrounding Hackensack's two NJ TRANSIT rail stations and its Bus Terminal. Future development around each will help anchor the city's retail core, complementing Hackensack's recently adopted Rehabilitation Plan and strengthening the relationship of the downtown to the larger city and region. This planning builds upon Hackensack's many assets; it has a dense and diverse population; it is the seat of county government; and it is the home to a growing health care sector centered on Hackensack University Medical Center.

The planning effort described here incorporated a graduate-level Infrastructure Planning Studio at NJIT's New Jersey School of Architecture. The studio worked closely with the Steering Committee in planning efforts and community outreach. The team reviewed background information and interviewed private and public sector parties familiar with retail, office and residential real estate markets. Using these resources, the team developed alternative scenarios for specific sites around the three transit nodes.

The NJIT team hosted and facilitated two Saturday visioning sessions in March to advance visions for each site with community support. The first Saturday focused on supplementary efforts in the Rehabilitation Zone, the second on the specific transit nodes. The team then synthesized the results of both sessions during the month of April. Student teams presented their findings to the public at a Hackensack City Council session in early May.

This report includes all outcomes of this process. It could not have come about without the spirited support of Mayor Jorge Meneses, Councilwoman Karen Sasso, and City Manager Stephen Lo Iacono; Donna Orbach from Bergen County; Albert Dib, Jerry Lombardo, Frank Pratt of the Hackensack business community; NJ TRANSIT's John Del Cole and Francis Reiner of DMR Architects. With their continued help, it is our sincere hope that the many great ideas offered by the community and presented here can be realized.

Hackensack Transit Oriented Development Zones



Executive Summary

Discovery

Hackensack Historical Context

Hackensack is Bergen County's most populated municipality and serves as its county seat. The City of Hackensack covers an area of approximately 4 square miles. A century ago the population stood at 9,443. Since then its population has grown to 43,010. Eleven municipalities surround Hackensack: the Boroughs of Little Ferry, Bogota, Hasbrouck Heights, Lodi, Maywood, Paramus, River Edge and Teterboro; the Townships of South Hackensack and Teaneck; and the Village of Ridgely Park. These surrounding municipalities are connected to Hackensack by a series of County roadways while three major highways (NJ Route 4, Interstate Route 80, and NJ Route 17) define its north, south and western edges. The Hackensack River which flows from the southwestern portion of Rockland County to the Newark Bay to the south, defines the city's eastern boundary.

Hackensack's first inhabitants were members of the Lenni Lenape Indian community, who interacted with Dutch traders in the early 17th century. By the century's end, the English had taken control of Dutch possessions on the North American continent. In 1709, Hackensack became the seat of Bergen County. The first inter-county public transportation began in 1764 with stagecoaches carrying passengers to ferries bound for Manhattan at Jersey City's Paulus Hook and Hoboken. In 1813, Hackensack began developing its brick making industry along the banks of the Hackensack River and by 1882 the City of Hackensack was the Nation's second largest brick producer. Beginning in the 1860s, railroads connected Hackensack to Pennsylvania, New York State and local areas within the region, such as Jersey City, Hoboken and Englewood. By 1905, due in part to its well established transportation system, Hackensack became the shopping destination for all of Bergen County. Until the 1950's, Hackensack maintained its status as a premier shopping district of Northern New Jersey anchored by two major department stores: Sears Roebuck and Arnold Constable.

Demographics and Social Assets

Hackensack is centrally located within Bergen County. Bergen County is the most populous of the six New Jersey counties known as the "Gateway Region" because of their adjacency to New York. Hackensack, Bergen County's largest city, had a population of 43,010 in 2010. In 2010, Bergen County's median household income was \$81,708, the fourth highest in New Jersey. Among New Jersey counties in the Gateway Region, Bergen County is its most affluent. Hackensack's median income is just above \$58,000. Hackensack's median age is about 37 years old with the largest popula-

tion between 25 to 34 years of age. 67% of Hackensack's population lives in 1-2 person households; some are empty nesters and elderly, others are young single professionals.

Economic Assets

Hackensack's Economic Assets include the Hackensack University Medical Center, and the Bergen County seat located downtown, its colleges and universities, its park system and the Hackensack River.

Hackensack is the county seat of Bergen County, housing many county facilities and employing a large number of county employees. This resident population of office workers and other employees can serve as an economic driver creating various development opportunities. Over the past decade, Bergen County has made a major commitment to the City of Hackensack through construction of a major new county office building, parking structure and other related facilities. Based on our research, the physical requirements of the Bergen County government will continue to grow. We also learned that many visitors to County Government become patrons for downtown shopping.

Hackensack is identifiable to many throughout the New York Metropolitan region as the home of The University Medical Center (HUMC). The Hospital is the largest employer within Bergen County with 7,175 current employees. It has also been the most prominent developer of commercial space in the City in recent years, adding 71% of total new commercial development in Hackensack between 2004 and 2009.

Having educational facilities in Hackensack will prove to be a great asset for future development. Bergen County Community College (BCCC), Fairleigh Dickinson University (FDU) and Eastwick College bring thousands of students, faculty and staff to the City.

Hackensack has an established system of parks and a river that could be turned into a great asset. Land values tend to rise near parks or riverfronts and can be drivers for development opportunities through zoning and planning.

Travel Patterns and Transportation Systems

The transportation system serving Bergen County and Hackensack is made up of a network supporting automobiles, passenger rail, and buses. The travel mode most used by Bergen commuters is the automobile with a total of 352,613 daily auto commuters. 34,551 daily commuters use buses. As for work destinations, about 122,000 commuters travel within Bergen County for work and about 138,000 Bergen residents work outside of Bergen County. A substantial

share, 18% (61,000) of the working population, commute to New York City jobs.

The City of Hackensack is bounded on the south by Interstate Route 80, which connects to I-95 and the George Washington Bridge to upper Manhattan, Route 4 on the north and Route 17 on the west. The New Jersey Turnpike terminates to the southeast of the City and is connected to Hackensack by a short stretch of I-80.

There are three NJ TRANSIT rail commuter lines that run through Bergen County; the Main Line, the Bergen County Line and the Pascack Valley Line. NJ TRANSIT's Pascack Valley Line, an asset of considerable potential for the City, serves Hackensack. That line has two stations in Hackensack, Essex Street and Anderson Street. All three Bergen County rail lines converge before approaching Secaucus Junction and terminate at Hoboken. NJ TRANSIT's addition of the Secaucus Junction Station to its rail system dramatically improved rail access for these lines to the Midtown Manhattan Central Business District via Penn Station New York. Since the advent of the Secaucus Junction transfer opportunity, ridership on the line has risen 37%. In 2011, Midtown Manhattan was the destination for almost 30% of the Pascack Valley Line's passenger trips.

Bus service, both interstate and intrastate, plays a large role in providing mobility for Hackensack and its environs. Central to that service is the refurbished Hackensack Bus Terminal. It serves as the hub that links Hackensack to Manhattan as well as to other key origins and destinations in New Jersey. The total average number of riders coming through the Hackensack Bus Terminal is approximately 97,000 per week, with almost 56,000 traveling weekdays, over 26,000 on Saturdays and 15,000 on Sundays. The terminal's major function today is as a transfer facility. On an average weekday, nearly 80% of the people that use the Terminal transfer between buses.

Transit Oriented Development

Transit Oriented Development or TOD is a compact mixed-use development located within a five to ten minute walk of a major transit stop. It typically has high quality development with a mix of residential, employment and shopping opportunities designed in a pedestrian oriented manner without excluding automobiles. Transit Oriented Developments can provide many advantages to urban centers like Hackensack that include:

- Utilizing public transit to reduce automobile congestion and, therefore, CO₂ emissions. Fewer vehicles on the road means fewer emissions and more energy conservation.
- Improving mobility options for people such as the elderly who cannot drive, people who cannot afford cars, and people who prefer not to drive.
- Improving public safety through the design of active places that are busy throughout the day and evening. Activity created by having lots of people around provides "eyes on the street" and helps increase safety for pedestrians, transit users, and local community as a whole.

- Decreasing infrastructure cost through the design of compact TOD's. Local governments can reduce infrastructure costs by up to 25% by being able to forgo expanding water, sewage and roads.
- Increasing disposable housing income. Transportation is the second-largest household expense after housing in the United States. A recent study by the Center for Transit Oriented Development found that households in auto-dependent neighborhoods spend 25% of their household income on transportation. Households with good access to transit spend just 9%.
- Creating a catalyst for economic development. Communities increasingly use Transit Oriented Development as a tool to help revitalize aging downtowns and declining urban neighborhoods. TOD's attract a mix of uses such as retail, restaurants, and shops, which create jobs and increase tax revenues.

Transit Oriented Development in New Jersey

Twenty-six New Jersey towns and municipalities have attained Transit Village designation. The municipalities of Rahway, Morristown, and New Brunswick share successful elements that offer important lessons for Hackensack. All three create a unique identity that builds on local strengths. Each community fosters a pedestrian friendly character with streets that are safe, inviting and walkable. All have successfully completed high density, mixed-use projects close to transit that have stimulated the local economy and culture.

Rahway experienced a significant decline after WWII, but has rebounded in recent years. The City benefits from a modern, new station on NJ TRANSIT's Northeast Corridor Line offering average 45 to 50 minute trips into Manhattan. Rahway began its revitalization by encouraging NJ TRANSIT to build a new station to create a prominent entrance to the City. The new station plaza has a strong civic presence where the City holds regular public activities that give Rahway a distinct identity. The newly renovated Union County Arts Center sits within walking distance of the station and hosts world-renowned performers. Two recently constructed TOD's, River Place and Park Square, are close to the train station and Arts Center and are surrounded by restaurants.

Morristown is the Morris County seat, with a station on NJ TRANSIT's Morris and Essex line. A direct, one seat ride connecting Morristown and Manhattan attracts a daily ridership of over 1,800. With NJ TRANSIT's help, Morristown has successfully revitalized its downtown and surrounding neighborhoods during the last decade. Morristown received a major boost when NJ TRANSIT created a direct connection to Midtown Manhattan in 1996 which significantly reduced travel time. A few years later Morristown attained Transit Village status and was able to rezone around its station for higher density, mixed-use development. Transit oriented development has followed.

New Brunswick has the most in common with Hackensack. Both Hackensack and New Brunswick are New Jersey county seats and both lie alongside major rivers. Both are municipalities that have suffered from economic decline in their respective recent pasts. Both enjoy connections to public transit systems, although New Brunswick's ridership is con-

siderably higher because of its direct connection to Midtown Manhattan. Both have ample open space within their borders that include large waterfront parks. New Brunswick's Robert Wood Johnson University Hospital and the Hackensack University Medical Center are comparable economic centers. Rutgers University is an academic powerhouse for New Brunswick, while Fairleigh Dickinson University's Metropolitan Campus and Bergen Community College are significant economic institutions within Hackensack. Finally, each municipality has major highways nearby that provide a high degree of mobility with minimal impact to neighborhoods. The city of New Brunswick has successfully partnered with Johnson & Johnson to form Devco, an award winning urban redevelopment company designed to initiate and facilitate redevelopment projects that employ TOD strategies. Hackensack has a tremendous opportunity to establish similar public-private partnerships.

Planning and Design

Master Planning Studies

As a part of its initial investigation, the NJIT team conducted a review of master planning studies for both Bergen County and the City of Hackensack as the basis for beginning the Planning and Design process.

Bergen County Master Plan

The Bergen County Master Plan is an important document that analyzes the infrastructure networks of all municipalities within Bergen County. The purpose of the Master Plan was to bring immediate to long-term developmental changes in order to provide solutions for the problems the communities face. The Plan uses social, political and ecological evidence to establish a foundation for future development of the County.

City of Hackensack 2001 Master Plan

The report involved the analysis of Hackensack's existing land use, development patterns, demographics and market research in order to establish goals and objectives for a master plan for the Hackensack community. A major portion of the land use plan was focused on Hackensack's downtown district. Because the Main Street corridor was considered too long to be developed with a single development strategy, the plan recommended dividing the development corridor into separate districts described as "spheres of influence":

1. Government/Office Sphere of Influence
2. Banking/Educational and Cultural Sphere of Influence
3. Traditional Retail Sphere of Influence
4. Retail/Housing Sphere of influence

Each district encourages re-zoning to reflect the character of the area and to maximize economic development potential. Excluding public streets, the spheres of Influence occupy an area of more than 380 acres or about 15% of the total area of the city.

City of Hackensack Master Plan Reexamination Report 2009

In 2009, City of Hackensack completed a Master Plan Reexamination Report to evaluate its 2001 Plan in accordance with New Jersey law that requires that a municipality reexamine its Master Plan every six years or produce a new one. The Reexamination Report reviewed eleven main objectives of the 2001 Master Plan and evaluated goals that had been achieved. The report also identified conflicts in the City's current policies that obstruct or contradict the goals of the 2001 Master Plan. The Reexamination Report offers solutions and revisions to resolve such conflicts.

City of Hackensack: 2012 Downtown Rehabilitation Plan

The City of Hackensack released this plan while our study was in progress. The Plan defines an "area of rehabilitation" bounded by River Street to the east, Essex Street to south, State Street to the west and University Plaza to the north. The designated area lies within the heart of downtown Hackensack, which currently maintains retail, commercial, office, parking and some residential land uses. Draft plan guidelines provided valuable information throughout the course of the design studio. This information allowed the NJIT Team to extend rehabilitation strategies to areas beyond the Plan's defined zones, including NJ TRANSIT's two train stations at Anderson Street and Essex Street, the HUMC and the area between River Street and the Hackensack River. The rehabilitation strategies proposed by the downtown rehabilitation plan are largely consistent with those of Transit Oriented Development.

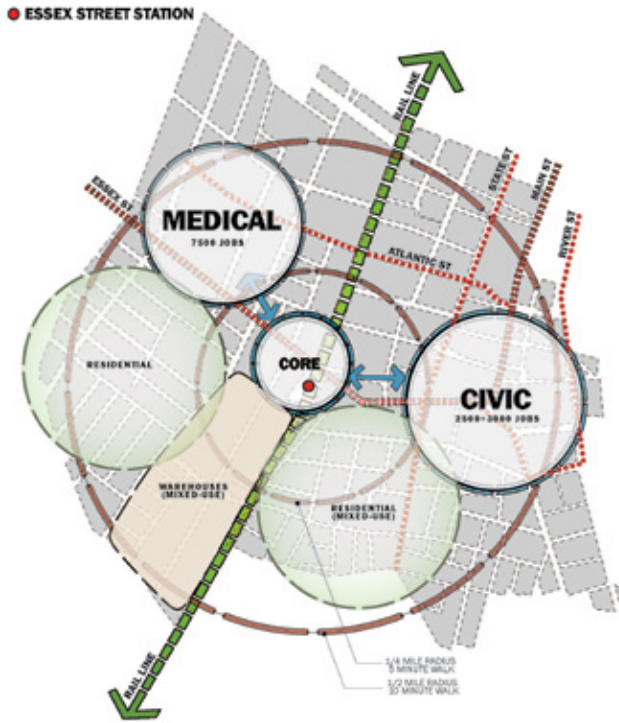
Community Based Design Charrettes

Assisted by the City and the project's Steering Committee, the NJIT team hosted two Vision Sessions at the Hackensack Civic Center on successive Saturdays: March 24th and March 31st. Each Visioning Session created an atmosphere for participants to explore and discuss the issues relevant to this study. Participants included Municipal officials (both elected and appointed), project sponsors, members of the Steering Committee, stakeholders, and interested citizens. The project team leaders, students from the studio and seasoned facilitators led the discussions. Both sessions followed a similar format. After a light breakfast, students presented findings meant to spark discussion. After the presentations, participants joined tables focused on a specific topic or theme. Facilitators provided each table with a list of questions to help focus and frame the discussions without limiting open dialog and creative thinking. Students and facilitators recorded the group's ideas and findings, graphically locating each using markers on tracing paper laid over a high resolution aerial map of the City of Hackensack. Each table selected a community representative to report its findings back to the larger group. Students brought the notes, drawings and videotapes of the discussions back to the studio for further study and development.

Transit Oriented Design Proposals

Each TOD proposal studied the area within the current Rehabilitation Zone recently adopted for downtown Hackensack and combined it with the ½ mile radii around the Essex Street and Anderson Street NJ TRANSIT Rail Stations and the Hackensack Bus Terminal. The proposals also examined the relationship of the downtown to the larger city and region. The goals for each proposal included identifying opportunities for development using TOD design strategies.

Proposed Essex Street concept diagram



Essex Street Station

The main focus of the Essex Street Station team’s proposal is to promote development centered on the station that can serve both the neighboring Hospital and County Complex and include a wide range of property types - medical office buildings, classroom and educational structures, residential buildings and related retail. HUMC could develop these alone or in collaboration with private developers specializing in such facilities. The team’s outreach and research confirmed that Hackensack University Medical Center’s historic campus is built-out. Future expansion by HUMC near the Essex Street Station would also reap the benefits of Transit Oriented Development.

An important ancillary objective proposed by the studio is to transform Essex Street into a more active and pedestrian compatible boulevard that would connect Hackensack’s two employment centers: the HUMC and the County Complex. While Essex Street will always be a major traffic thoroughfare, the area around the train station can become more welcoming and active at a pedestrian scale. It can become a green, pedestrian-friendly boulevard, offering an improved entrance into the City while still allowing considerable traffic flow. This new boulevard would integrate with Hackensack’s Main Street Rehabilitation Plan.

To enhance pedestrian activity, the team’s proposal recommends restoring the jitney suspended several years ago. The jitney would take riders to and from the train station to HUMC, the County Complex and other locations. This loop would be an engine that could activate and reinvigorate the area. The total Essex Street Station area development could include up to 1500 parking spaces, 248,000 s.f. of retail shops, and 930 units of housing. This would translate to an estimated total development value of \$177,000,000 dollars, 750-1000 new jobs and an estimated \$4,790,000 in ratable income.

Proposed Anderson Street concept diagram



Anderson Street Station

The community based design charrettes identified the Rite Aid lot near the Anderson Street Station as a long-term opportunity for mixed use development. New residential development of a similar scale and type directly across Linden Street indicates the market potential for such a project. The Rite Aid site is large enough that mixed-use development could ‘wrap’ and conceal a parking structure with street level retail and residential above and a small park or public plaza. The parking structure would accommodate residential, retail and commuter needs. The development could include up to 470 parking spaces, 20-25 retail shops, and 180 units of housing. This would translate into an estimated total development value of \$31,500,000 dollars and an estimated \$850,000 in ratable income. The proposed Anderson Street Plaza, existing Anderson Street Park, and the development of a green corridor on Anderson Street extending the Johnson and Foschini Parks from the riverfront would help define the neighborhood and make it one of the most vibrant areas of Hackensack. Coordination with the Downtown Rehabilitation Plan will further strengthen this network.

