



Chapter 10

Implementation Strategy

Downtown Capital District Master Plan
Trenton, New Jersey



Implementation Strategy

Making the Master Plan a Reality

Plans are typically judged not only by their quality but by the extent to which they are implemented. The City of Trenton undertook this plan with the intention that it would be used by staff and elected or appointed officials on a regular basis to guide decisions regarding the redevelopment of Downtown. Some plans are approved but are rarely referenced, or gradually lose relevance because they are not updated. To keep this Downtown Master Plan relevant, its role in City decision-making needs to be affirmed.

As the Downtown planning process transitions from the visioning and concept stage into active implementation, the City will benefit from the establishment of a steering committee or task force charged with driving the Plan forward. This group should comprise a cross-section of the Downtown community and “Friends of Trenton,” perhaps representing diverse stakeholder interests but united by the common desire to achieve the vision for Downtown Trenton defined in this Plan. A subset of the existing stakeholder committee from this planning process should be invited to continue their participation as a way of providing continuity throughout the planning process. While many of the detailed projects and activities may be undertaken by staff from various City, County or State agencies, the steering committee can provide valuable guidance and influence regarding prioritization of activity and allocation of resources. The group should also be leveraged to maintain enthusiasm for the Plan among the business community, residents and other constituent groups, who may be asked to lend support for particular projects through referenda or public debate.

Implementation plans for each element of the Master Plan are presented below by district. These sections contain a consolidated matrix of major projects in each district, and a brief description of target implementation timeframe and departments, agencies or interest groups that should be involved. Potential funding sources are suggested, including public, private, and non-profit tools, depending upon

the nature of the project. A detailed action plan for all projects identified in the district is provided at the end of each section, with a proposed timeframe for implementation (subject to availability of funding, political support and market interest).

A more detailed discussion of funding tools is included at the end of the section, in addition to a matrix cross-referencing all participating parties to a master list of projects, in order to ensure support and coordination among the various public agencies.



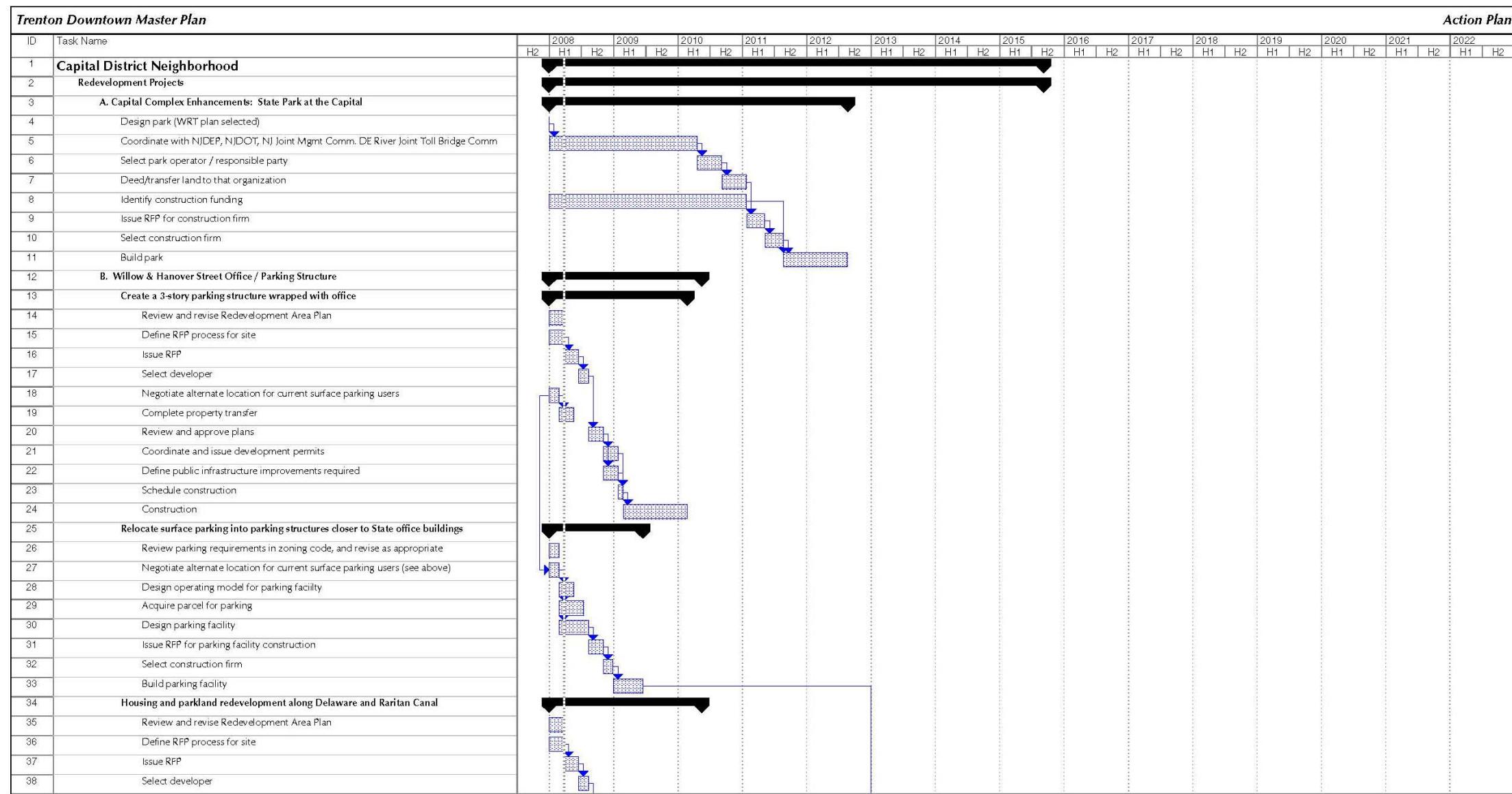
Implementation Strategies by Neighborhood