Downtown Bus Terminal and River Street Corridor concept diagram



Downtown Bus Terminal & River Street Corridor

A series of east-west streets passing within the bus terminal study zone offer a great opportunity to connect to the Hackensack River and help redevelop its riverfront. These connecting corridors include Atlantic, Salem, and Passaic Streets. This concept is consistent with the studio's overall planning strategy to integrate the urban fabric of Hackensack's neighborhoods, major employment centers, the downtown and the riverfront. It also integrates with specific nodes defined in the Hackensack Rehabilitation Plan. Of all three study areas, the Bus Terminal study area has the greatest overlap with the Rehabilitation Plan and integrates with all its key recommendations. The bus terminal, although it is today mainly used as a transfer facility, has good connectivity to Main Street via a pedestrian walkway several hundred feet to the west. As a prototype, the team chose to develop a design for Atlantic Street. Like Essex Street, it is an important east-west connector to the HUMC. The team also chose Atlantic Street to build upon the Hackensack Rehabilitation Plan's recommendation for a cultural arts center. The proposed plan for Atlantic Street's development shows a green urban corridor with mixed commercial and residential uses along the street, becoming another green gateway to Hackensack. The development provides pedestrians with a safe and aesthetic walk past retail and other shops, down to the parks along the river. Cross-sections through Atlantic Street compare the present condition to one with green spaces along the pedestrian way, a bicycle lane and a retail corridor. A cross-section at the bus terminal shows possible enhancements along Atlantic Street if the terminal ever expands.

Charrette participants also remarked that the apron surrounding the terminal seemed insufficient for the volume of buses, and field observations by the team confirmed frequent buses queuing on adjacent streets. Taking into consideration future downtown population growth, if adjacent properties become available – for example, at the bank site to the south or the former Bergen County probation site to the north – Hackensack should consider working with NJ TRANSIT to increase its bus handling capacity while maintaining the proper access to the surrounding streets, es-

pecially Atlantic Street. Planning proposals should employ shared parking if this expansion occurs.

The total Atlantic Street corridor could have an estimated value of over \$86,500,000 and an estimated \$2,350,000 in ratable income. A second proposal considered at the intersection of Atlantic Street and River Street extending to the river front envisions a mix of housing, retail shops, and restaurants with an estimated value of \$203,463,750 and a ratable income of \$5,520,000. Finally, a third development area was identified along River Street between Passaic and Salem and outside the flood zone that could accommodate a mix of housing, parking, and retail with an estimated value of \$183,312,500 and potential ratable income of \$4,970,000.

Recommendations + Implementation

The City of Hackensack has many assets. It has a rich history grounded in its relationship with transit systems and its proximity to New York City. Hackensack has a dynamic commuting population and a strong transportation infrastructure. Hackensack's primary economic assets include the Bergen County seat located downtown and the growing University Medical Center to the west. Other important assets include Bergen County Community College, Fairleigh Dickinson University, and the Hackensack Riverfront. Each design proposal, drawing upon the community based design process, seeks to take full advantage of Hackensack's community assets as well as the positive benefits of Transit Oriented Development.

Essex Street TOD Recommendations

- Take advantage of the Essex Streets Station's proximity to major job centers: the Bergen County seat and the University Medical Center.
- Encourage mixed-use development.
- Create concentrated catalyst development around the train station.
- Consider mixed-use infill (including residential) development serving county employees and professionals east of Essex Street Station and medical professionals to the west.
- Create new public plaza at Essex Street Station.
- Build new public/private parking structures.
- Reinforce connection to Downtown and Riverfront by improving the Essex Street corridor, especially in vicinity of Essex Street station.
- Create Atlantic Street/Essex Street jitney loop.

Anderson Street TOD Recommendations

- Develop Anderson Street as a green corridor.
- Take advantage of proximity to educational centers, downtown and riverfront.
- Reinforce the strong residential character of the existing neighborhood.

- Encourage sensitive mixed-use infill development for existing Anderson Street shopping corridor structures.
- Take advantage of underutilized Rite Aid lot for mixed-use core development.

Downtown Bus Terminal & River Street Corridor TOD Recommendations

- Take full advantage of the Riverfront development potential as an important public amenity.
- Establish the Atlantic Street Greenway as a gateway between downtown, the bus terminal and riverfront.
- Consider possible expansion of Bus Terminal.
- Establish a wayfinding system that connects visitors to important cultural, recreational, civic, transportation, and educational centers.
- Connect residential neighborhoods to the riverfront by creating green corridors.
- Explore pedestrian opportunities along the River Street corridor.
- Extend the Downtown Rehabilitation Plan strategies to River Street and adjacent neighborhoods.

Discovery

Figure 1: Historic map of New Jersey and New York c. 1871



Figure 2: Birds-eye view of Hackensack, New Jersey c. 1896



Figure 3: Historic Postcard of the Bergen County Courthouse



Hackensack Historical Context

The City of Hackensack covers an area of 4 square miles. The population grew from 9,443 to 42,677 in the past century. Hackensack is Bergen County's most populated municipality and serves as its county seat. Eleven municipalities surround Hackensack, including the Boroughs of Little Ferry, Bogota, Hasbrouck Heights, Lodi, Maywood, Paramus, River Edge and Teterboro; the Townships of South Hackensack and Teaneck; and the Village of Ridgefield Park. A number of County roadways connect Hackensack to these municipalities. Three major highways - Interstate Route 80, and New Jersey Routes 4 and 17 - skirt the edges of the City. The Hackensack River flows to its east, beginning in the southwestern portion of Rockland County and ending in Newark Bay to the south. There has been little change in the land use patterns in the past four decades, except for a significant reduction in industrial land uses. Fallow industrial sites currently account for approximately 61 acres: 2.3% of vacant land in the total land area. The elevation of Hackensack ranges from 2-12 feet above sea level to a maximum of 130-foot in its southwestern portion. Parts of the City contain steep slopes of up to a 15% grade.

Hackensack's first inhabitants were members of the Lenni Lenape tribe, who interacted with Dutch traders in the early 17th century. By the century's end, the English had taken control of Dutch possessions on the North American continent. The governor of what was then called East Jersey granted more than 5,000 acres, including land between the Hackensack and Passaic Rivers, to planters from the West Indies Island of Barbados in 1683, who called it New Barbados. The Village of Hackensack was within this larger area. Dutch settlers who remained in Hackensack built the first Dutch Reformed Church in 1696 and surrounded it with many homes. The church doubled as a meeting place for the village. In 1709, Hackensack became the County seat. Throughout the 1700s, agricultural trade flourished in Hackensack.

Hackensack has always had a relationship with transportation systems. Using the Hackensack River as a mode of transportation, the City was able to trade with New York using flat bottom schooners to carry merchandise from farms and mines in Northern Jersey. The first inter-county public transportation began in 1764 with stagecoaches carrying

Figure 4: Artist's depiction of early New Jersey stagecoach travel



Figure 5: The 1860's railroads expanded regional access to Bergen County



Figure 6: Early Hackensack River brick industry c. 1836

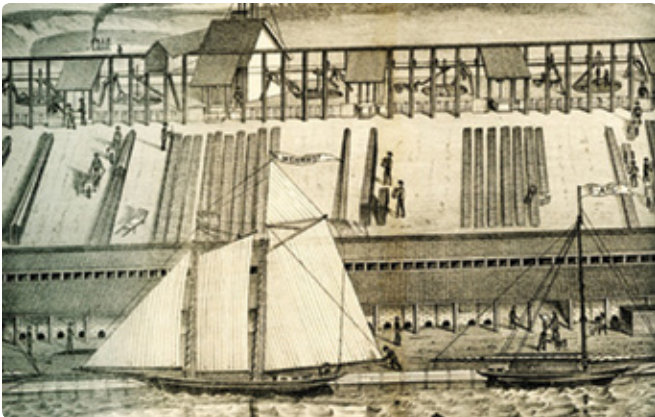


Figure 7: Hackensack Hospital c. 1907



passengers to ferries at Paulus Hook and Hoboken bound for Manhattan. Soon stagecoach lines ran from New Bridge Landing through Hackensack to Paulus Hook. Stagecoach lines would eventually go to Rutherford, Englewood, Paterson, Newark and New York State destinations. These lines utilized inns and taverns as their stations, which triggered the development of a vibrant downtown in Hackensack. In 1813, Hackensack began using clay from the river for brick-making, and by 1882 Hackensack was the Nation's second largest brick producer. Other major industries included silk and jewelry.

Beginning in the 1860s, railroads allowed travel to Pennsylvania, New York State and local areas within the region, such as Jersey City, Hoboken and Englewood. Hackensack became a commuter town and flourished in population. Its focus shifted from industry to commerce. By 1905, Hackensack became the shopping core of Bergen County.

Other commercial activities that replaced manufacturing included medical, legal, and banking services. Hackensack's Hospital opened in 1888 and became a prominent asset for the City. With the invention of motion pictures in nearby Fort Lee, Hackensack became home to many theaters and known as a destination for entertainment.

Between 1920 and 1930, Bergen County and Hackensack took on a suburban flavor in the midst of a rising automobile culture, partly losing its urban character. Construction of the George Washington Bridge in 1931 allowed people from New York City in search of a more suburban lifestyle to move to Hackensack. Meanwhile, some of its wealthier citizens moved to more rural areas of Bergen County. The City's population increased by more than 33% during this period.

Until the 1950s Hackensack was a premier shopping district of Northern New Jersey, anchored by two major department stores: Sears Roebuck and Arnold Constable. At the same time, automobile culture triggered the construction of suburban style malls such as the Garden State Plaza and Bergen Mall, which led to the decline of Hackensack's downtown. Main Street was not able to compete with the hundreds of stores and free parking facilities that the suburban malls offered. As time went on, Main Street lost most of the charm and appeal that it once had. Sears Roebuck and Arnold Constable eventually closed.

In 1956, the City's planners called for renewal and revitalization. The City rezoned Prospect and Summit avenues to allow luxury high-rise apartments. These attracted new residents, and by encouraging others to stay, helped stabilize the City. Bloomingdale's built a department store in the northern part of town with access from Route 4. Meanwhile, parts of southern Hackensack continued to deteriorate.

In 1974, developers built Riverside Square at the intersection of Route 4 and Hackensack Avenue, returning prestigious stores to the City, albeit on its periphery. Between 1976 and 1980, the City and County implemented the Center City Complex Redevelopment Plan that included Court Plaza, an extension to Atlantic Street, and the upgrading of Main Street.

Figure 8: Downtown Hackensack entertainment district along Main Street c. 1935



Figure 9: Main Street department stores



Figure 10: Downtown Hackensack along Main Street c. 1920



Figure 11: Downtown Hackensack today



In the 1980s and 1990s, Hackensack undertook several infrastructure projects. The City overhauled its sewer systems at two River Street locations. Hackensack also broke ground for the Oradell Aqueduct in 1981, as the first phase of the Wanaque South Supply Project. This would ensure the quality of Hackensack's water supply for the next century. In 1992 the City realized another major effort, a \$4 million flood control project. A year later, it began a \$1 million dollar parks improvement and expansion project. In 1994, the City made revitalization of the Riverfront a priority. That same year, Price Club opened along River Street.

During every decade of the 20th century, Hackensack undertook redevelopment projects that have helped it maintain its standing among its neighbors and comparable communities in New Jersey, continuing three centuries of progressive growth. Much of its subsurface infrastructure is in good standing. It stands to continue this momentum through the 21st century.

Figure 12: New Jersey "Gateway Counties" adjacent to New York

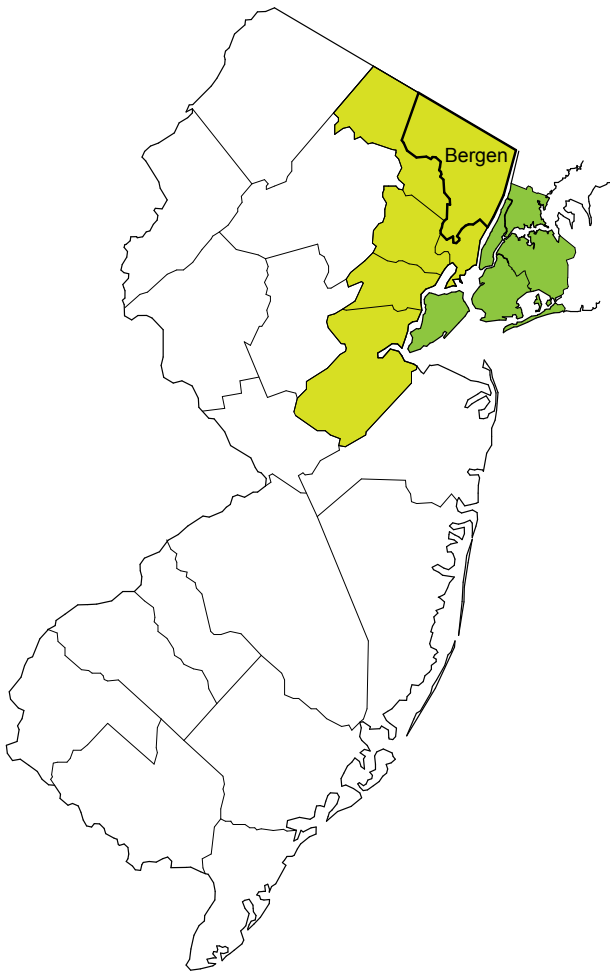


Figure 13: Bergen County is New Jersey's largest county

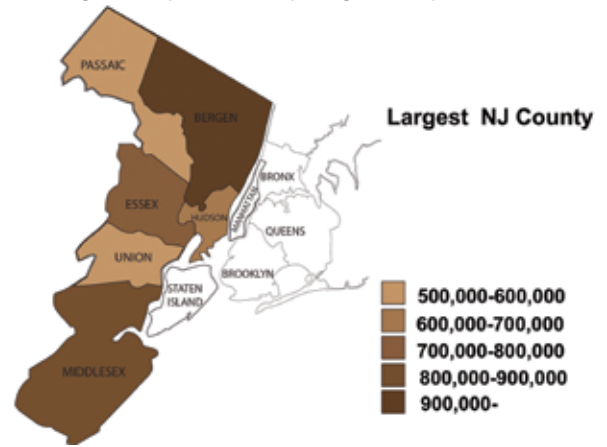


Figure 14: Bergen County Population distribution

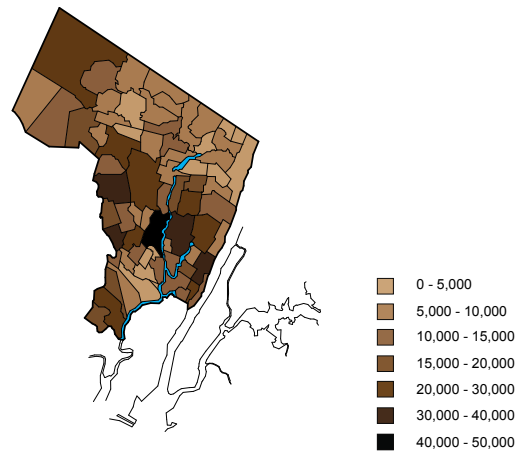
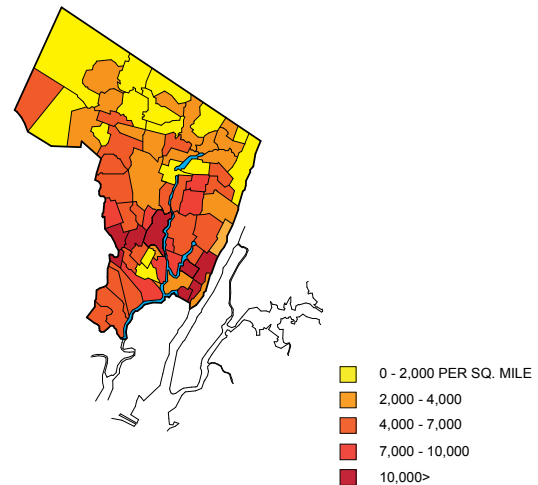


Figure 15: Bergen County population density



Demographics and Social Assets

Hackensack is located within Bergen County, the County with the largest population of the Gateway Region, the six New Jersey counties adjacent to New York City.

Unlike other New Jersey counties such as Essex or Passaic, a large city does not dominate Bergen County. Hackensack, in the geographic center of the County, is its largest city with a population of 43,010 in 2000. Hackensack is one of Bergen County's most densely populated municipalities, consistent with the more densely populated southern portion of Bergen County. The southern portion features more multifamily housing than the northern portion of the County, where municipalities are typically made up of suburban-style, single-family homes.

As the next generation follows a national preference of living in more densely populated communities, Hackensack finds itself well positioned to attract this growing cohort. Hackensack is culturally diverse, distinguishing it from its Bergen County context and that of the State of New Jersey in the distribution of ethnic groups. When compared to Bergen County's smaller municipalities, Hackensack shows a more balanced ratio between different ethnic groups, with

relatively large Hispanic and Asian populations. It maintains a sizable white population, complemented by growth in the Hispanic and Asian populations, as well as a stable African American community. As a result, the City hosts a variety of businesses servicing many different markets, with its diversity contributing to vibrant dining, shopping, and cultural opportunities. Its schools provide a unique exposure to a wide variety of viewpoints and experiences. These factors make Hackensack a particularly attractive place for a younger population to locate.

As of 2010, Bergen County's median household income was \$81,708, the fourth highest in New Jersey. Among New Jersey counties in the Gateway Region, Bergen County is the most affluent. Its size and relative affluence make it a significant presence in the New York City metropolitan area. Hackensack lies along the dividing line between Bergen County's northern municipalities, with generally higher household incomes, and its southern municipalities with lower incomes. The county's income diversity extends to Hackensack, which holds a sizable portion of middle-income residents. Hackensack's median income is just above \$58,000.

Hackensack's median age is about 37 years old with the largest population between 25 to 34 years of age. Overall, 67% of Hackensack's population lives in 1-2 person households; some are empty nesters and elderly, others are young single professionals. To serve this population, Hackensack's housing stock includes many small apartments and multi-family dwellings. Hackensack is Bergen County's largest employment center with over 50,000 jobs. Paramus, the county's next largest employer, counts 45,000 jobs concentrated in its retail malls. In comparison, Hackensack's employment pattern is far more diverse involving professional, health, and educational services, as well as retail. The sources of this employment are prominent assets that we describe in more detail later in this report.

Figure 16: Bergen County employment distribution

Total employment, by zip code.

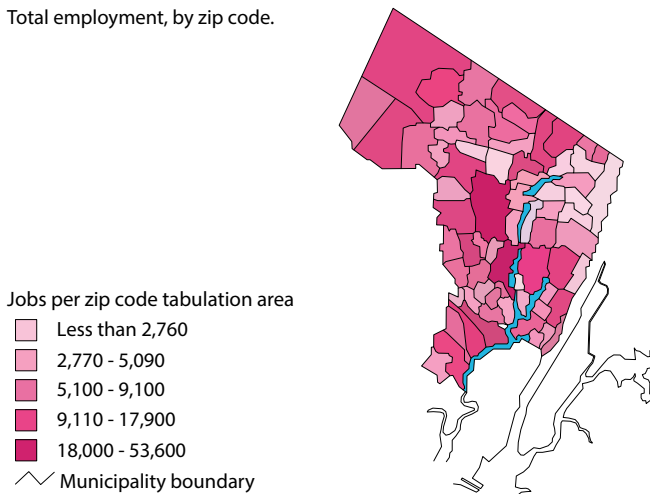


Figure 17: City of Hackensack income distribution

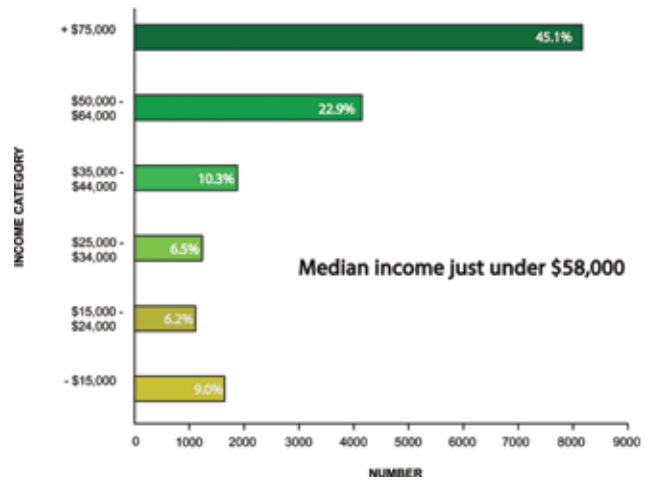


Figure 18: City of Hackensack age distribution

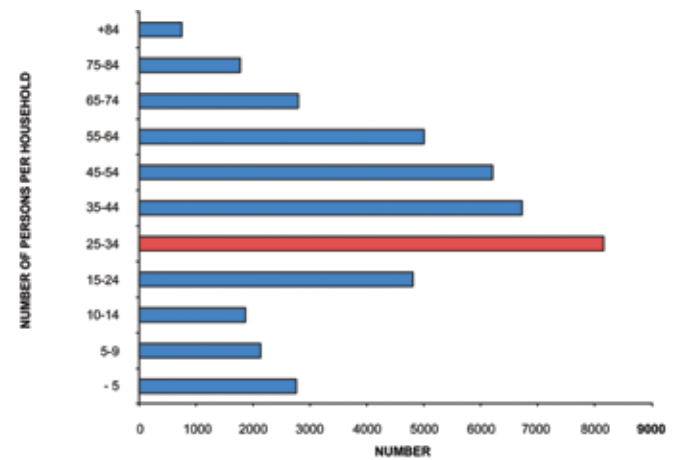


Figure 19: City of Hackensack household size

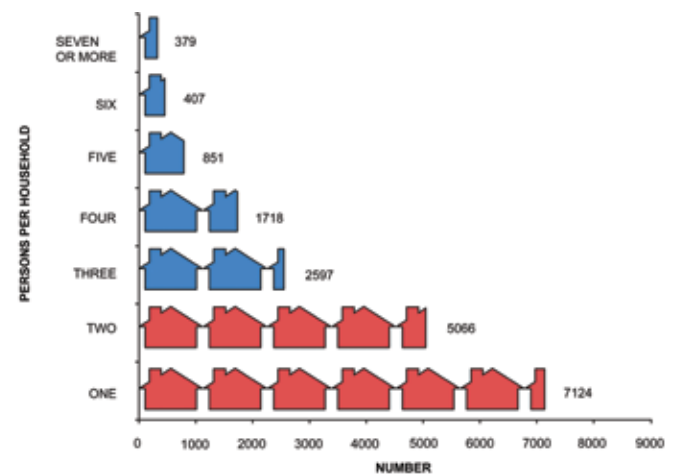


Figure 20: Bergen County Courthouse



Economic Assets

Bergen County Seat

Hackensack is the county seat of Bergen County, housing many county facilities and employing a large number of county employees. This resident population of office workers and other employees can serve as an economic driver creating various development opportunities. Over the past decade, Bergen County has made a major commitment to the City of Hackensack through construction of a major new county office building, parking structure and other related facilities. Based on our research, the physical requirements of the Bergen County government will continue to grow. Many visitors to County Government become patrons for downtown shopping. Each weekday, hundreds of jurors venture out of the Court House for lunch and could become regular customers of downtown businesses.

As with other county seats, law firms tend to congregate in proximity to courthouses. At the present time, there is no major demand for new privately occupied office buildings. However, as Hackensack becomes a more live-work environment, the possibility exists that office space in proximity to the transit nodes may become economically feasible.

Figure 21: Hackensack University Medical Center



Hackensack University Medical Center

Hackensack is identifiable to many throughout the New York Metropolitan region as the home of The University Medical Center (HUMC). HUMC is the largest employer within Bergen County with 7,175 current employees. It has also been the most prominent developer of commercial space in the City in recent years, adding 71% of total new commercial development in Hackensack between 2004 and 2009. The

Hospital is highly regarded in the health care field as a well-organized and well-run large institution with a dynamic future. Our research indicates that the entire health care industry, including HUMC, is in the process of reinventing itself on a regular basis. The main portion of the HUMC campus is located on the east side of Prospect Avenue and north of Essex Street. As with many growing urban institutions, the hospital has largely filled that portion of its campus. In order to continue to grow, the HUMC will likely turn to alternative locations, preferably nearby.

Figure 22: Fairleigh Dickenson University in Hackensack



Colleges and Universities

Having educational facilities in Hackensack will prove to be a great asset for future development. Bergen County Community College (BCCC), Fairleigh Dickinson University (FDU) and Eastwick College bring thousands of students, faculty and staff to the City. This student population is a diverse community that adds vibrancy to the neighborhood. Trends show that Hackensack's higher education enrollment has increased in the past decade. BCCC's Ciarco Learning Center currently enrolls 4,433 students.

Figure 23: Hackensack River park system



Hackensack River and Park System

Hackensack has an established system of parks and a river that stands to become a great asset. Land values tend to rise near parks or riverfronts and could be a driver for development opportunities through zoning and planning.

Hackensack Office Data

The Hackensack area office market is one of the major centers in the State of New Jersey and the largest in Bergen County. The total market includes 245 buildings with more than 4.7 million sf of office space. The offerings span the range from Class A to older Class C buildings. Typical rents for the better grade of buildings are in the area of \$25+ per sf of leasable area with an average rental rate of \$20 per sf. Vacancy rates are currently near 20%. Most of the available space is being offered by landlords directly with a minimal amount being offered by tenants as sub leases.

In providing this analysis, we have relied on information and charts provided by CoStar, a national real estate data provider that is typically relied upon by real estate professionals. The chart in Figure 24 reflects the vacancy levels in the Hackensack market for the past five years. The rising vacancy rate is largely a function of the recession and follows regional trends of increasing vacancies. Recent performance has leveled off.

Rental Rates

Rental rates in the local market have deteriorated somewhat over the past five years and have now trended to approximately \$20 per sf of office area. These rates have stabilized and there is little pressure in either direction. These rates do not support new construction, and a major new development is unlikely in the near term given the current rent levels and vacancy rates.

Space Available on the Market

Over the past three years, the amount of space on the market has remained fairly steady with about 850,000 sf available. Most of this space is being offered directly by landlords with little sublet space. There are no major new entrants to the market on either the supply or user side.

Leasing Velocity

The time period for leasing has been fairly steady over the past three years. Statistics indicate that it takes between 450 and 550 days on the market before space is leased. Again, this is an indicator of the general weakness in the office market and presents a challenge for major new development. It should be noted that much of the older less competitive office inventory is included in the space that is most challenging to lease.

Conclusion

The Hackensack office market is still sluggish and is beginning the recovery stages. According to our research, specialized areas of the market are outperforming others. In particular, the needs of the HUMC will drive further development and could become the engine for commercial development in the Essex Street area, forming the critical bridge between the Civic District along Main Street and the Health Care area found on Prospect Avenue.

Figure 24: Office vacancy levels

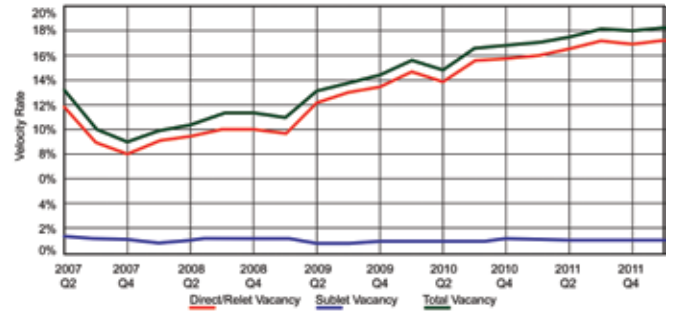


Figure 25: Rental rate trends

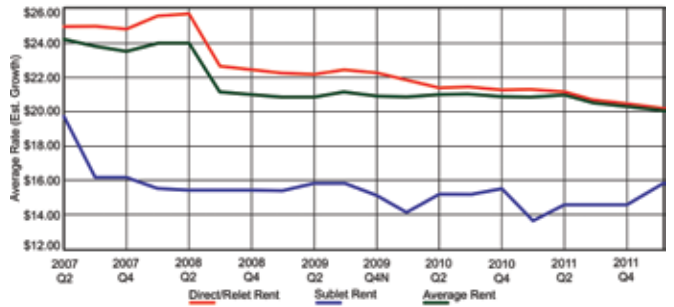


Figure 26: Available space on the market

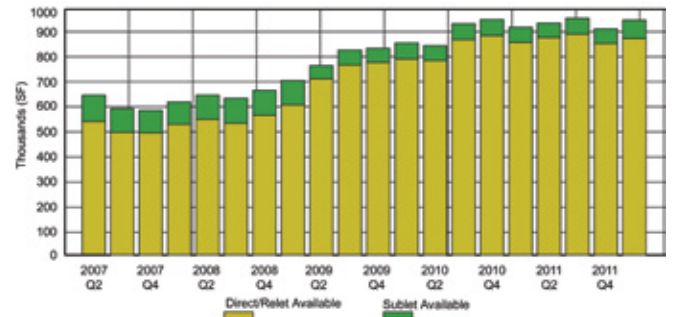
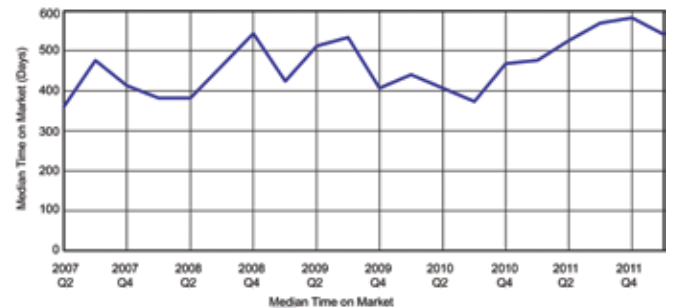


Figure 27: Days on the market



occupancy

Properties:	245
Existing:	245
Spaces:	226
Existing RBA:	4,720,982
Vacant:	879,967
Occupied:	3,844,015
Leased:	3,919,168
	19%
	81%
	83%

availability

Vacant Avail:	865,195	18%
Total Avail:	961,695	20%
Direct Avail:	879,511	19%
Sublet Avail:	82,184	2%
Average Time:	36.5	Months

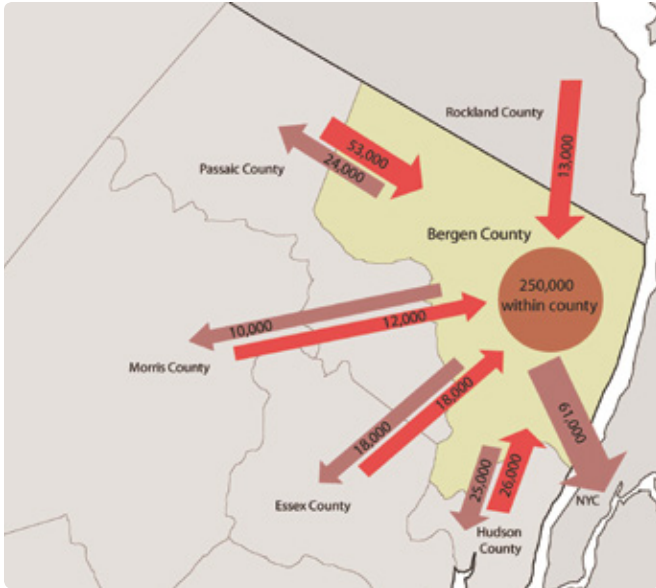
leasing activity

Leasing YTD:	40,367	1%
Net Abs YTD:	(30,783)	(1%)

direct gross rent

Office Range:	\$8.50-\$60.00/yr
Office Avg:	\$20.09/yr

Figure 28: Bergen County commuting patterns



Travel Patterns and Transportation Systems

Bergen County exhibits many different journey-to-work patterns. A majority (250,000; or about 58%) of Bergen County's residents work within the County boundaries. In addition, about 122,000 commuters travel into Bergen County for work and about 138,000 Bergen residents work outside of Bergen County. The largest intra-New Jersey, inter-county flows are between Bergen and Passaic counties, Bergen and Hudson counties and Bergen and Essex counties. To some extent, Bergen County exists as an extension of New York City, with 18% (61,000) of the County's working population commuting to New York City jobs. This percentage is among the highest of any New Jersey county commuting to New York City (Figure 28).

The travel mode most used by Bergen commuters is the automobile with a total of 352,613 daily auto commuters. Some 34,551 daily commuters use buses. A significant fact about the New York City commuters is that 52% (39,698) use the automobile. The remainder accounts for 14% (10,781) travelling by rail and 34% (25,298) using interstate bus service. This contrasts sharply with all other New Jersey counties with a sizable Manhattan-bound workforce, where public transit dominates as the prevailing mode of travel to Manhattan.

Figure 29: George Washington Bridge connecting Bergen County and NYC



Automobile

The New Jersey highway system is an important infrastructure asset for Hackensack. The City of Hackensack is bounded on the south by Interstate Route 80, which connects to I-95 and the George Washington Bridge to upper Manhattan, Route 4 on the north and Route 17 on the west. The New Jersey Turnpike terminates just to the southeast of the City and is connected to Hackensack by a short stretch of I-80. The Turnpike is a major gateway to Hackensack, providing convenient access to important destinations, such as the Meadowlands Sports Complex, Lincoln Tunnel, Newark, Jersey City, the Jersey Shore, New Brunswick and Trenton. These highways are assets to Hackensack as opposed to a detriment, because they make the City accessible by motor vehicle, but none of them carve up the City and disrupt the physical coherence of its neighborhoods. Due to the layout of highways in Bergen County, north to south access is easy and convenient, while east to west travel poses some difficulties with significant traffic, congestion, and delays.

Figure 30: Major highways serving Hackensack

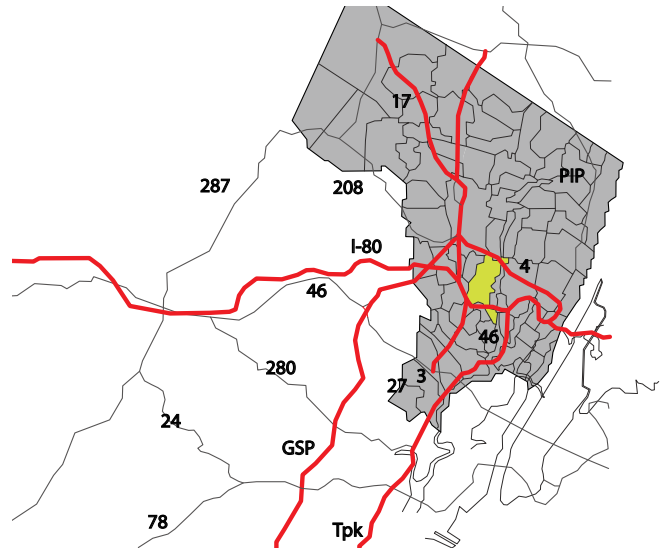


Figure 31: Original Anderson Street station, built in 1869



Passenger Rail

NJ TRANSIT's Pascack Valley Line, an asset of considerable potential for the City, serves Hackensack. The line has two stations in Hackensack, at Essex Street and Anderson Street. The Pascack Valley is one of three NJ TRANSIT commuter lines that run through Bergen County, the other two being the Main and Bergen County Lines. NJ TRANSIT has maintained operational control of these lines since 1983. For most of the 20th century, the Erie Lackawanna and its predecessor, the Erie Railroad, operated these lines.

The Pascack Valley Line has sixteen stations, with the northernmost three being in New York State. Metro North sponsors

Figure 32: NJ Transit Pascack Valley Line

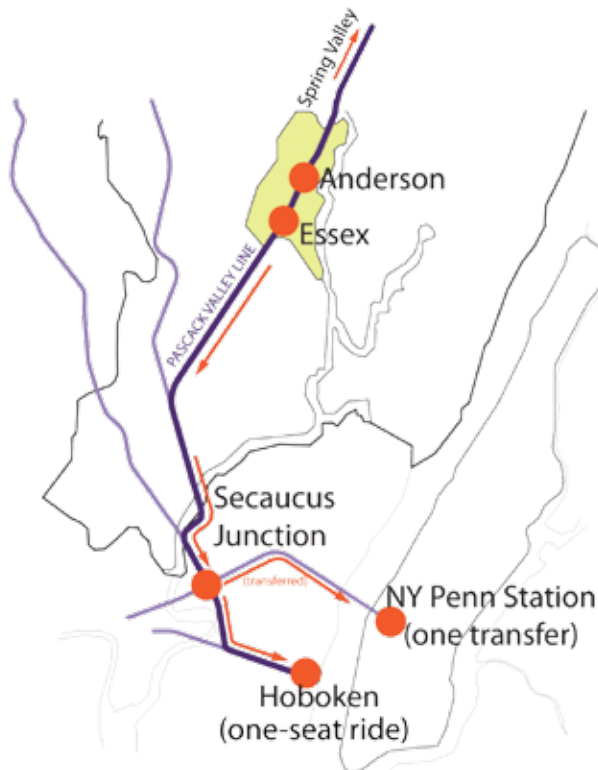
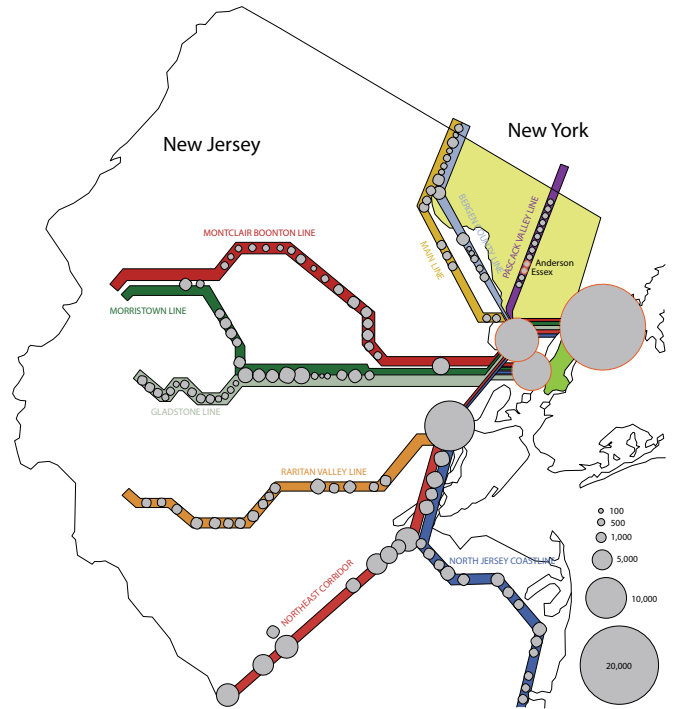


Figure 33: NJ Transit rail line ridership levels



sors a generally integrated service to stations in Rockland County, which account for approximately 25% of the Line's 3,625 daily riders.