Capital District Neighborhood

Capital District Neighborhood projects identified in the Master Plan include a mix of public spaces, residential, commercial and mixed-use redevelopments, relocation of surface parking, and transportation improvements. A number of public and private investments are positioned to kick off in the short term on “shovel ready” parcels; other redevelopment efforts, including some larger scale residential, commercial and mixed-use projects are anticipated to kick off in the medium term after pre-development preparatory activities, site control and funding commitments are completed.

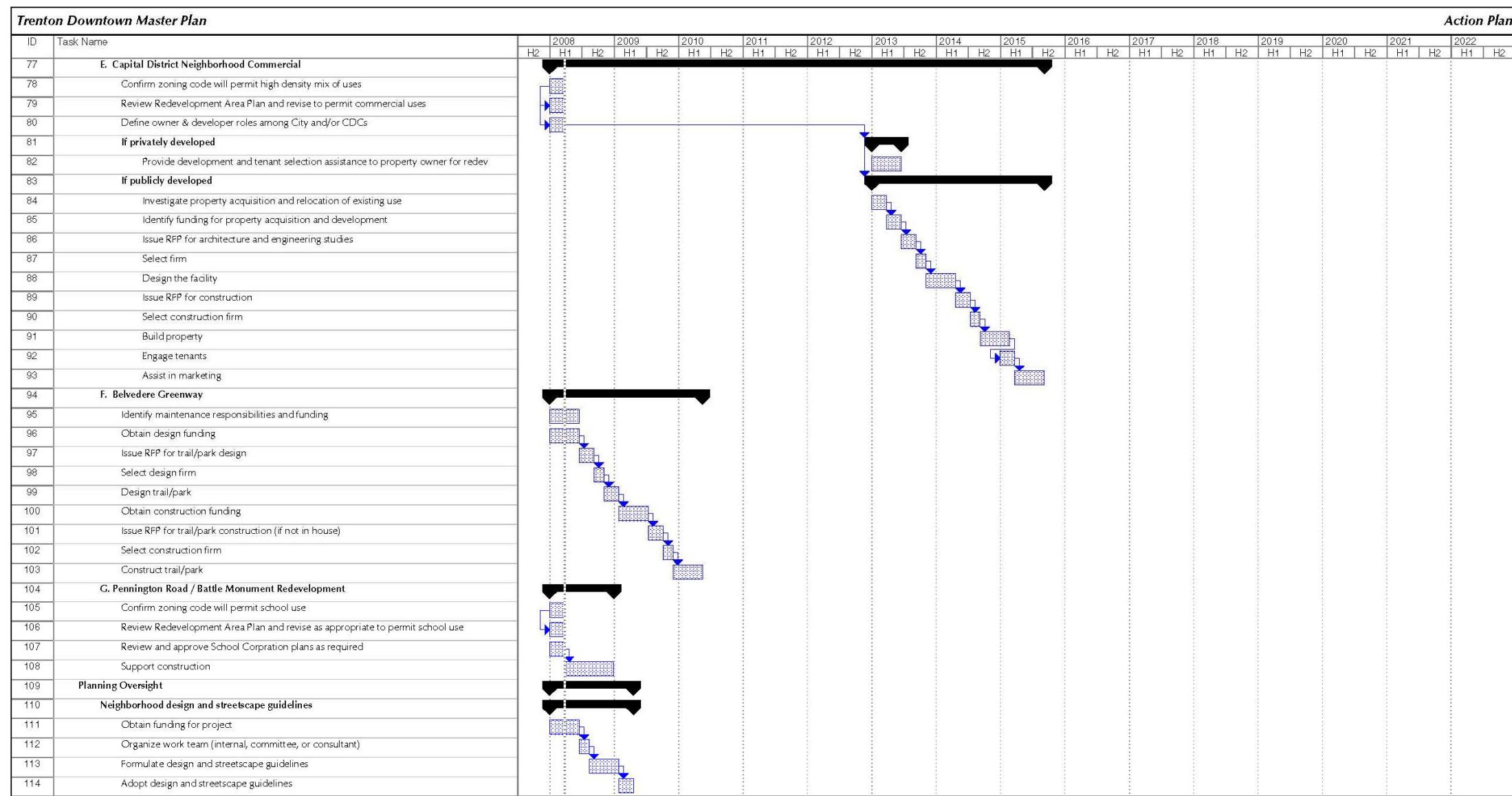
Project	Timeframe	Dependencies and Considerations	Participants	Potential Funding Sources
A. Capital Complex Enhancements: State Park at the Capital	Medium Term	<ul style="list-style-type: none"> ▪ Coordination between NJ Department of Environmental Protection, NJ Department of Transportation, NJ Joint Management Commission and Delaware River Joint Toll Bridge Commission 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ State of New Jersey, Department of Environmental Protection, Division of Parks and Forestry ▪ State Park Stakeholders Group ▪ Trenton Downtown Association 	<ul style="list-style-type: none"> ▪ Garden State Historic Trust ▪ NJ Department of Environmental Protection ▪ NJDOT