All three Bergen County rail lines converge before approaching Secaucus Junction and terminate at Hoboken. The Pascack Valley Line (PVL) runs 24 miles from its northern terminus in Spring Valley to its junction with the Bergen County Line in East Rutherford (known as Pascack Junction). PVL trains then travel on the main trunk line for 4 miles through Secaucus Junction, and an additional 4 miles to Hoboken. NJ TRANSIT's addition of the Secaucus Junction Station to its rail system dramatically improved rail access for riders of these lines to the Midtown Manhattan Central Business District via a transfer to trains terminating at Penn Station New York. Prior to Secaucus Junction's completion in 2003, riders on all Bergen County lines destined to Midtown Manhattan had to travel on a time-consuming path resembling a fish hook, first south to Hoboken and then transferring to PATH's northerly Uptown line for the local trip to its terminus at 33rd Street. Passengers can now depart their PVL train at Secaucus, transfer within the facility and arrive at Penn Station New York within 20 minutes, a time savings of 15 minutes each way. The total trip time from Hackensack to Penn Station New York is between 38 to 42 minutes. In 2011 Manhattan (excluding downtown) is the destination for almost 30% of the Pascack Valley Line's passenger trips. Since the advent of the Secaucus Junction transfer opportunity, ridership on the line has risen 37%.

The public outreach of this TOD project generated evidence that the Hackensack public had little experience with, and showed little awareness of, the purpose of the Secaucus Junction, the more recent schedule improvements on the Pascack Valley Line, and the improved access to Midtown Manhattan this combination affords Hackensack residents and workers. This finding suggests that NJ TRANSIT might want to refocus its marketing efforts at the PVL market to increase general awareness.

Figure 34: Current Anderson Street Station



Figure 35: Current Essex Street Station



Anderson Street and Essex Street, the Line's two stations located in Hackensack, have the following daily boardings: 322 at Anderson Street and 278 at Essex Street. In the context of NJ TRANSIT's rail usage, some 66 NJ TRANSIT stations have boardings higher than the combined volumes at Hackensack's Anderson and Essex Street stations. The Victorian-style Anderson Street station burned in 2009, and NJ TRANSIT has designed a replacement structure it intends to build with the insurance proceeds. A higher proportion of riders walk to the Anderson Street Station than to the Essex Street Station, possibly due to the prevalence of multi-story dwellings near Anderson Street Station.

The PVL's main handicap is that for much of its length north of Pascack Junction, it is a single main track with limited, recently added passing sidings. The speed of PVL trains is relatively slow as the line has 57 grade crossings and closely spaced stations. From the Pascack Junction, where the line diverges from the main trunk line, the maximum speed is 60 mph to the Essex Street Station. Through Hackensack to New Bridge Landing, trains are restricted to a maximum of 40 mph. From New Bridge Landing north to Spring Valley maximum speeds increase to 50 mph but with multiple speed restrictions along the way.

For decades, the PVL offered a limited schedule which caused it to lag behind NJ TRANSIT's system-wide trend towards higher rail ridership. The single-track configuration limited it to peak-direction only weekday service. No reverse

direction service was offered. In the morning peak period, trains could only operate toward Hoboken, where they were stored during the day to return to Spring Valley during the evening commute. The option of transferring at Secaucus Junction, which began in 2003, spurred recent investment in the line's physical plant. Metro North expanded Woodbine Yard in Spring Valley and NJ Transit built four passing sidings and installed a new signal system. These improvements enabled NJ TRANSIT to add 15 mostly off-peak trains each day, and introduce 23 on weekends when none had previously been available. As a result, ridership grew from 2003 to 2009 by 35%. Off-peak ridership growth had been promising (now 14% of weekday service) but has been inhibited by NJ TRANSIT's 2010 elimination of discounted, off-peak round-trip fares. In comparison, ridership grew in the same post Secaucus Junction period on the neighboring Bergen and Main Lines, which have long operated with more robust schedules, by approximately 67% (Figure 36).

Despite substantial increases in service on the Pascack Valley Line, deficiencies still exist. While peak period service is fairly robust with nine morning trains to Secaucus Junction and Hoboken, Metro North express trains create a wide 34-minute gap during prime commuting time between 7:35 to 8:05 am, inconveniencing riders from Hackensack and other New Jersey communities. A similar pattern inconvenient to Hackensack riders now occurs on weekends as a result of NJ TRANSIT's recent curtailing of weekend service. As a result, only three weekend trains serve Hackensack between 8:30 am and 12:30 pm. Metro North took advantage of this reduction, introducing five express trains between 8 am and 12:30 pm. None of these express trains stop in Hackensack. Still other deficiencies in the current schedule remain. One is that weekday rail passengers cannot arrive in Hackensack from Manhattan or other points in New Jersey until after 9:15 am. This handicaps rail travel to Hackensack's major destinations, such as the County seat and the HUMC. In addition, during one Charrette session participants noted that the absence of eastbound weekday service between 4:30 pm and 10 pm inhibits weekday leisure travel from Hackensack to Manhattan for Broadway shows and other entertainment.

NJ TRANSIT staff did an assessment of the PVL that focused on whether train service on the portion of the line through Hackensack could be increased and whether the associated physical improvements were possible. That assessment confirmed that, at a conceptual level, it is possible to restore most or all of the double track rail line that had existed from Pascack Junction through to at least New Bridge Landing Station. There are a couple of portions of the rail right-of-way where parking encroaches on the existing right-of-way in a manner blocking the path of what would be the second track. NJ TRANSIT staff is satisfied that a solution of some form can be found to address this challenge. Because financial constraints exist on NJ TRANSIT capital funding, NJ TRANSIT's capital programming practice is that, before a project such as this could be adopted as part of the program, it must be proved that it can generate sufficient ridership to justify the investment.

A one-seat rail ride to Penn Station New York would surely stimulate more awareness and interest in the PVL among Hackensack's residents, commercial and institutional interests, and public officials. This could also be a boon to

the City's revitalization. The initial opportunity to achieve this goal was presented with the proposed Access to the Region's Core (ARC) project. This project focused on the construction of two new passenger rail tunnels under the Hudson River and a new station near the existing Penn Station New York. Also included in the project was construction of the "Secaucus Loop" or "Bergen Loop" which would have permitted some PVL passengers to travel directly into Penn Station New York without changing trains. Unfortunately, in 2010, the ARC project was cancelled, deferring the opportunity to provide a one-seat ride from Hackensack to New York City on the PVL.

A new rail planning initiative that would expand rail capacity into Penn Station New York, being led by the Federal Railroad Administration (FRA) and Amtrak, bears watching by Hackensack City leaders. Within the FRA's "NEC Future" planning process is Amtrak's "Gateway" proposal; it proposes two new passenger tunnels be built into the Penn Station New York vicinity. "NEC Future" is expected to be completed by 2015 at which time decisions will be made on whether to proceed with "Gateway." The State of New Jersey is at the forefront of working with the FRA and Amtrak on Northeast Corridor infrastructure needs, including cooperation on the "NEC Future" efforts where the State is the point of contact with the FRA for all the Northeast states.

With regard to any renewed prospects for one-seat access to Penn Station New York from the PVL and other rail lines serving Bergen County, Amtrak planning has not precluded the construction of the "Secaucus" or "Bergen" Loop. Room will be left for additional physical connections / additions and train capacity for these services, although these will not be initially included in the "intercity rail project" being developed under FRA supervision. The evolution of the Gateway project and, thereafter, the possible eventual inclusion of the Secaucus or Bergen Loop are matters that should be monitored by City of Hackensack officials.

As this report indicates, plenty of room for improvement exists for rail service to and from Hackensack on the PVL. The City of Hackensack, its major employers and its present and future citizens would benefit greatly from increased service on the Line. City leaders should consider allying with Bergen County government and together assume the role of chief advocates for upgrades to the quality of PVL service and inclusion of the Secaucus Loop in the evolving Amtrak Gateway project.

Figure 36: Ridership growth from 2003-2009 on PVL and Bergen County lines

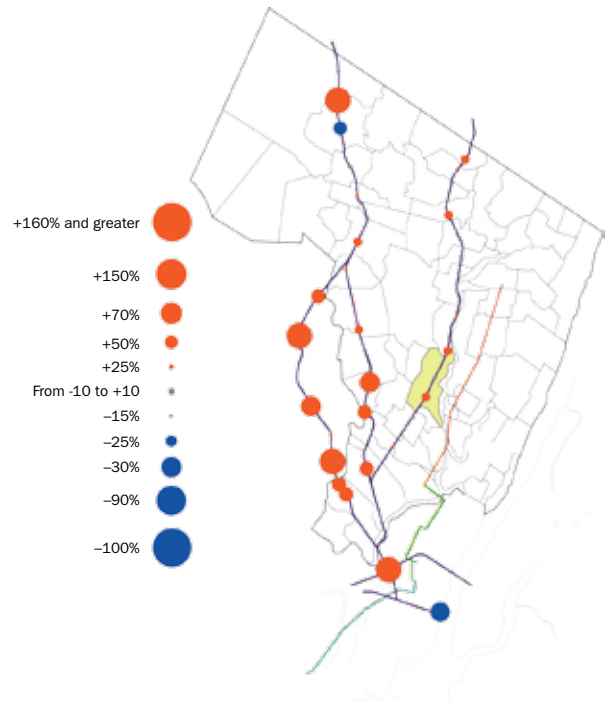


Figure 37: NJ TRANSIT rail network



Figure 38: Downtown Hackensack Bus Terminal



Bus

As previously mentioned, bus service, both interstate and intrastate, plays a large role in providing mobility for Hackensack and its environs. Central to that service is the refurbished Hackensack Bus Terminal. It serves as the hub that links Hackensack to Manhattan as well as to other key origins and destinations in New Jersey. The total average number of riders coming through the Hackensack Bus Terminal is approximately 97,000 per week, with almost 56,000 travelling weekdays, over 26,000 on Saturdays and 15,000 on Sundays.

As noted earlier, bus commuting to Manhattan from Bergen County far exceeds rail travel. As part of that pattern, passengers heavily utilize interstate bus service to Manhattan through Hackensack, originating in Passaic County and elsewhere in Bergen County. The majority of the eleven interstate routes passing through Hackensack terminate at the Port Authority Bus Terminal (PABT) in Midtown Manhattan, while several end their routes at the George Washington Bridge Bus Station in upper Manhattan. The more heavily patronized routes connect Hackensack and outlying Bergen County towns with the PABT. Route 165 from Westwood to New York carries the most passengers, with more than 12,000 daily riders. Through Hackensack, this route parallels the Pascack Valley Line. Route 163 Ridgewood to New York is second in usage with more than 8,000 daily riders.

The terminal's major function today is as a transfer facility for intra-New Jersey trips. On an average weekday, nearly 80% of the people that use the Terminal transfer between buses. A number of intra-New Jersey routes operate through the facility. The routes with the heaviest ridership are those that connect Bergen County with Passaic County (Paterson and Passaic), Hudson County (Jersey City) and Essex County (Newark). These routes reflect the sizable flows of workers between these other Gateway counties and Bergen County. HUMC employees and visitors, and Bergen County Community College students generate some of this transfer traffic. The combined nearly 9,000 daily riders of three bus routes operating between Passaic and Bergen County shows the strong historic relationship in journey-to-work flows between these counties. These include the Route 712 Willowbrook Mall – Paterson – Hackensack; Route 770 Paterson – Hackensack; and Route 780 Passaic – Hackensack – Englewood. The next most heavily utilized intra-state line operating through the Hackensack Bus Terminal is the Route 76, Newark – Hackensack, with 5,400 average daily boardings, followed by the Route 83, Hackensack – Jersey City (Journal

Figure 39: Port Authority Bus Terminal in Midtown Manhattan



Figure 40: GWB Bus Station in Upper Manhattan



Square), with 3,624 average boardings daily. The need for bus travel into and out of Hackensack will grow if the City realizes its revitalization plans. Continued growth of HUMC-related activity, expansion of higher education facilities and increase in professional services related to the City's role as the county seat, will significantly increase bus travel, and the role of the Hackensack Bus Terminal in the City's economy will grow commensurately.

Bus operations around the Hackensack Bus Terminal already spill onto nearby streets. To accommodate growth, City officials, working with NJ TRANSIT, should consider enlarging and improving the facility and expanding its footprint. In addition, City officials will need to examine how land uses surrounding the terminal should evolve and develop the proper zoning tools to support and respond to the growing transportation activity there.

Figure 41: Extent of transit oriented development zone



Transit Oriented Development

Transit Oriented Development (TOD) describes compact mixed-use development located within a five to ten minute walk of a major transit stop. It typically has high quality development with a mix of residential, employment and shopping opportunities designed in a pedestrian oriented manner without excluding automobiles.

Characteristics of TOD

Transit Oriented Development occurs when transit facilities, such as train stations or bus stations, are located within an easy quarter mile to half a mile walking distance from where people live, work or shop. Therefore, TODs focus on compact mixed-use development where a blend of residence, office, housing, retail, recreation, banks etc. coexist close to one another and adjacent to a transit stop.

Mixed-use development, which refers to the use of a building, a group of buildings or a neighborhood for more than one purpose, ensures a vibrant neighborhood where people's daily needs are in proximity to each other to encourage walking. According to a study by the Center for Transit Oriented Development (CTOD), 86% of TOD's have more race and income diversity. A mix of housing choices such as single family houses, townhouses, apartments, housing for elderly and affordable housing, all located in the vicinity of a transit station creates housing opportunities for diverse income groups. With respect to walking, it thrives on pedestrian oriented streets that feel comfortable and safe. The presence of shops along sidewalks, trees that provide shade and rows of streetlights for safety at night, are some of the traits of pedestrian oriented streets. In TOD, pedestrian

routes are short, continuous and direct, with a signage system that helps visitors find locations and follow their routes with ease.

Providing public open space such as plazas or parks creates a sense of place, giving a TOD community its identity. A successful public space is easy to walk around, provides comfortable and safe places to sit, and incorporates shade and landscaping, attractive lighting, water fountains, and public art. Public space near a transit stop provides comfortable waiting and drop-off areas for transit users and doubles as a gathering place for the local community. A transit station is a destination in its own right, as well as a welcoming space for visitors. Convenient parking and drop-off zones, smaller parking lots, structured parking and parking for bicycles are characteristic of how TOD's accommodate various transportation modes.

Figure 42: Artist's depiction of successful transit oriented development



Figure 43: Pedestrian oriented streets



Advantages of TOD

- Reduce automobile congestion and CO₂ emissions: Public transit can be an option to reduce traffic congestion. Fewer vehicles on the road means fewer emissions and more energy conservation.
- Improve mobility options: TOD provides mobility options for people such as the elderly who cannot drive, people who prefer not to drive, and people who cannot afford cars. For those who customarily use cars, sometimes it is desirable to have an option.
- Improve public safety: TOD results in active places that are busy through the day and evening. Activity with lots of people around provides “eyes on the street” and helps increase safety for pedestrians, transit users, and many others.
- Decrease infrastructure cost: TOD development is compact. Local governments can reduce infrastructure costs of expanding water, sewage and roads by up to 25%.
- Increase disposable housing income: transportation is the second-largest household expense after housing in the United States. A recent study by the Center for Transit Oriented Development found that households in auto-dependent neighborhoods spend 25% of their household income on transportation. Households with good access to transit spend just 9%.
- Catalyze economic development: Communities increasingly use TOD as a tool to help revitalize aging downtowns and declining urban neighborhoods. TOD’s attract developments such as retail, restaurants, and shops, which create jobs and increase tax revenues.

Figure 44: Impact of public transit usage on automobile congestion



Figure 45: Decreased transportation costs in TOD's increases disposable income

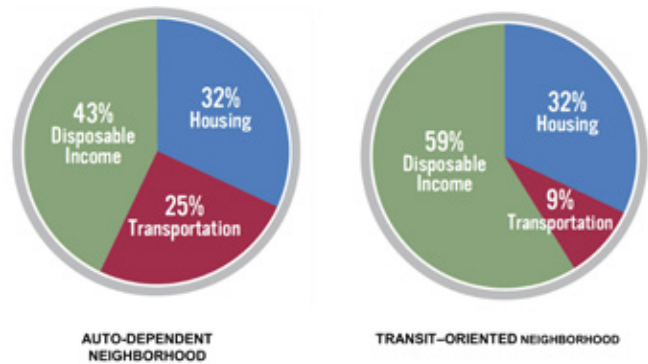


Figure 46: Public open space integrated with transit



Figure 47: Transit friendly communities in New Jersey



NJ TOD Precedents

Twenty-six New Jersey towns and municipalities have attained Transit Village designation. Each of these municipalities met criteria to achieve this status. The Transit Village initiative is a partnership of the NJDOT and NJ TRANSIT dedicated to helping New Jersey communities, both large and small, restore or develop around major transit nodes according to TOD principles. The program encourages growth in areas where developed infrastructure and public transit already exist. Through incentives and technical support, the program promotes a larger regional “smart growth” strategy of economically and environmentally sustainable development. Early in this study, the project’s Steering Committee recommended several communities to study for their relevance to Hackensack. Given Hackensack’s aspirations, it is no coincidence that they all share Transit Village designation. We describe three below.

Figure 48: Rahway rail station and plaza on Northeast Corridor



Rahway

Rahway experienced a significant decline after WWII, but has rebounded in recent years. The City benefits from a station on NJ TRANSIT’s Northeast Corridor Line offering a 35-minute, one-seat trip into Manhattan. Rahway began its revitalization by inducing NJ TRANSIT to build a new station to create a prominent entrance to the City. The new station plaza has a strong civic presence where the City holds regular public activities that give Rahway a distinct identity. The newly renovated Union County Arts Center sits within walking distance of the station and hosts world-renowned performers. Two recently constructed TOD’s, River Place and Park Square, are close to the train station and Arts Center and surrounded by restaurants.

Figure 49: The Highlands of Morristown



Morristown

Morristown is the Morris County seat, with a station on NJ TRANSIT’s Morris and Essex line. A direct, one seat ride connecting Morristown and Midtown Manhattan attracts a daily ridership of more than 1,800. The municipality declined in the 60’s and 70’s, a victim of suburban sprawl. With NJ TRANSIT’s help, it has successfully revitalized its downtown and surrounding neighborhoods during the last decade. Morristown received a major boost when NJ TRANSIT created a direct connection to Midtown Manhattan in 1996, cutting down significantly on travel time.

A few years later, Morristown attained Transit Village status and was able to rezone around its station for higher density, mixed-use development. This led to a partnership between a developer and NJ TRANSIT that resulted in The Highlands of Morristown, a 217-unit mixed-use community directly adjacent to the train station and located on a former surface commuter parking lot. In its place, the project provides both

residential and transit parking. This further catalyzed areas beyond the station but within walking distance, such as Morristown's historic Green. Twenty-one of Morristown's 77 bars and restaurants now surround the Green. Joining these are the Metropolitan, a 130-unit luxury mixed unit complex, and other small businesses nearby. Much of Morristown's downtown has a noticeable pedestrian friendly focus.

Figure 50: New Brunswick, New Jersey c. 1910



New Brunswick

Of the three Transit Villages studied, New Brunswick's features such as population, area, and demographics are most similar to Hackensack. Both Hackensack and New Brunswick are New Jersey county seats. Both are municipalities that have suffered from economic decline in their respective recent pasts. Both enjoy connections to public transit systems, although New Brunswick's ridership is considerably higher with a fast, direct, one-seat connection to Midtown Manhattan. Population, density, and scale are just few of the features they otherwise share. Major rivers border both municipalities but automobile traffic disconnects residents from them. In New Brunswick's case, Route 18 is a major highway much more difficult to cross than Hackensack's River Street. Both have ample and diverse open space within their borders that include large waterfront parks. New Brunswick's Robert Wood Johnson University Hospital and the Hackensack University Medical Center are comparable magnets. And while Rutgers University is an academic powerhouse and an asset to New Brunswick, Fairleigh Dickinson University's Metropolitan Campus and Bergen County Community College are significant educational institutions within Hackensack. Finally, each municipality has major highways nearby that provide a high degree of mobility with minimal impact to neighborhoods.