B. Willow & Hanover Street Mixed-Use Office / Parking Structure	Short Term	<ul style="list-style-type: none"> ▪ Review redevelopment area plan to allow mix of residential, office and retail uses; revise as appropriate ▪ Review parking requirements in zoning code, and revise as appropriate to reflect current usage patterns 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ Delaware and Raritan Canal Commission ▪ NJ Department of Environmental Protection ▪ NJ Department of Treasury, Real Estate Division ▪ Planning Board ▪ Private developer(s) ▪ State (property owner) ▪ Trenton Parking Authority ▪ Zoning Board of Adjustment 	<ul style="list-style-type: none"> ▪ Housing and Mortgage Finance Agency ▪ NJ Department of Community Affairs ▪ NJ Department of Environmental Protection, Green Acres ▪ NJ Department of Treasury ▪ NJ Redevelopment Authority ▪ NJEDA New Market Loans ▪ Private developer(s) ▪ Trenton Parking Authority
C. Canal Banks Residential Redevelopment and Park	Medium Term	<ul style="list-style-type: none"> ▪ Parking at Developments B or D must be ready to absorb users from this surface parking lot ▪ Review Redevelopment Area Plan and revise as appropriate to permit residential 	<ul style="list-style-type: none"> ▪ City of Trenton ▪ City of Trenton, Department of Housing and Economic Development ▪ Delaware and Raritan Canal Commission ▪ NJ Department of Treasury 	<ul style="list-style-type: none"> ▪ Housing and Mortgage Finance Agency ▪ NJ Department of Environmental Protection ▪ NJ Redevelopment Authority ▪ Private developer(s) ▪ Trenton Parking Authority

Project	Timeframe	Dependencies and Considerations	Participants	Potential Funding Sources
D. Willow Street Mixed-Use Development	Medium Term	<ul style="list-style-type: none"> ▪ Review Redevelopment Area Plan and revise as appropriate to permit high-density mix of commercial and residential uses 	<ul style="list-style-type: none"> ▪ Private developer(s) ▪ City of Trenton, Department of Housing and Economic Development ▪ Capital City Redevelopment Corporation 	<ul style="list-style-type: none"> ▪ Private developer(s) ▪ NJEDA New Market Loans ▪ RAD ▪ Housing and Mortgage Finance Agency ▪ NJ Department of Community Affairs ▪ NJ Redevelopment Authority
E. Capital District Neighborhood Commercial	Medium Term	<ul style="list-style-type: none"> ▪ City to investigate property acquisition and relocation of existing use ▪ Review Redevelopment Area Plan and revise as appropriate to permit commercial uses ▪ Property is currently privately owned 	<ul style="list-style-type: none"> ▪ Private developer(s) ▪ Capital City Redevelopment Corporation ▪ Canal Banks Advisory Board ▪ City of Trenton, Department of Housing and Economic Development ▪ Delaware and Raritan Canal Commission 	<ul style="list-style-type: none"> ▪ Private developer(s) ▪ City of Trenton ▪ NJ Economic Development Authority
F. Belvedere Greenway	Medium Term	<ul style="list-style-type: none"> ▪ Obtain right of way from railroads as needed to connect to the Riverfront system via the D&R Canal 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ Delaware & Raritan Canal Commission ▪ NJ Department of Environmental Protection 	<ul style="list-style-type: none"> ▪ Mercer County ▪ NJDEP Recreational Trails program ▪ NJDOT Local Aid & Economic Development - Federal Aid - Bikeways program ▪ NJDOT Local Aid & Economic Development - Federal Aid - Enhancements program
G. Pennington Road / Battle Monument Redevelopment	Short Term	<ul style="list-style-type: none"> ▪ Coordinate with Trenton Community-Based Schools Plan 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Housing and Economic Development ▪ School Construction Corporation ▪ Trenton Board of Education 	<ul style="list-style-type: none"> ▪ School Construction Corporation
Streetscape Character Enhancements	Short Term	<ul style="list-style-type: none"> ▪ Identify existing design guidelines or character studies ▪ Engage local property owners and businesses 	<ul style="list-style-type: none"> ▪ Trenton Downtown Association ▪ NJ Department of Transportation ▪ Mercer County ▪ City of Trenton, Department of Public Works 	<ul style="list-style-type: none"> ▪ City of Trenton capital budget ▪ Mercer County ▪ SID/SSA/BID ▪ Delaware Valley Regional Planning Commission



CHAPTER 10: Implementation Strategy

Trenton Downtown Master Plan		Action Plan																			
ID	Task Name	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	H1	H2			
39	Negotiate ownership / responsibility for parkland																				
40	Complete property transfer																				
41	Define public infrastructure improvements required																				
42	Review and approve plans																				
43	Coordinate and issue development permits																				
44	Schedule construction																				
45	Construction																				
46	C. Canal Banks Residential Redevelopment & Park																				
47	Review and revise Redevelopment Area Plan																				
48	Relocate current surface parking to sites B or D																				
49	Determine relocation destination																				
50	Negotiate lease / usage																				
51	Move users to new location																				
52	Redevelop parcel with townhomes or row houses around a park																				
53	Define RFP process for site																				
54	Issue RFP																				
55	Select developer																				
56	Negotiate ownership / responsibility for parkland																				
57	Complete property transfer																				
58	Review and approve plans																				
59	Coordinate and issue development permits																				
60	Define public infrastructure improvements required																				
61	Schedule construction																				
62	Construction																				
63	D. Willow Street Mixed-Use Development																				
64	Redevelop 95,000 square foot block bounded by Banks, Hanover fronting Willow																				
65	Confirm zoning code will permit high density mix of uses																				
66	Review Redevelopment Area Plan and revise as appropriate																				
67	Define RFP process for site																				
68	Issue RFP																				
69	Negotiate alternate location for current surface parking users																				
70	Select developer																				
71	Complete property transfer																				
72	Review and approve plans																				
73	Coordinate and issue development permits																				
74	Define public infrastructure improvements required																				
75	Schedule construction																				
76	Construction																				