The major difference between Hackensack and New Brunswick's is the latter's partnering with Johnson & Johnson to form Devco, an award winning, urban redevelopment company created to initiate and facilitate redevelopment projects that reflect the ideals of TOD. Working closely with Rutgers and Johnson & Johnson, Devco has been influential in New Brunswick's revival.

The city's largest project to date is Devco's Gateway Tower, which has the most prominent TOD characteristics. Now open for occupancy, it is more than 20 stories and is now the tallest building in the city. It is a mixed-use, commercial, business, and residential tower immediately adjacent to the train station with a pedestrian walkway directly connecting

Figure 51: Map of New Brunswick New Jersey



Figure 52: Map of Hackensack, New Jersey



the railroad station platform to the building entrance. It contains more than 200 mixed-income residences and parking for both residential and commuter access in its 600 plus space parking structure. The Gateway Tower will be an iconic symbol for New Brunswick, testament to its successful revitalization.

The partnership claims many successes. One is Rockoff Hall, a Rutgers student dorm located within the downtown. Street-level businesses, 186 units and an 800 space parking structure all contribute to bring activity downtown. The nearby Skyline Tower, a model of adaptive re-use, was a county government building scheduled for demolition. Devco converted the tower into housing with 70 mixed-income housing units, a fitness center, and courthouse facilities on its first three floors. Across the street from Rockoff Hall, The Heldrich houses a hotel, luxury condominium, and retail. It is also home to the John J. Heldrich Center for Workforce Development, the nation's first university-based institute devoted to transforming the complex system of workforce development. The Center helps create jobs and business opportunities for New Brunswick's residents to continue the city's revitalization strategy.

All three municipalities share successful elements that offer important lessons for Hackensack. All three create a unique identity that builds on local strengths. Each has taken advantage of its train station, the first place you see when you arrive, and the last place you see upon leaving. Each community fosters a pedestrian friendly character for its streets that is safe, inviting and walkable. All have successfully completed high density, mixed-use projects close to transit that have stimulated the local economy and culture. The final element that all three municipalities share is their involvement with the Transit Village program, which has aided and guided each municipality through its redevelopment process and is a catalyst for their successes.

Figure 53: Gateway Tower



Figure 54: Rockoff Hall



Figure 55: The Heldrich



Planning and Design

Figure 56: Map of Bergen County and the City of Hackensack

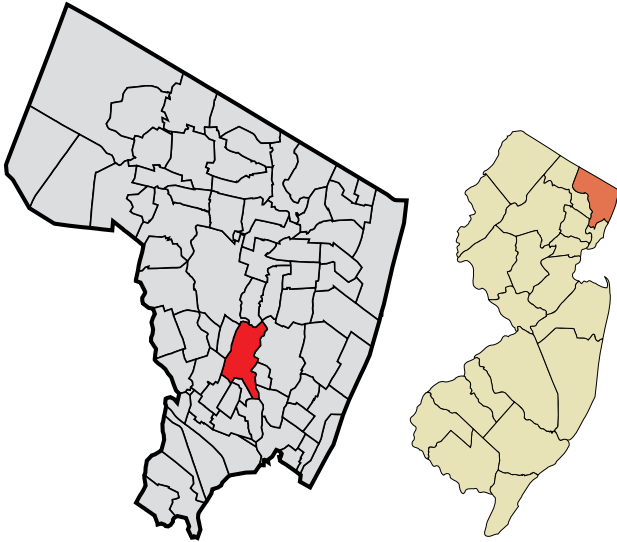


Figure 57: Historic map of Bergen County c. 1896



Master Planning Studies

As a part of its initial investigation, the NJIT team conducted a review of master planning studies for both Bergen County and the City of Hackensack as the bases for beginning the Planning and Design process. These studies included the Bergen County Master Plan, The City of Hackensack 2001 Master Plan, The City of Hackensack 2009 Masterplan Reexamination Report, and The City of Hackensack 2012 Downtown Rehabilitation Plan.

Bergen County Master Plan

The Bergen County Department of Planning and Economic Development is currently undertaking a county-wide planning effort to develop the first County Master Plan in some time. The County is working collaboratively with municipalities, regional agencies, public and private sector stakeholders and Bergen County citizens. Maser Consulting and the Regional Plan Association are assisting the County in this effort. Drafts of this document were made available for this report. The draft plan emphasizes protecting environmental resources and sustainable growth. The plan also strongly recommends development oriented around public transit.

Like any place, the draft Master Plan found Bergen County to have many strengths and shortcomings. A wide range of land conditions fall within the County; from urbanized, high-density places capable of supporting NJ TRANSIT services to quasi-rural, auto-dependent, low-density locales. Struggling

communities coexist near affluent neighborhoods. An educated and skilled workforce brings strength and leadership to medical and health care facilities within the County, but brownfields, relics of an industrial past, can undermine the County's ability to move forward with redevelopment. The County has a prestigious park system, including large nature preserves, but many communities do not have access to them. Diverse regional shopping malls and outlet centers interconnect many of the towns within the county, but a number of the County's downtowns struggle from the competition. The County's highway system offers convenient north to south travel, but limits east to west mobility, resulting in congestion, accidents and extreme delays.

Bergen County shares a profound relationship with the larger New York region, sharing a wide variety of economic, physical and environmental resources. Water infrastructure has always played a vital role in the region, extending from its historical beginnings as a trade route to today's concern for water as a critical environmental resource. In a variety of ways, water defines important boundaries for the County, with the Hudson River to the east and the Ramapo Mountains, with the Highlands watershed beneath, to the west.

The Hudson, Hackensack and Passaic Rivers and Newark Bay must each balance transportation, recreational, and environmental needs at the local and regional scale.

Bergen County will continue its Master Plan Process to establish a unified vision for its 70 municipalities. Even in draft form, its data collection and findings provided a valuable resource to this report.

Figure 58: 1934 Map of Hackensack and neighboring communities



City of Hackensack 2001 Master Plan

The report involved analyses of Hackensack’s existing land use, development patterns, demographics and market research in order to establish goals and objectives for the City’s master plan. The plan exhorted the City of Hackensack to accomplish the following objectives:

- To encourage municipal action to guide the appropriate use or development of all public lands to promote the public health, safety, and general welfare;
- To provide adequate light, air, and open space for the public;
- To ensure that development in the City of Hackensack does not conflict with the development and general welfare of neighboring communities;
- To promote the establishment of appropriate population densities and concentrations that will contribute to the well-being of persons, neighborhoods, communities, regions and the preservation of the environment;
- To encourage the appropriate and efficient expenditure of public funds by the coordination of public development with land use policies;

- To provide sufficient space in the appropriate locations for a variety of agricultural, residential, recreational, commercial and industrial uses and open space;
- To encourage the location and design of transportation routes that will promote the free flow of traffic;
- To promote a desirable visual environment through creative development techniques and good design;
- To promote the conservation of historic sites and districts, open space, energy resources;
- To encourage senior citizens community housing construction;
- To encourage coordination of various public private partnerships.

An analysis of the master planning efforts of neighboring communities was conducted in order to determine uses that would have the greatest impact on the economic development and the well-being of Hackensack and its neighbors. The 11 communities adjoining Hackensack include the Boroughs of Little Ferry, Bogota, Hasbrouck Heights, Lodi, Maywood, Paramus, River Edge and Teterboro, the townships of South Hackensack and Teaneck and the village of Ridgefield Park. A major portion of the land use plan was focused on Hackensack’s downtown district. Because the Main Street corridor was considered too long to be developed with a single development strategy, the plan recommended dividing the development corridor into separate districts described as “spheres of influence”:

1. Government/Office Sphere of Influence
2. Banking/Educational and Cultural Sphere of Influence
3. Traditional Retail Sphere of Influence
4. Retail/Housing Sphere of Influence

Each district encourages re-zoning to reflect the character of the area and to maximize economic development potential. Excluding public streets, the spheres of Influence occupy an area of more than 380 acres or about 15% of the total area of the city.

Government/Office Sphere of Influence (108.8 acres)

The Government Sphere of Influence recognizes Atlantic Street, an east-west thoroughfare, as a major boundary between office and general commercial uses along Main Street. The area to the south, extending to the Courthouse and the Administrative building, is overwhelmingly developed with office and support facilities. The plan suggests that pedestrian walkways be designed to link interior parking areas with development activity along Main Street. These public parking facilities should be provided with the requisite number of accessible parking spaces and should provide a greater number of short term parking spaces for the shopping public.

Banking/Educational and Cultural Sphere of Influence (118.1 acres)

The Main Street Corridor termed Banking, Education and Cultural Sphere, extends from the New York Susquehanna and Western Railroad right-of-way to Passaic Street. Typical of an older downtown area, this five block area consists of a number of office buildings, major banking facilities, restaurants and a variety of retail uses. The street also contains the Bergen County Community College facility, which opened in

the fall of 1999. Main Street is also served by the Johnson Public Library. Similar to the Government /Office Sphere of Influence, this plan suggests pedestrian walkways designed to link interior parking areas with development activity along Main Street. The parking lots should have the requisite disabled-accessible parking spaces and an increased number of short term parking spaces. Traditional Retail Sphere of Influence (89.0 acres) centers upon the Sears Roebuck building complex located north of Anderson Street between Main Street and River streets. No changes were proposed in this development area.

Retail/Housing Sphere of influence (66.7 acres)

The plan recommends that the target site and the general area be designated as a retail/housing development area. The target property will have a major impact on the Hackensack economy. Given the dominance of office uses in the area, nearby residential development, extensive traffic volumes along Hackensack Avenue and the extensive length of the Main Street Corridor, the plan recommends that consideration be given to using development opportunities in this area for general commercial development. The report suggests that these types of uses would be compatible with the established existing neighborhood.

City of Hackensack Master Plan Reexamination Report 2009

In 2009, the City of Hackensack completed a Master Plan Reexamination Report to evaluate its 2001 Plan. (New Jersey State Municipal Land Use Law requires that a municipality reexamine its Master Plan every six years or produce a new one). The Reexamination Report reviewed the eleven main objectives of the 2001 Master Plan, evaluating the Plan's accomplishments. The report also identified conflicts in the City's current policies that obstruct or contradict the goals of the 2001 Master Plan. The Reexamination Report offers solutions and revisions to resolve such conflicts.

The report demonstrates that the City has put most improvement efforts toward the Central East Side of Hackensack, including the Downtown Area, Main Street and the Riverfront. The efforts of the Upper Main Alliance, a committee organized after the 2001 Master Plan, have been most evident.

By listing the accomplishments, or lack thereof, of each objective, the report reveals where the City has made advances and which objectives need more attention. A summarized list of objectives and accomplishments follow:

Objectives	Accomplishments
1 Maintain and enhance quality of established neighborhoods	Conversion of existing commercial or single family and two family homes into higher density multifamily uses. Some 500 units approved, most not yet built.
2 Assist rehabilitation of areas in need of improvement	Façade and signage grant for Main Street property owners. 17 units have been rehabilitated with assistance from Bergen County Home Improvement Program.
3 Provide housing opportunities for low, moderate, middle income levels and also Senior Citizen housing	4 units of Senior citizen housing were created, Martin Luther King Senior Center Located on First Street in 2007. 100 bed homeless shelter to be built by Bergen County as of 2008.
4 Improve quantity and quality of open parks, create recreational facilities (active and passive) also advocate linear greenway along Hackensack river	Mandated that riverfront properties include interconnected walkway along the river, street furniture lighting landscaping. River walkway segment was completed between Johnson park and Foschini park with street features. Upgrades to second ward park. New gazebo, spray fountain basketball and tennis courts. (Open space grant funding and Green Acres) New playground at Union and Myer Streets.
5 Address storm water problems	Hackensack adopted storm water management plan as well as plants and maintains new street trees every year.
6 Promote historic conservation and adaptive reuse	No significant actions have been taken. There have been more demolitions than re-use projects because of poor state of existing buildings.
7 Promote community services upgrade	Upgrade of Johnson Public Library, plans for a new Municipal complex. 5 and 6 middle schools upgrade, the Circulation improvement study (2007). Also Extensive streetscape improvements along Hudson street between Lafayette and Hudson Streets with "beehive" type lighting fixtures and signage street furniture.
8 Improve traffic circulation	Crosswalks refurbished at main street Union Street at Middle school. Golden spikes commuter rail service on the Susie Q rail line has made siding improvements to accommodate the increase in train service. A new bus station off Old River Street has been completed.
9 Promote and expand economic (job) opportunities	Creation of (SID) Special Improvement District and the possible establishment of health services employment cluster.
10 Upgrade Downtown Area of Hackensack include "Four Spheres of Influence"	Creation of Upper Main Alliance. Several private redevelopment projects (roughly 500 units) of new, multifamily housing has been approved in downtown area since 2001.
11 Promote upgrading of surface water quality	Continuing plans for CSS Combined Sewer Systems and the undertaking of state mandated Combined Sewer Overflow (CSO). Also a new ordinance requiring payments for sewer hookups will help pay for new sewer infrastructure.

Figure 59: Accomplishments of Upper Main Alliance



City of Hackensack: 2012 Downtown Rehabilitation Plan

The City of Hackensack released this Plan, prepared by DMR Architects, while our study was in progress. The Plan defines an “area of rehabilitation” bound by River Street to the east, Essex Street to the south, State Street to the west and University Plaza to the north. The designated area lies within the heart of downtown Hackensack, which currently contains retail, commercial, office, parking and some residential land uses. Draft plan guidelines and DMR staff provided valuable information throughout the course of the design studio. This information allowed the studio to extend rehabilitation strategies to areas beyond the Downtown Rehabilitation Plan’s defined zones, including NJ TRANSIT’s two train stations at Anderson Street and Essex Street, the HUMC and the area between River Street and the Hackensack River. The rehabilitation strategies proposed by the downtown rehabilitation plan are largely consistent with those of TOD’s.

This report suggests that the 163.80 acres of area under consideration are in dire need of rehabilitation.

The report includes seven sections.

Section 1-Background Information

This section compiles many other previous documents and reports, reviews existing and available data, and includes interviews with City of Hackensack professionals and citizens. Some of the reports used are City of Hackensack 2001 Master Plan, City of Hackensack 2009 Master Plan Reexamination Report, Review of 1970 Boswell Engineering Report, 1954 Preliminary Plan of Streets and Highways for the City of Hackensack, 2002 Desman Downtown Parking System Evaluation Study, Bergen County’s GIS data etc.

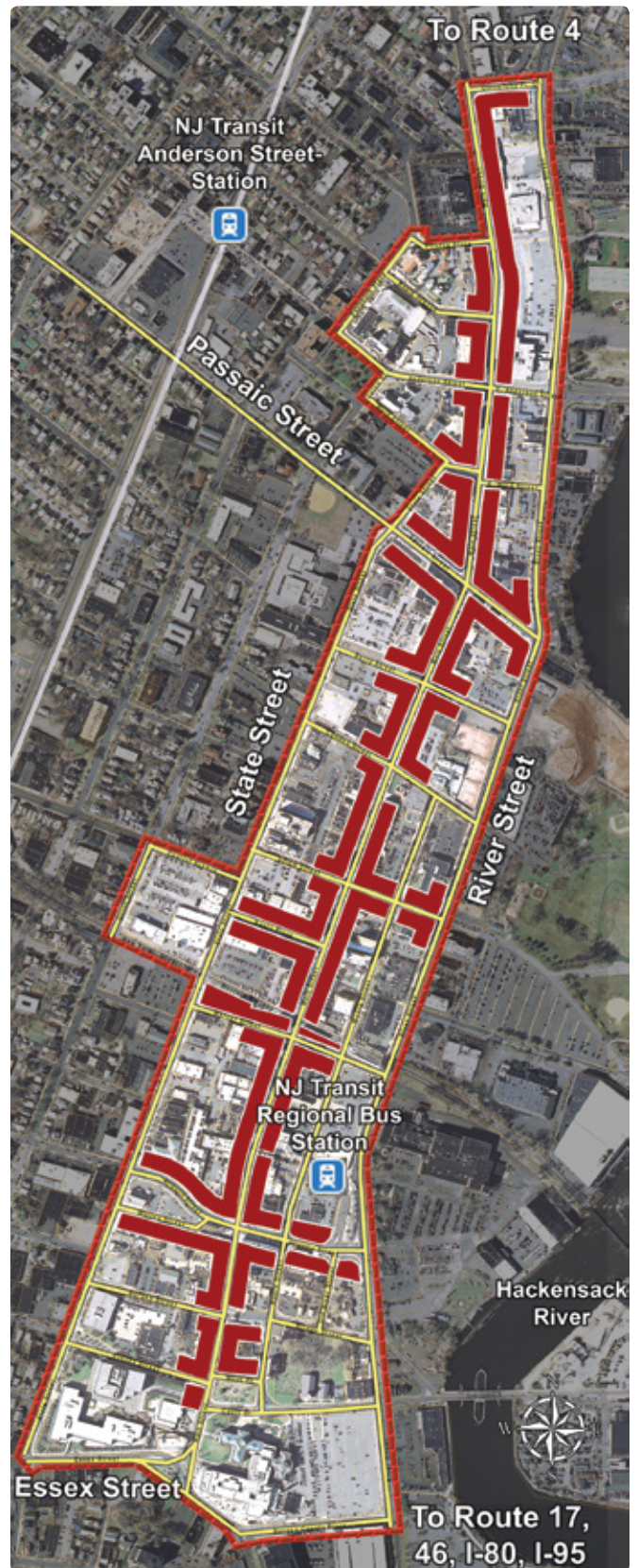
Section 2-Criteria for Designation

Study of various reports suggests that the infrastructure in the delineation area is 50-80 years old; approximately 130,000 linear feet of combined storm and waste sewers present in the area cause 30-40 overflows annually. According to this report the study area meets the statutory criteria of being in need of rehabilitation, because “majority of the water and sewer infrastructure in the delineation area is at least 50 years old and is in need of repair and substantial maintenance.”

Section 3-Project Description

The study area consists of 163.80 acres, with 389 total parcels, 39 city blocks and with 10 separate zoning clas-

Figure 60: Boundaries of “area of rehabilitation” 2012 Downtown Rehabilitation Plan



sifications. The study area is bounded by Bergen County Place, Essex Street, State Street, River Street, University Plaza Drive, Pangborn Street etc.

Section 4-State/County/Municipal and Adjacent Properties

The report highlights some important goals, policies from various state, county and municipal plans which are relevant to the downtown's revitalization. Among the goals include revitalizing the state's municipalities and town centers, conserving the state's natural resources, promoting beneficial economic growth, protecting the environment, providing adequate public facilities and services at reasonable cost, providing adequate housing at reasonable cost. The report continues to highlight goals and objectives from Bergen County Master Plan Report and City of Hackensack 2001 Master Plan Study and 2009 Master Plan Reexamination Reports, which are in line with the rehabilitation of downtown.

Section 5 - Existing Infrastructure (Stormwater/Sewer)

A review of reports conducted in the 1950s and 1970s confirms that the majority of the existing storm water and sanitary sewer infrastructure in the study area is at least 50 years old and, is in need of repair and substantial ongoing maintenance.

Section 6 - Program of Rehabilitation

The study has also divided, as did the 2001 Master Plan of City of Hackensack, the Main Street corridor into spheres of Influence, in this case three. The upper portion is traditional retail; the middle portion is banking, educational and cultural functions; and the lower portion is government/offices. The report has identified three mixed used catalysts within these spheres of influence. These three catalysts are expected to act as models, which will develop first and grow gradually in the whole designated area.

Section 7 - Area Evaluation for Conformity with Required Rehabilitation Criteria

Based upon the assessment and analysis of the information obtained and detailed in Section 5 and 6 of the report it was determined that the study area qualifies as an "area in need of rehabilitation" because it meets the following criteria:

- a. A majority of the water and sewer infrastructure in the delineated area is at least 50 years old and is in need of repair or substantial maintenance, N.J.S.A. 40:12-14a (2); and
- b. A program of rehabilitation is anticipated to prevent further deterioration and promote the overall development of the community, N.J.S.A.40:12A-14a (3).

Figure 61: Conceptual development plan identifying "spheres of influence." 2012 Downtown Rehabilitation Plan

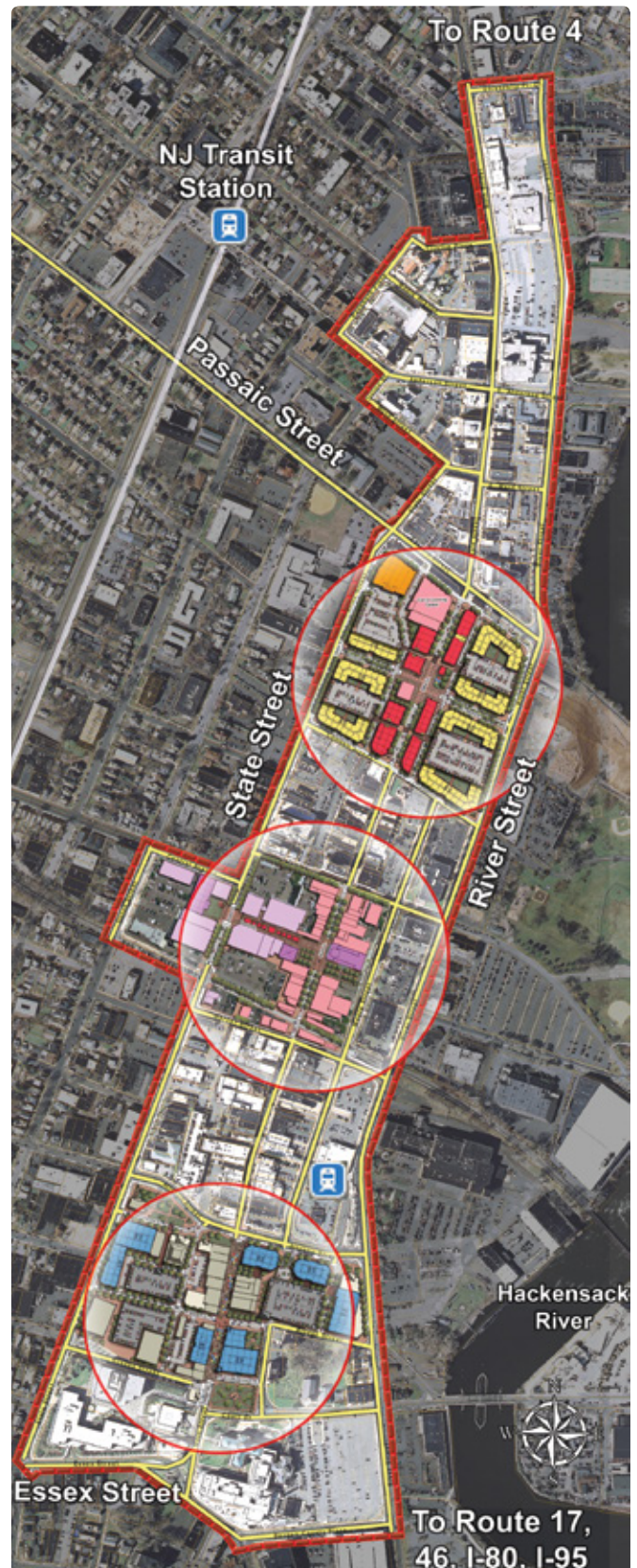


Figure 62: Photos of community based design charrettes



Community Based Design Charrettes

Assisted by the City and the project's Steering Committee, the NJIT team hosted two Vision Sessions at the Hackensack Civic Center on successive Saturdays: March 24th and March 31st. Each Visioning Session created an atmosphere for participants to explore and discuss the issues relevant to this study. Participants included municipal officials (both elected and appointed), project sponsors, members of the Steering Committee, stakeholders, and interested citizens. The project team leaders, students from the studio and seasoned facilitators led the discussions. Both sessions followed a similar format. After a light breakfast, students presented findings meant to spark discussion. After the presentations, participants joined tables focused on a specific topic or theme. Facilitators provided each table with a list of questions to help focus and frame the discussions without limiting open dialog and creative thinking. Students and facilitators recorded each table's ideas and findings, graphically locating each using markers on tracing paper laid over a high resolution aerial map of the City of Hackensack. After lunch, each table selected a community representative to report its findings back to the larger group. Students brought notes, drawings and videotapes of the discussions back to the studio for further development.

Figure 63: Downtown Bus Terminal community charrette drawing



Figure 64: Photos of community based design charrettes



Visioning Session 1: City of Hackensack Assets and Opportunities

The first Visioning Session meeting on March 24th explored issues relevant to the entire City of Hackensack. Group discussions sought to identify and highlight both the assets and liabilities of Hackensack and how each affects future development. Relevant themes discussed included economic development, housing, green infrastructure, transportation systems and cultural resources. Important findings conveyed by participants at the first meeting included: uses in Foschini Park; flood prone areas along River and Essex Streets; the southern section of Hackensack across Route 80; community habits; physical problems with transportation hubs like Anderson Street Station, Essex Street Station and Hackensack Bus Terminal; revitalization of shopping on Main Street and in the downtown area and Hackensack University Medical Center's role for the area.

Visioning Session 2: Transit Oriented Design Opportunities

The second Visioning Session meeting, organized on March 31, built on the foundation of the Visioning Session 1, which explored the "big picture" issues relevant to the City of Hackensack as a whole. Following the students' presentation on Transit Oriented Development, three different groups around tables focused specifically on transit oriented development design, opportunities and proposals around NJ TRANSIT's Essex and Anderson Street rail stations and the Hackensack Bus Terminal. Group discussions aimed to identify and highlight both neighborhood assets and opportunities for future development within one-half mile rail radius around each of these important transportation hubs. The meeting yielded highly specific urban design plans.



Figure 65: Anderson Street station community charrette drawing



Figure 66: Essex Street station community charrette drawing



TOD Design Proposals

The NJIT design studio's Transit Oriented Design proposals focus on three nodes: the City's two rail stations on NJ TRANSIT's Pascack Valley Line and the Hackensack Bus Terminal. These three nodes are located within a Special Improvement District and each help to anchor the downtown retail core of the city. The proposals also examine the relationship of the downtown to the larger city and region. The goals for each proposal include identifying opportunities for development and redevelopment using TOD design strategies. These seek to define visions and strategies for future transit oriented development in each location.

Each proposal studied the area within the current Rehabilitation Zone under study for downtown Hackensack and combined it with the overlapping ½ mile radii around the Essex Street and Anderson Street NJ Transit Rail Stations. Since the Hackensack Bus Terminal is within the Rehabilitation Zone the ½ mile extended beyond the Plan's delineation area. Surrounding areas within the city and region that impact the study areas were also examined. The design studio was divided into three distinct phases: discovery, planning and design. As outlined above, during the discovery phase, the studio carefully reviewed all documents that relate to the sites and prior planning efforts. The studio engaged the Steering Committee for guidance and consulted NJ TRANSIT on issues surrounding the bus terminal and train stations. The planning phase focused on the development of alternative design scenarios which were reviewed by the Steering Committee and various Hackensack constituencies.

The design phase began with a series of community based design charrettes in Hackensack, also outlined above, where students and the NJIT Team studied alternatives and guided citizen groups in the design process. The information gathered in these events was synthesized into the final design proposals employing transit oriented design strategies, utilizing existing assets, and integrating the existing urban fabric of Hackensack neighborhoods.

Figure 67: Transit Oriented Development Study Areas



Figure 68: Essex Street Station c. 1907



Essex Street Station

Context

The area surrounding Hackensack's Essex Street Station contains a wide variety of land uses. Both the Hackensack University Medical Center (HUMC) and the Bergen County Complex are located within a half mile of the station at opposite ends of the radius. Other significant landmarks near the station include Hackensack High School and the Fanny M. Hilers Elementary School alongside Second Ward Park. Immediately adjacent to the station, Essex Street is a major vehicular corridor connecting the HUMC and the County Complex. Essex Street is also the first intersecting road one encounters when driving from the southern border of Hackensack and Route 80 on Polifly Road. As such, it acts as a gateway to Hackensack and gives many visitors their first impressions of the City. Immediately to the north, Atlantic Street also runs east and west with significantly less traffic than Essex Street. Other streets within a half mile of the station also running north/south include Prospect Avenue, Polifly Road, Railroad Avenue and State Street. Several streets in the station area are administered by the County: Essex Street, Main Street and River Street.

Although peripheral to the Essex Street environs, Hackensack's 2012 Rehabilitation Plan recommendations for State and Main Streets will likely affect blocks closer to the station. State Street is a one-way street running north to south.

Figure 69: Essex Street TOD study area

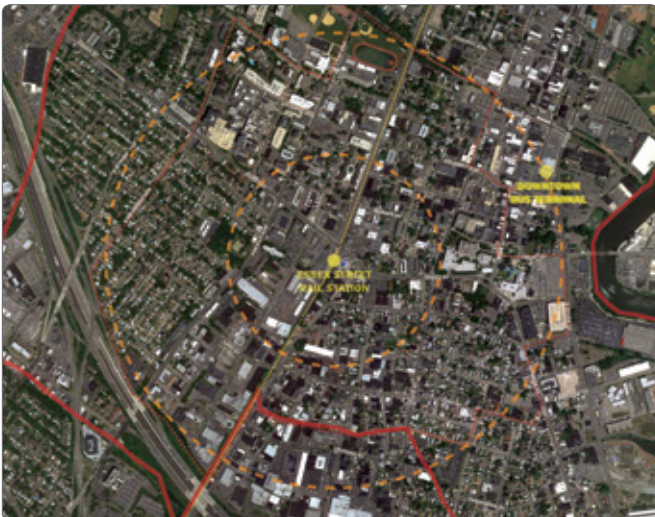


Figure 70: View from Essex St. Station of Hackensack University Center



Figure 71: View of existing Essex Street commuter parking lot



Figure 72: View of Bergen County Courthouse from Essex Street



Figure 73: Essex Street station existing conditions



Due east of State, Main Street runs one-way in the reverse direction. Together these serve today as a 'one-way pair'. The 2012 Rehabilitation Plan recommends that State and Main each become two-way again.

The Essex Street study area's 1/2-mile radius includes a range of uses. The team observed five (5) distinct areas. The first area to the northwest includes the Hospital and multifamily residential uses. Many multistory residential towers line Prospect Avenue north of the HUMC complex. The area to the northeast is mixed-use, with single and two family homes commingled with manufacturing and offices. The area to the southwest is a dense suburban neighborhood of single-family homes and some churches. The area directly to the south of the station contains mostly warehouses and manufacturing and is prone to flooding. The area to the southeast is much like the mixed use area to the northeast, with single and two family homes interspersed among manufacturing plants and offices. The Essex Street 'area of opportunity map' shows public and some privately held properties directly adjacent to the station that could convert to a higher use. These include large areas of surface parking, fast-food retail and a City-owned recycling facility (the City has affirmed that it can relocate this center to accommodate new development). Current development of a medical arts facility on an empty lot across from the station is a promising market sign for the area.

Strategy

Development can be centered on the Essex Street Station to serve both the neighboring Hospital and County Complex and include a wide range of property types - medical office buildings, classroom and educational structures, residential buildings and related retail. HUMC could develop these alone or in collaboration with private developers specializing in such facilities. The team's outreach and research confirmed that Hackensack University Medical Center's historic campus is built-out. Future expansion by HUMC near the Essex Street Station would also reap the benefits of Transit Oriented Development. These benefits can also extend to

Figure 74: Essex Street station "area of opportunity" map



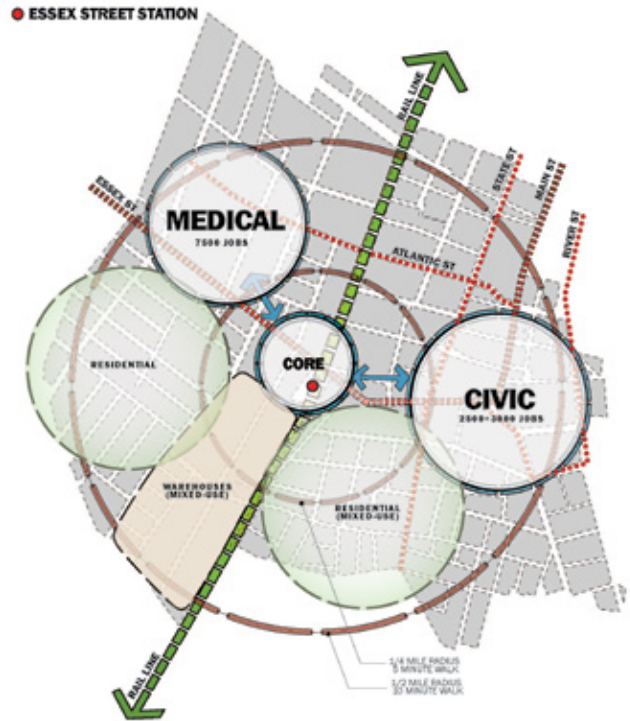
Figure 75: Proposed two-way streets, 2012 Downtown Rehabilitation Plan



Figure 76: Essex Street Station neighborhood identifying major employment centers



Figure 77: Proposed Essex Street concept diagram



the less trafficked Atlantic Street with Railroad Avenue acting as a connector. A critical aspect of the Essex Street Station team’s proposal is to promote Essex Street as a more active and pedestrian compatible boulevard that would connect Hackensack’s two employment centers: the HUMC and the County Complex. While Essex Street will always be a major traffic thoroughfare, the area around the train station can become more welcoming and active at a pedestrian scale. With the collaboration of the county, it can be transformed into a green, pedestrian-friendly boulevard, offering an improved entrance into the City while still allowing considerable traffic flow. This new boulevard would integrate with Hackensack’s Main Street Rehabilitation Plan in both pedestrian and vehicular aspects.

Proposal

The development proposed by the team minimizes surface parking by utilizing public parking structures that the train station and other proposed developments can share. Publicly owned structures improve the prospect of shared parking, thereby reducing the parking needs of each individual development. Publicly developed parking can also generate revenue for the City.

Developing a new train station and adjacent landscaped plaza would give prominence to the area, creating a place for transit commuters, employees of local businesses and residents alike. The plaza would feature enlivened ground level retail serving these groups. Mixed-use development should hold and define the street edge to give this plaza a sense of enclosure. Parking should be within parking structures or behind buildings and not visible from the street. Lining the sidewalk edges with street trees and creating a landscape median would help identify Essex Street as pedestrian friendly and as a gateway to Hackensack. To enhance pedestrian activity, the team’s proposal recommends

restoring the jitney suspended several years ago, although on a shortened loop. The restored jitney can circulate workers and residents along Essex Street, Main Street, Atlantic Street and Prospect Avenue. The jitney would take riders to and from the train station to HUMC, the County Complex and other locations. This loop would be an engine that could activate and reinvigorate the area.