Mill Hill

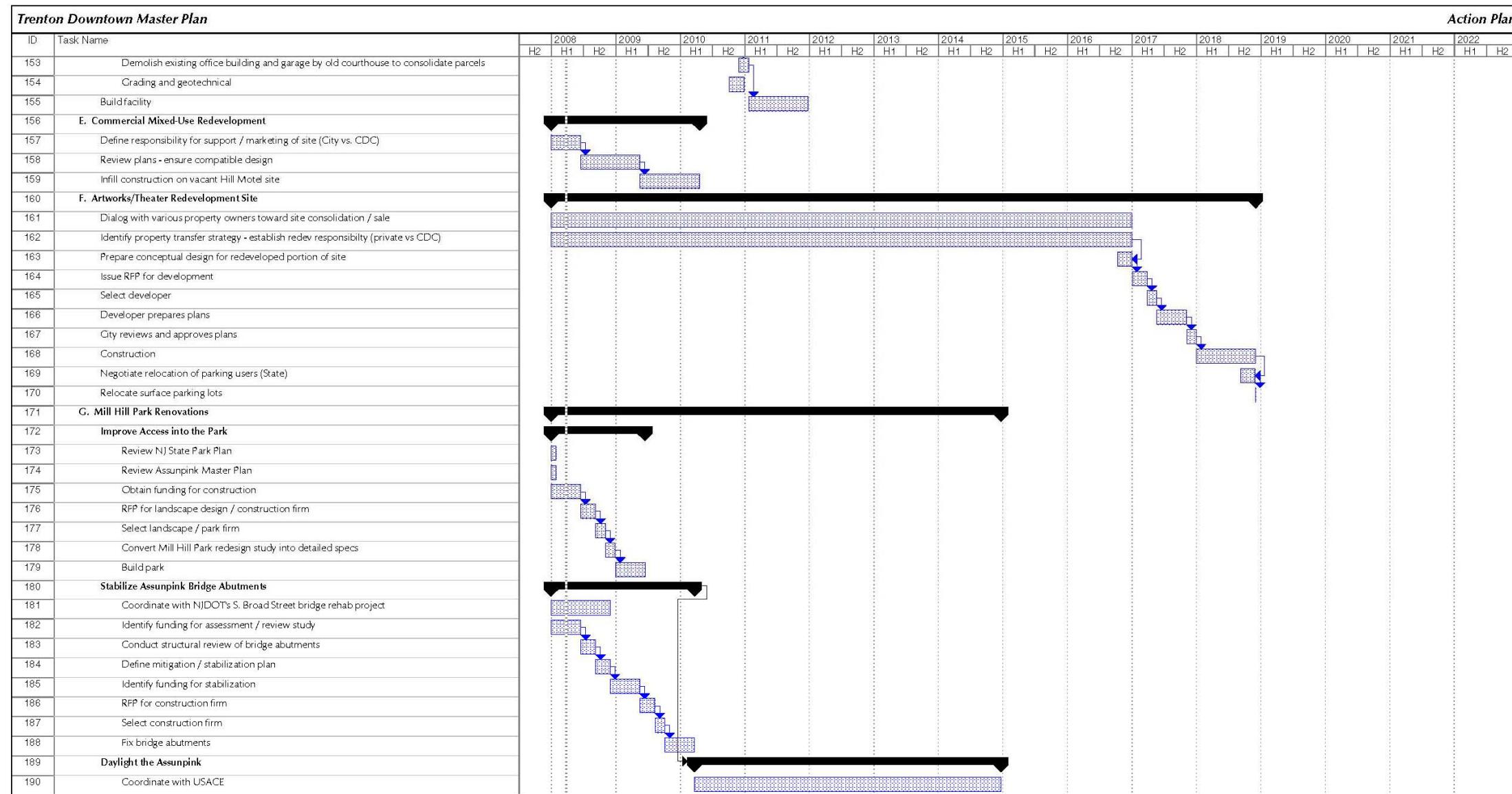
Mill Hill projects identified in the Master Plan include a mix of private, market-driven redevelopments and public investments. The Plan acknowledges County facilities as important anchors in the district, as well as the district's rich history and open space assets.

Project	Timeline	Dependencies and Considerations	Participants	Potential Funding Sources
A. Infill Residential Development	Short Term	<ul style="list-style-type: none"> ▪ Market support ▪ Ensure the design of the structure is based on the scale and character of other buildings in the neighborhood 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton Landmarks Commission ▪ City of Trenton, Department of Housing and Economic Development ▪ Old Mill Hill Society ▪ Private developers and property owners 	<ul style="list-style-type: none"> ▪ Housing and Mortgage Finance Agency ▪ NJEDA New Market Loans ▪ Private
B. Sun National Bank Building Adaptive Reuse	Short Term	<ul style="list-style-type: none"> ▪ Work with property owner to redevelop former bank building as office or mixed commercial use building 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Housing and Economic Development ▪ Mercer County ▪ Old Mill Hill Society 	<ul style="list-style-type: none"> ▪ Economic Development Authority ▪ Private
C. Mercer County Courthouse Expansion	Short Term	<ul style="list-style-type: none"> ▪ Acquire air rights over utility site (subject to selected site design) ▪ Abandonment of road segment adjacent to Assunpink Creek 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Law ▪ City of Trenton, Department of Public Works ▪ Mercer County ▪ Trigen 	<ul style="list-style-type: none"> ▪ Mercer County
D. Mercer County Parking Structure	Short Term	<ul style="list-style-type: none"> ▪ Identify funds to relocate Trigen utilities that presently restrict development on Market and Warren ▪ Demolish vacated jail facility 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Housing and Economic Development ▪ Mercer County ▪ Mercer County Improvement Authority ▪ State (user) ▪ Trigen 	<ul style="list-style-type: none"> ▪ Mercer County ▪ Mercer County Improvement Authority ▪ NJ Department of Treasury
E. Commercial Mixed-Use Infill Site	Short Term	<ul style="list-style-type: none"> ▪ Market support ▪ Ensure the design of the structure is based on the scale and character of other buildings in the neighborhood 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton Landmarks Commission ▪ City of Trenton, Department of Housing and Economic Development ▪ Old Mill Hill Society ▪ Private developers and property owners 	<ul style="list-style-type: none"> ▪ Housing and Mortgage Finance Agency ▪ NJEDA New Market Loans ▪ Private