Figure 78: Essex Street corridor connecting employment centers

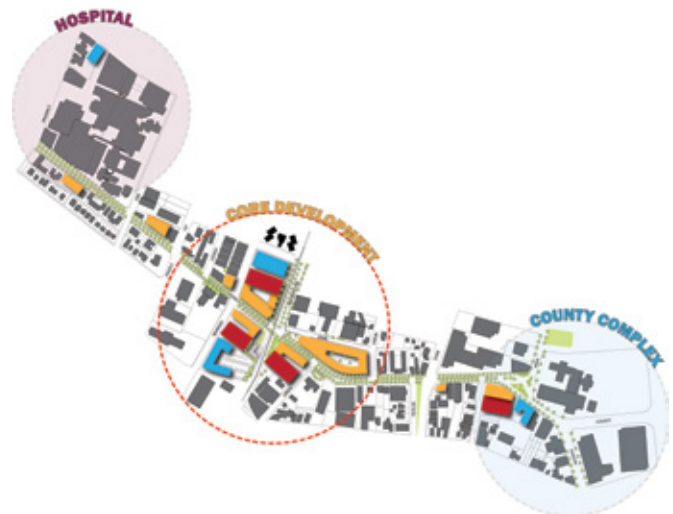


Figure 79: Option 1 of proposed Essex Street Core Development



Figure 80: Option 2 of proposed Essex Street Core Development

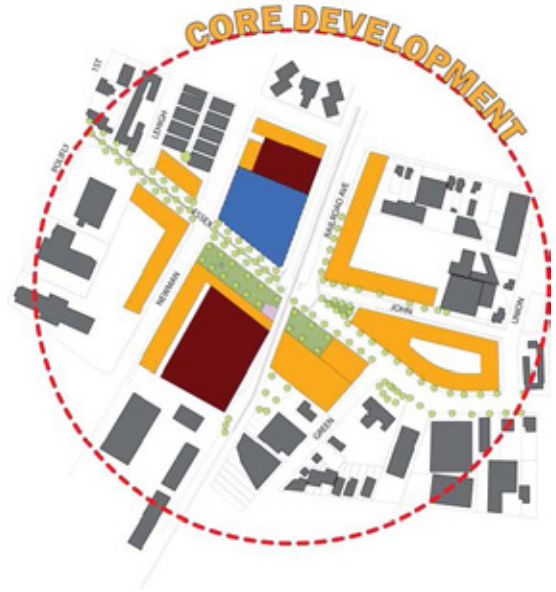


Figure 81: Aerial view of proposed core transit oriented development area



Figure 82: Existing street section at Essex Street

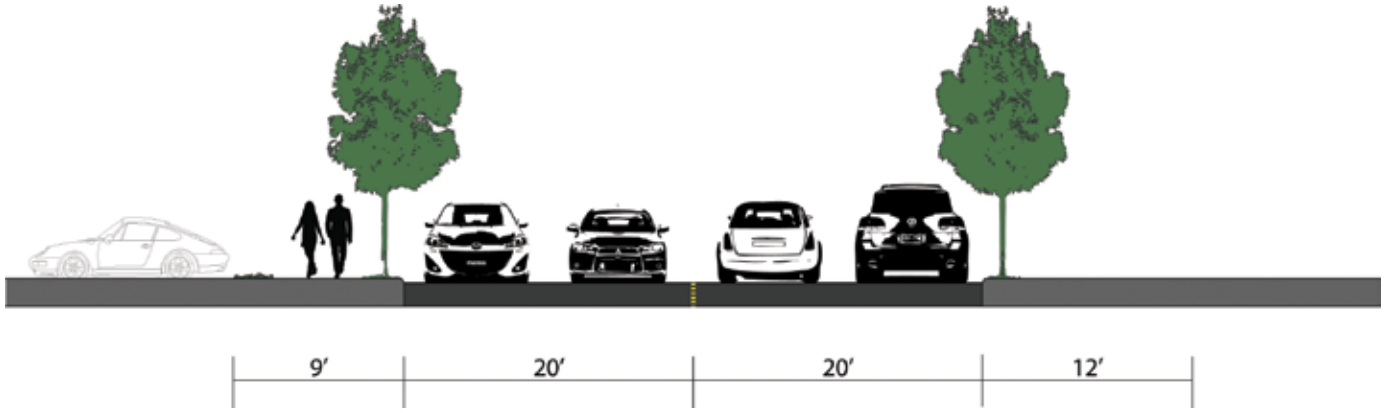
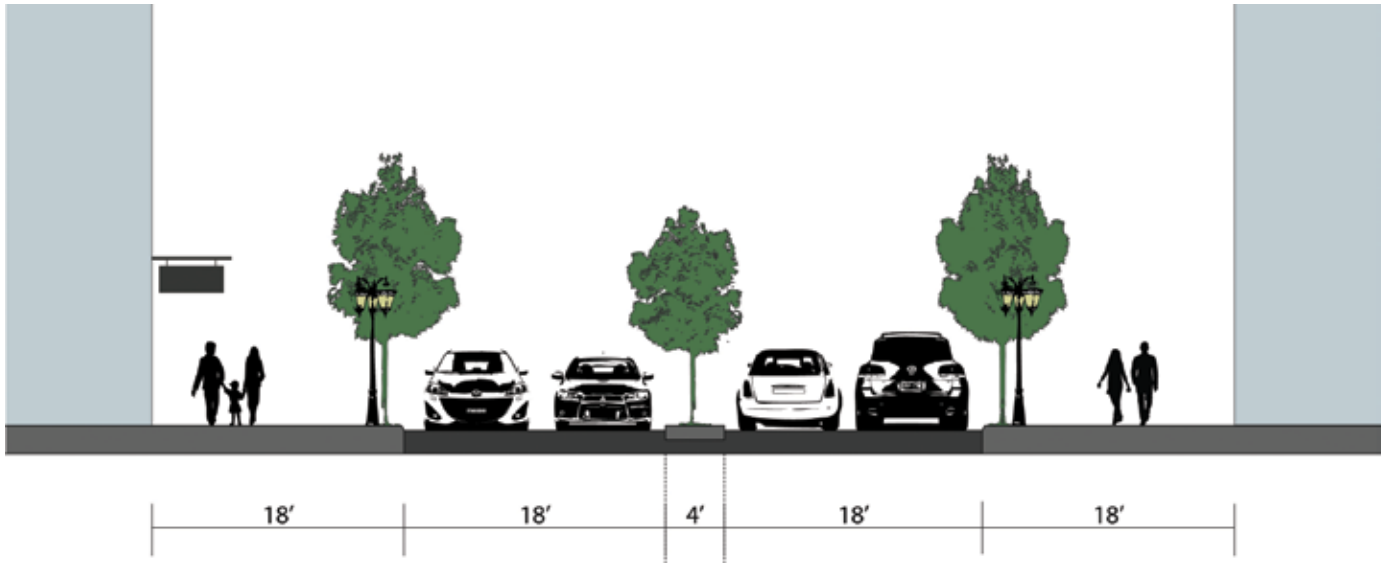


Figure 83: Proposed street section at Essex Street



Summary of the Economic Impact of the Proposed Essex Street Development

The Essex Street development site has real potential to provide an economic boost to the area located between the County Complex and Hackensack University Medical Center. The proximity to employment, attractive residential areas and public transportation are significant benefits. We considered the impact that this kind of development could have for the City of Hackensack. The following table is an indication of the potential increase in tax ratables and property taxes that could result from the kind of development that is proposed in this study.

Assuming the development outlined in this study, the value of the investment is estimated between \$105 million and \$175 million with local taxes in the area of \$2.8 million to \$4.8 million annually. Assuming typical office development, an estimated number of jobs on site is between 750 and 1,000, depending on the size and nature of the development, not including jobs related to the housing development.

Preliminary Financial Impact Analysis: Essex Street Station

	Project A	Project B	Est. Unit Value	Estimated Value of Development	
				Project A	Project B
Parking Spaces	1,185	1,510			
Commercial Development (sf)	178,475	248,400	\$150 psf	26,771,250	37,260,000
Housing Units	525	930	\$150,000 p/unit	78,750,000	139,500,000
				\$105,521,250	\$176,760,000
Effective Tax Rate (2011)				2.712%	2.712%
Estimated Property Tax (2011 \$)				\$2,861,736	\$4,793,731
Rounded				\$2,860,000	\$4,790,000

Figure 84: Anderson Street Station c. 1909



Anderson Street Station

Context

By examining the Anderson Street corridor and the surrounding neighborhood, the Anderson Street Station team identified existing assets in its “area of opportunity map.” Private residences and higher density apartment complexes characterize the Anderson Street neighborhood, with a mix of residences single and multi-family residential to the north and mostly single family to the south. The existing shopping area along Anderson Street serves both communities.

Anderson Street Park, several blocks east from the station, is a key landmark in the area. Surrounded by a residential community, a church, and a school, it is an intimate and friendly community space. The larger Foschini and Johnson Parks are located across River Street, and straddle the Anderson Street Bridge that crosses the Hackensack River.

The Anderson Street neighborhood is proximate to several educational centers including Fairleigh Dickinson University, BCCC’s Ciarco Learning Center and a number of local schools. The park and educational institutions are attractive

Figure 86: Photos of Anderson Street Park



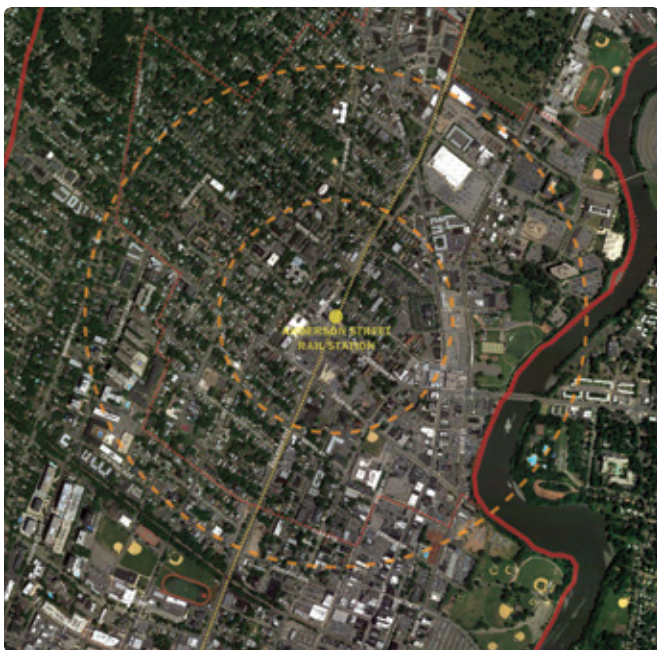
Figure 87: Photos of Foschini Park



Figure 88: Photos of B Farleigh Dickenson University and Bergen County Community College



Figure 85: Anderson Street TOD study area



anchors to a mixed-use neighborhood and are likely to become more important as the neighborhood grows.

Strategy

With an expansion of its green assets and more attention to the pedestrian environment, the Anderson Street Station area could attract an urban upmarket population that would support local retail. The team’s demographic research indicates that Hackensack is a community that attracts smaller households - younger people and empty nesters. With its strong medical and university underpinnings, there is also a potential for attracting the “meds and eds” residential profile. Hackensack already has a vibrant market-oriented housing inventory that can support market-rate residential development with limited or no subsidies. The Anderson Street area has the necessary scale, location and potential amenities that these groups would find attractive. Diverse cultural communities already support the local small businesses that characterize the Anderson Street shopping corridor. With upgraded infrastructure and neighborhood and property owner support, gaps could be filled with small green spaces, enhanced retail and TOD housing. A key component of that upgrade would be the City’s creation of an enhanced green pedestrian corridor from the station east to Main Street and beyond to Foschini and Johnson Parks.

Overall, the team concluded that the area could readily support increased density by filling in at underutilized sites, especially if it leverages the transportation opportunities afforded by NJ TRANSIT rail service. The Anderson Street Station team identified several high “opportunity areas” including surface parking lots, underutilized lots and vacant buildings. The redevelopment of other areas of moderate opportunity, such as certain one-story commercial buildings along the corridor (other than the well regarded existing Tudor-style structures), depend on the willingness of owners to take advantage of latent value. In this vein, a moderate rezoning along Anderson Street could influence conversion of open lots and less distinguished one-story retail to three floor mixed-use structures that would complement the Tudor-style buildings.

Figure 89: Anderson Street “area of opportunity” map



Figure 90: Composite photo of Anderson Street Station



Figure 91: Composite photo of Anderson Street Looking South



Figure 92: Composite photo of Anderson Street looking north



Figure 93: Composite photo of Anderson Street Park



Figure 94: Proposed Anderson Street concept diagram



Figure 95: Aerial view of proposed Anderson Street “green” corridor



Proposal

During the charrettes, the community identified the Rite Aid lot near the Anderson Street Station as a long-term opportunity for mixed use development. New residential development of a similar scale and type directly across Linden Street indicates the market potential for such a project. The Rite Aid site is large enough that mixed-use development could ‘wrap’ and conceal a parking structure with street level retail and residential above. The parking structure would accommodate residential, retail and commuter needs. The Rite Aid lot development, as tall as five stories, could include up to 470 parking spaces, 20-25 retail shops, and 180 units of housing. This would translate into an estimated total development value of \$31,500,000 dollars and an estimated \$850,000 in ratable income.

Charrette participants also recommended improvements to the streetscape of Anderson Street’s commercial node. A proposed cross section of those recommendations shows mixed use buildings fronting onto 12-foot sidewalks along a 45-foot wide thoroughfare, with two-way traffic extending down Anderson Street with parking on both sides. Introducing a bicycle lane to take advantage of excess street width creates a more livable environment. Extending sidewalks an extra two feet on both sides produces additional space for pedestrian movement and outdoor dining. Providing lamp-posts, signage, canopies and benches creates a pedestrian friendly environment. In addition, a vacant lot on Anderson Street’s north side could become a small plaza.

The NJIT team suggests that NJ TRANSIT’s rebuilding of the Anderson Street Station be re-conceived as a catalyst for

encouraging broader redevelopment. This could occur by allowing for relocation of the station to the new plaza to the south across Anderson Street. Thus, a rebuilt Anderson Street station that includes a canopy system for rail commuters could locate in a landscaped plaza framed by the new development. Although it is likely that the replacement station will be rebuilt in its pre-fire location, before development begins the team recommends reconsideration of its placement.

Together with the landscape plazas on the Rite Aid site, these complete an array of parks that extend from the station to the river as a single green Anderson Street Corridor. The introduction of this green street would help define the neighborhood and make it one of the most vibrant areas of Hackensack. Further, connecting the Anderson Street Corridor through landscaping to the waterfront at Johnson Park would continue this vibrancy. With additional community input, Johnson Park can extend across Anderson Street to the south and ultimately link with Foschini Park. This would place Anderson Street and Anderson Park in a unified and intimate network of pedestrian friendly spaces. Coordination with the Rehabilitation Plan will only strengthen this network. And by integrating with a comprehensive landscape plan, Fairleigh Dickinson University and BCCC’s Ciarco Learning Center can grow into attractive anchors to this new green corridor surrounded by a growing mixed-use neighborhood. In this neighborhood, new residents could take courses, take in lectures and performances, and stroll through a network of parks and green streets to get there.

Figure 96: Plan of proposed Anderson Street Core Development Area



Figure 97: Existing and proposed section at Anderson Street

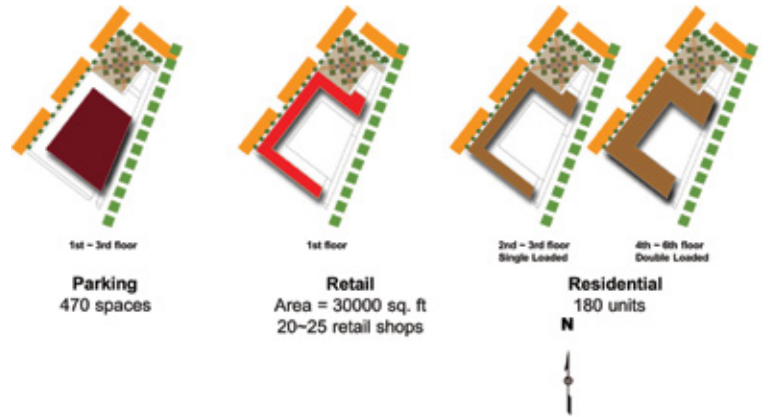


Figure 98: Existing street section at Anderson Street

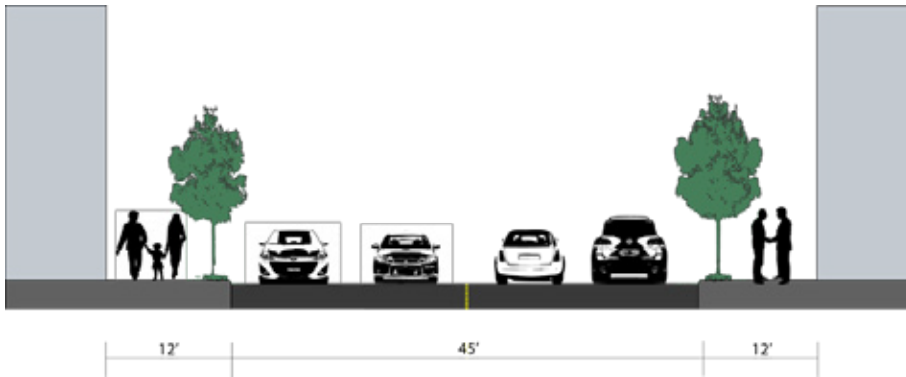
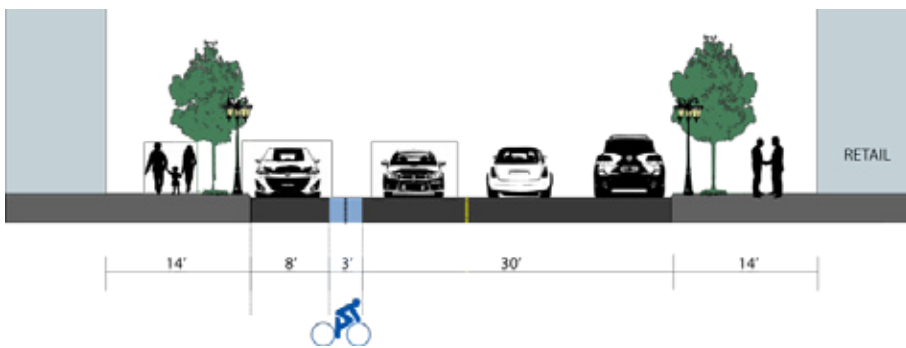


Figure 99: Proposed street section at Anderson Street



Summary of the Economic Impact of the Proposed Anderson Street Development

Although the Anderson Street development area is considerably smaller than Essex Street, it remains an important location at the center of an attractive neighborhood. Reinforcing the neighborhood center is important both in terms of the new development and upgrading the surrounding neighborhood. We considered the economic impact of the development site and found it would promote significant positive consequences. The following table reflects the impact of the development for the city of Hackensack without the ripple effect on surrounding properties.

This would be a major positive impact on the City of Hackensack.

Preliminary Financial Impact Analysis: Anderson Avenue Development

	Project A	Est. Unit Value	Estimated Value of Development
			Project A
Parking Spaces	470		
Commercial Development (sf)	30,000	\$150 psf	4,500,000
Housing Units	180	\$150,000 p/unit	27,000,000
			\$31,500,000
Effective Tax Rate (2011)			2.712%
Estimated Property Tax (2011 \$)			\$854,280
Rounded			\$850,000

Figure 100: Main Street, Downtown Hackensack



Downtown Bus Terminal & River Street Corridor

Context

In the design charrettes and through other research, the Hackensack Bus Terminal team identified three important aspects of the study area: the Hackensack Bus Terminal itself, the east-west streets that connect the neighborhoods west of downtown to the river, and the importance of the River Street Corridor. These are the primary foci of the team's examination and recommendations. The team's "area of opportunity" map identifies underutilized properties, abandoned lots and surface parking, with many along the riverfront. The community also helped the team identify landmarks, such as the historic, civic and cultural buildings that Hackensack should preserve as centers for future development.

Note: Because the Hackensack Bus Terminal site encompasses a significant portion of the riverfront area, in this section of the report the Bus Terminal team chooses to rotate maps and diagrams 90 degrees to highlight the importance of the river to Hackensack.

Within a half-mile of the Hackensack Bus Terminal, the area includes the major job centers of HUMC and the Bergen

County Complex; downtown retail and restaurants, and cultural and educational centers such as BCCC, the YMCA and historical churches. Several residential communities are also in proximity. Of all three study areas, the Bus Terminal study area has the greatest overlap with the Rehabilitation Plan; the Team's intention is to integrate its proposals with all of the Rehabilitation Plan's key recommendations.

Strategy

A series of east-west streets passing within the bus terminal study zone offer a great opportunity to connect to the Hackensack River and help redevelop its riverfront. These connecting corridors include Atlantic, Salem, and Passaic Streets. This concept is consistent with the studio's overall planning strategy to integrate the urban fabric of Hackensack's neighborhoods, major employment centers, the down-

Figure 101: Downtown Bus Terminal TOD area of study

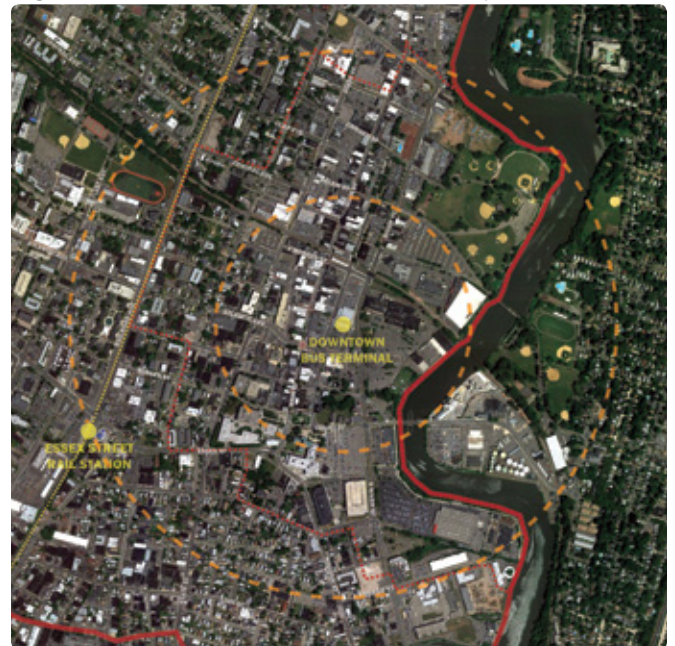
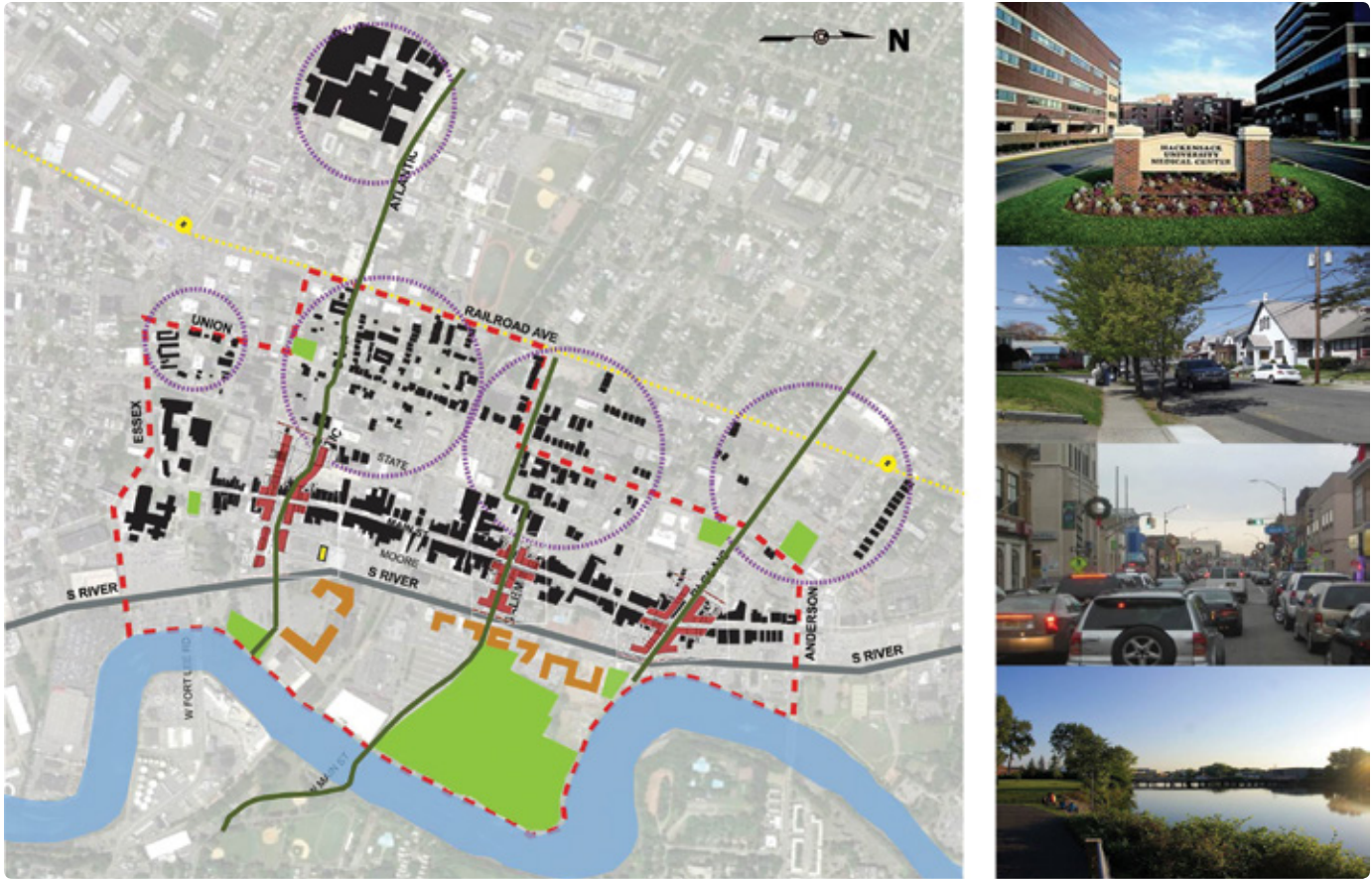


Figure 102: Plan of existing conditions at the Hackensack Bus Terminal area



Figure 103: Proposed plan reinforcing connections between residential neighborhoods and the Hackensack Riverfront



town and the riverfront. It also integrates with specific nodes defined in the Rehabilitation Plan.

As described previously, while many riders use the bus terminal, the majority transfer to destinations elsewhere. One goal would be to make short shopping trips to nearby points, such as Main Street, increasingly attractive to bus terminal patrons. The terminal already has good connectivity to Main Street via a pedestrian walkway several hundred feet to the west, and this connectivity could be enhanced.

Bus stations often lag behind train stations as attractors for TOD housing, especially immediately adjacent to a station. While NJ TRANSIT substantially renovated the Hackensack Bus Terminal in 2007, given the immediate environs surrounding the terminal, the team concluded that the Hackensack Terminal is unlikely to attract TOD residential development. If the office market improves substantially, office development could become an attractive possibility near the terminal. These should not, however, prevent the City from advancing other urban design improvements such as safe and attractive conditions for pedestrian activity around the terminal. Nor should it prevent zoning for mixed-use housing within a half mile that could benefit from bus connectivity.

Charrette participants remarked that the apron surrounding the terminal seemed insufficient for the volume of buses, and field observations by the team confirmed frequent buses queuing on adjacent streets. Taking into consideration future downtown population growth, if adjacent properties become available – at the bank site to the south or the former Bergen County probation site to the north - Hackensack should consider working with NJ TRANSIT to increase its bus han-

dling capacity while maintaining the proper access to the surrounding streets, especially Atlantic Street. Planning proposals should employ shared parking if this expansion occurs.

Proposal

As a prototype, the Team chose to develop a design for Atlantic Street. Like Essex Street, it is an important east-west connector from River Street to the HUMC. The team also chose Atlantic Street to build upon the Hackensack Rehabilitation Plan's recommendation for a cultural arts center and public park at the old Masonic Temple. The Team's proposed plan for Atlantic Street's development shows a green urban corridor with mixed commercial and residential uses along the street, becoming another green gateway to Hackensack. The development provides pedestrians with a safe

Figure 104: Hackensack Riverfront "area of opportunity" map



Figure 105: Downtown Bus Terminal and River Street Corridor concept diagram



and aesthetic walk past retail and other shops, down to the parks along the river. Cross-sections through Atlantic Street compare the present condition to one with green spaces along the pedestrian way, a bicycle lane and a retail corridor. A cross-section at the bus terminal shows possible enhancements along Atlantic Street if the terminal ever expands. The total Atlantic Street corridor development (see C1 area in Figure 109) could have an estimated value of over \$86,500,000 and an estimated \$2,350,000 in ratable income. The general strategies deployed at Atlantic Street could serve as guides for similar development at Passaic, Salem and other streets in Hackensack that lead to the river.

At the time of the charrettes, the future of the Bergen Record site at the foot of Atlantic Street was uncertain. Most charrette attendees believed a rumor that Walmart would build on the site. Similar to the current Costco property, the riverfront in Hackensack is zoned commercial to allow 'big box' stores as-of-right. Therefore, Walmart will likely not require variances to build; its only regulatory hurdle will be a site plan review by Hackensack's Planning Board. Whether Walmart builds on the site or the site becomes parkland or housing - as charrette attendees proposed as alternatives - certain site requirements will not change. Any new development must include a walkway along the river on the affected property. New development will also trigger review of the intersection of Atlantic and River Streets, the most likely point of access to the site (another possible access point is directly across from the bus terminal). For any of these scenarios, whether they are retail, housing or parkland, the team recommends that the City maintain pedestrian connectivity throughout the site and at every intersection. This includes connecting to the riverfront walkway and the small park surrounding the Ling Submarine. Maintaining pedestrian friendliness at the intersection of Atlantic and River Streets will be paramount, as will maintaining a proper blend of pedestrian and vehicle access to the New Heritage Diner property adjacent to the intersection. City planners should also consider what will connect with the onsite riverfront walkway.

Promoting retail uses that open directly to the river - whether attached to a Walmart or in other forms of development - will make the walkway more attractive. Planners should also consider preserving the mature copse of trees along the River Street frontage of the Bergen Record site. These are important regulatory actions for the Bergen Record site that the City of Hackensack should seriously consider, especially if Atlantic Street evolves into the green corridor described above.

Whatever its outcome, the team recommends that Hackensack take the experience of the Bergen Record site as a prompt to carefully review its zoning along the river as part of a long term vision for the waterfront. The Fairleigh Dickinson University campus, Johnson Park and Foschini Park are jewels that, using a continuous riverfront walkway as a metaphorical chain, could become a necklace. This necklace could one day hold gems of all types and sizes, including the Ling Submarine, White Manna Hamburgers and the Ice House. Even big box retail can be included if designed properly, as Ikea on the Red Hook waterfront in Brooklyn has shown. Any review by the City should involve several factors: balancing ratables with the quality of life that a fully developed waterfront can bring to Hackensack; balancing the maintenance costs of open space with support from public and private sources; and balancing environmental concerns, including flooding, with potential development, including housing, commercial and office. The development area identified as C2 in Figure 109 proposes a mix of housing, retail shops, and restaurants with an estimated value of \$203,463,750 and a ratable income of \$5,520,000.

Based on one charrette proposal, the acreage of the auto oriented businesses along River Street between Passaic and Salem and outside the flood zone could physically host a mix of housing, parking, and retail identified as C3 in Figure 109 with an estimated value of \$183,312,500 and potential ratable income of \$4,970,000. New employment and ratable income would eclipse that produced by existing properties, with all proceeds potentially dedicated to supporting the parks. New housing - with direct access to the river and its parks - could add tremendous luster to this necklace, providing extraordinary value to Hackensack.

Figure 106: Proposed culture and arts center with public park. 2012 City of Hackensack Rehabilitation Plan



Figure 107: Proposed street section at Atlantic Street

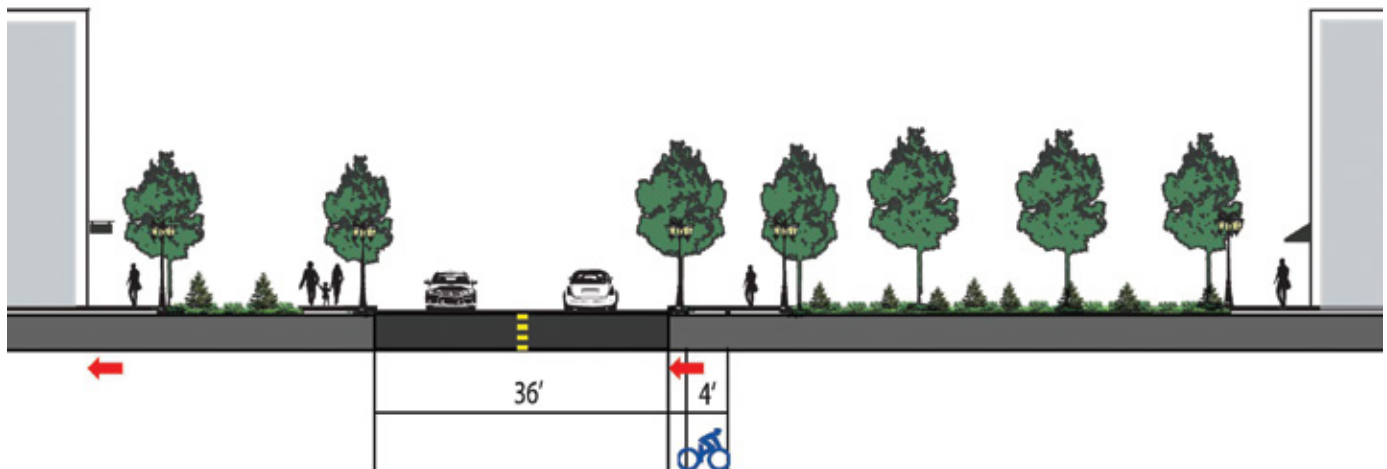


Figure 108: Existing Conitions of the Core Development Area



Figure 109: Plan Proposed Downtown Bus Terminal and River Street Corridor Core Development Area



Figure 110: Aerial view of existing development at Atlantic Street

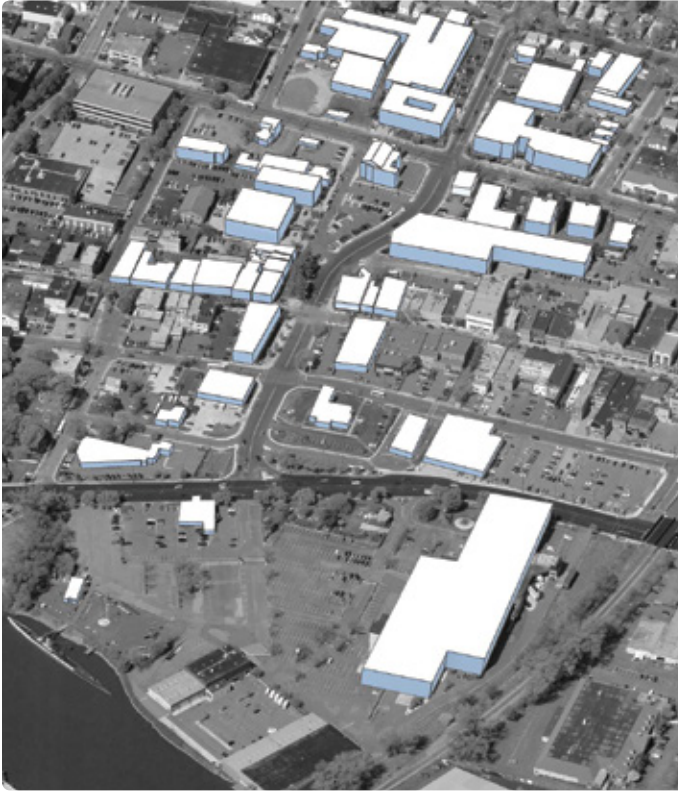
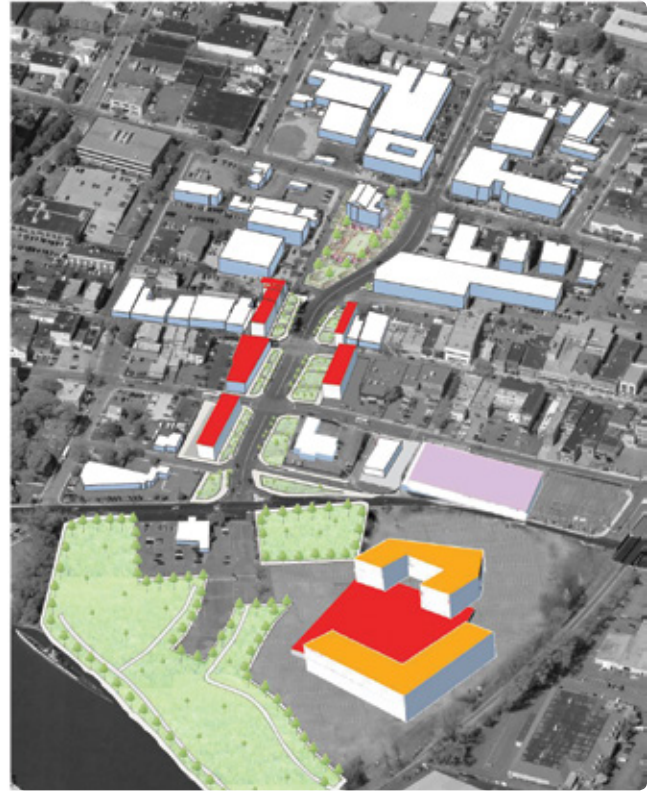


Figure 111: Aerial view of proposed development at Atlantic Street



Preliminary Financial Impact Analysis - Downtown Bus Terminal and River Street Corridor

	Development Type	Project	Est. Unit Value	Estimated Value
Cluster 1 (C1)	Commercial Development	494,430	\$175 psf	\$86,525,250
	Effective Tax Rate (2011)			2.712%
	Estimated Property Tax (2011\$)			\$2,346,565
	Rounded			\$2,350,000
Cluster 2 (C2)	Commercial Development	1,162,650	\$175 psf	\$203,463,750
	Effective Tax Rate (2011)			2.712%
	Estimated Property Tax (2011\$)			\$5,517,937
	Rounded			\$5,520,000
Cluster 3 (C3)	Commercial Development	1,047,500	\$175 psf	\$183,312,500
	Effective Tax Rate (2011)			2.712%
	Estimated Property Tax (2011\$)			\$4,971,435
	Rounded			\$4,970,000

Recommendations + Implementation

The City of Hackensack has many assets. It has a rich history grounded in its relationship with transit systems and its proximity to New York City. Hackensack has a dynamic commuting population and a strong transportation infrastructure. Hackensack's primary economic assets include the Bergen County seat located downtown and the growing University Medical Center to the west. Other important assets include Bergen County Community College, Farleigh Dickinson University, and the Hackensack Riverfront.

Each design proposal, drawing upon the community based design process, seeks to take full advantage of Hackensack Community assets as well as the positive benefits of Transit Oriented Development, which include:

- Concentrating development around primary transit hubs.
- Create pedestrian oriented streets.
- Encouraging mixed use developments that ensure vibrant communities.
- Encouraging development that has diversity of land use, income levels, and population.
- Providing active public open space like parks and plazas around stations.
- Integrating parking into the city fabric.

Advantages/Benefits for Hackensack

- Transit Oriented Development provides an opportunity to reduce traffic congestion.
- Transit Oriented Development provides various mobility options for residents and visitors.
- Concentrated Transit Oriented Development and infill development can result in savings in infrastructure costs.
- Improvements in Transit Infrastructure can lead to "multiplier effects" resulting in major new redevelopment opportunities.
- TOD can be a tool for revitalizing aging downtowns and declining urban neighborhoods and can attract a diversity of developments such as residential, office, restaurants, and retail shops. This creates job opportunities and enhances tax revenues to enliven neighborhoods.

Additional Recommendations

- Applying for NJDOT transit village designation.
- Make TOD actionable for developers and manageable for community through new land use policy.
- Encourage critical mass development around stations.

- Provide human/economic resources to promote and implement TOD development.
- Consider the creation of a development corporation to implement planning strategies.
- Study possible rail improvement opportunities.

Essex Street TOD Recommendations

- Take advantage of the Essex Street Station's proximity to major job centers: The Bergen County seat and The University Medical Center.
- Improve the Essex Street corridor. Encourage Mixed Use Development.
- Create concentrated catalyst development around the train station.
- Consider mixed-use infill development serving county employees and professionals east of Essex Street Station and medical professionals to the west.
- Encourage residential development.
- Reinforce connection to downtown and riverfront.
- Create Atlantic Street/Essex Street jitney loop.
- Create New public plaza at Essex Street Station.
- Build new public/private parking structures.

Anderson Street TOD Recommendations

- Develop Anderson Street as a green corridor.
- Take advantage of proximity to educational centers, downtown and riverfront.
- Reinforce the strong residential character of the existing neighborhood.
- Encourage sensitive mixed-use infill development.
- Take advantage of under-utilized Rite Aid lot for mixed-use core development.

Downtown Bus Terminal & River Street Corridor TOD Recommendations

- Take full advantage of the riverfront development potential as an important public amenity.
- Create strong connection between bus terminal and the downtown.
- Establish a wayfinding system that connects visitors to important cultural, recreational, civic, transportation, and educational centers.
- Connect Residential neighborhoods to riverfront by creating green corridors.

- Consider possible expansion of Bus Terminal.
- Establish the Atlantic Street Greenway as a gateway to the bus terminal and riverfront.
- Explore pedestrian opportunities along the River Street corridor.
- Extend the Downtown Rehabilitation Plan strategies to River Street and adjacent neighborhoods.

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