Project	Timeframe	Dependencies and Considerations	Participants	Potential Funding Sources
F. Artworks/Theater Redevelopment Site	Long Term	<ul style="list-style-type: none"> ▪ Maintain Artworks cooperative facility ▪ Ownership issues ▪ Ability to relocate surface parking lots to another site ▪ Amend redevelopment plan ▪ Coordinate with the Assunpink Master Plan 	<ul style="list-style-type: none"> ▪ Artworks ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ Parking owner (Whitinborn) ▪ Parking user (State) ▪ The Old Mill Hill Society 	<ul style="list-style-type: none"> ▪ Artworks ▪ City of Trenton ▪ City of Trenton, Department of Public Works ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ Economic Development Authority ▪ NJ Department of Environmental Protection, Green Acres ▪ Private
F: Mill Hill Park Renovations	See Below	See Below	See Below	See Below
Improve Park Access and Entrance	Short Term	<ul style="list-style-type: none"> ▪ Coordinate with NJ State Park and Assunpink Greenway Plan ▪ Work according to recent Mill Hill Park redesign study done for Department of Recreation, Natural Resources and Culture 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ Old Mill Hill Society ▪ Trenton Downtown Authority 	<ul style="list-style-type: none"> ▪ CDBG ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ Private donations ▪ The Old Mill Hill Society ▪ Trenton Downtown Association
Stabilize Assunpink Bridge Abutments	Short Term	<ul style="list-style-type: none"> ▪ Coordinate with NJ Department of Transportation rehabilitation project of S. Broad Street Bridge 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Public Works ▪ Delaware Riverkeeper Network ▪ Mercer County ▪ NJ Department of Transportation ▪ USACE 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Public Works ▪ Mercer County ▪ NJ Department of Transportation
Daylight the Assunpink	Medium Term	<ul style="list-style-type: none"> ▪ Coordinate with NJ State Park and Assunpink Greenway Plan 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ Delaware Riverkeeper Network ▪ Mercer County ▪ NJ Department of Environmental Protection ▪ NJ Department of Transportation ▪ Old Mill Hill Society ▪ USACE 	<ul style="list-style-type: none"> ▪ Mercer County ▪ NJ Department of Environmental Protection ▪ NJ Department of Transportation ▪ Private donations ▪ USACE
Incorporate Interpretive Signage	Short Term	<ul style="list-style-type: none"> ▪ Identify maintenance responsibilities 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ Old Mill Hill Society ▪ Trenton Downtown Authority 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ Private donations ▪ The Old Mill Hill Society ▪ Trenton Downtown Association

CHAPTER 10: Implementation Strategy

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ID	Task Name	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	H2	H1	H2								
115	Mill Hill Neighborhood																										
116	A. Residential Infill Sites																										
117	Private residential redevelopment																										
118	B. Sun National Bank Building Adaptive Reuse																										
119	Encourage property owner to redevelop building for office or mixed commercial use																										
120	C. Mercer County Courthouse Expansion																										
121	Determine construction approach																										
122	Coordinate with Trigen																										
123	Help investigate air rights options for construction over Trigen site (as needed)																										
124	Identify funds to relocate Trigen utilities																										
125	Relocate Trigen utilities																										
126	Remove road segment																										
127	Negotiate abandonment of road segment with City of Trenton																										
128	Schedule road removal																										
129	Plan road removal																										
130	Remove road																										
131	Cantilever construction above-grade over the utility site, including plaza to Assunpink Creek																										
132	Mercer County to identify funds for architecture and engineering																										
133	Mercer County to issue design RFP																										
134	Select designer																										
135	Design architecture and engineering																										
136	City review and approve plans																										
137	Mercer County to identify funds for construction																										
138	Mercer County to issue construction RFP																										
139	Select construction firm																										
140	Prepare site																										
141	Build facility																										
142	D. Mercer County Parking Structure																										
143	Mercer County to identify funds for architecture and engineering																										
144	Mercer County to issue design RFP																										
145	Select designer																										
146	Design architecture and engineering																										
147	City review and approve plans																										
148	Mercer County to identify funds for construction																										
149	Mercer County to issue construction RFP																										
150	Select construction firm																										
151	Prepare site																										
152	Demolish vacated County jail facilities																										



CHAPTER 10: Implementation Strategy

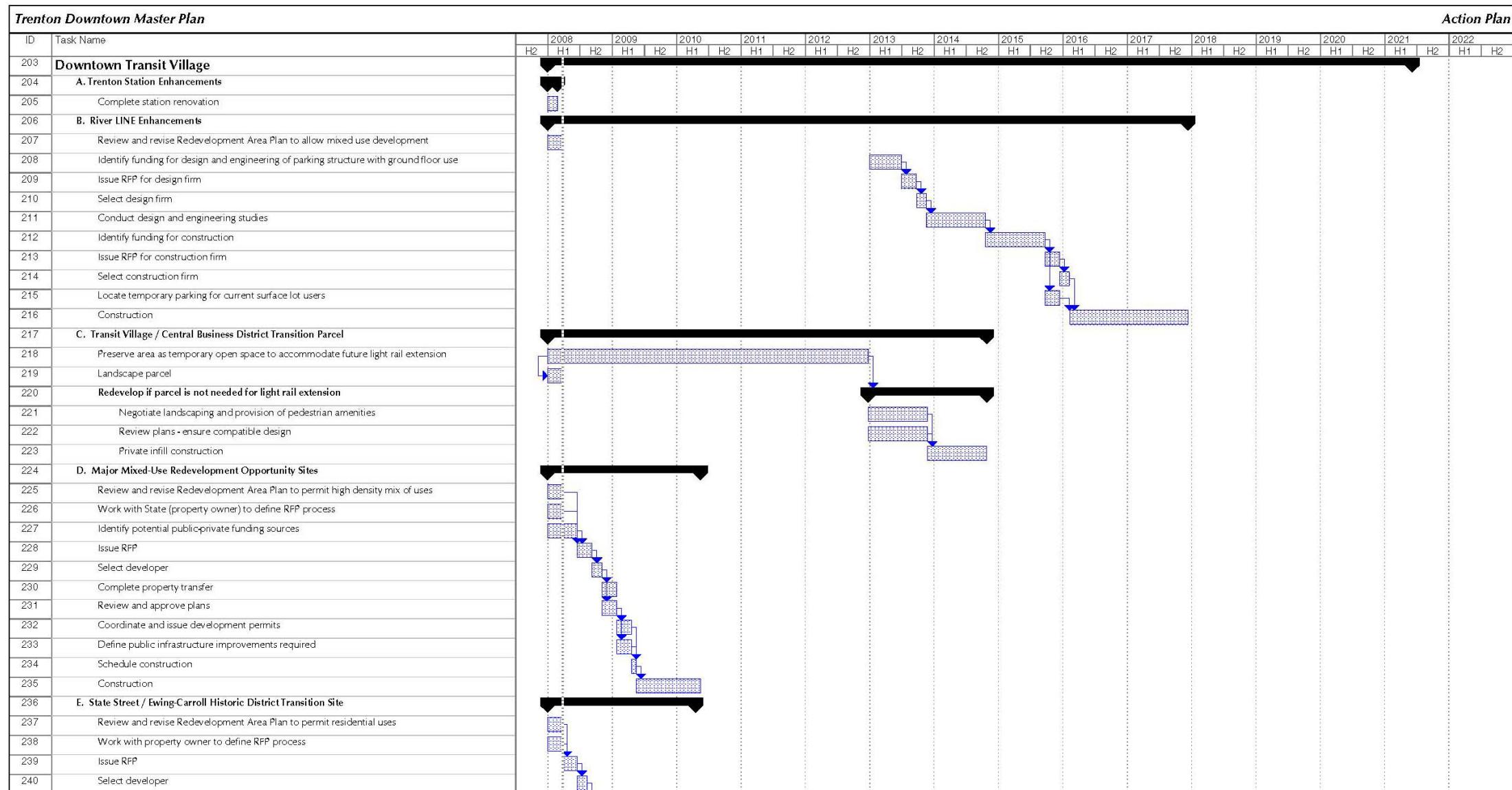
Trenton Downtown Master Plan		Action Plan																								
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		H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2										
191	USACE conducts feasibility study																									
192	City, USACE obtain remaining specifications funding																									
193	USACE conducts Design																									
194	City, USACE obtain implementation funding																									
195	USACE Implements design																									
196	Incorporate Interpretive Signage																									
197	Identify maintenance funding and responsibility																									
198	Develop or coordinate with district signage template																									
199	Develop content																									
200	Order / construct / install signage																									
201	Maintain signage																									
202																										

Downtown Transit Village

This district's identity is built around its central transit assets, the train station and light rail system. Investments in the train station are nearing completion, and should serve as a spur to surrounding commercial and residential development in the medium term. The projects identified in the Master Plan round out the mix of land uses in the district, and include initiatives to improve internal circulation and park assets.

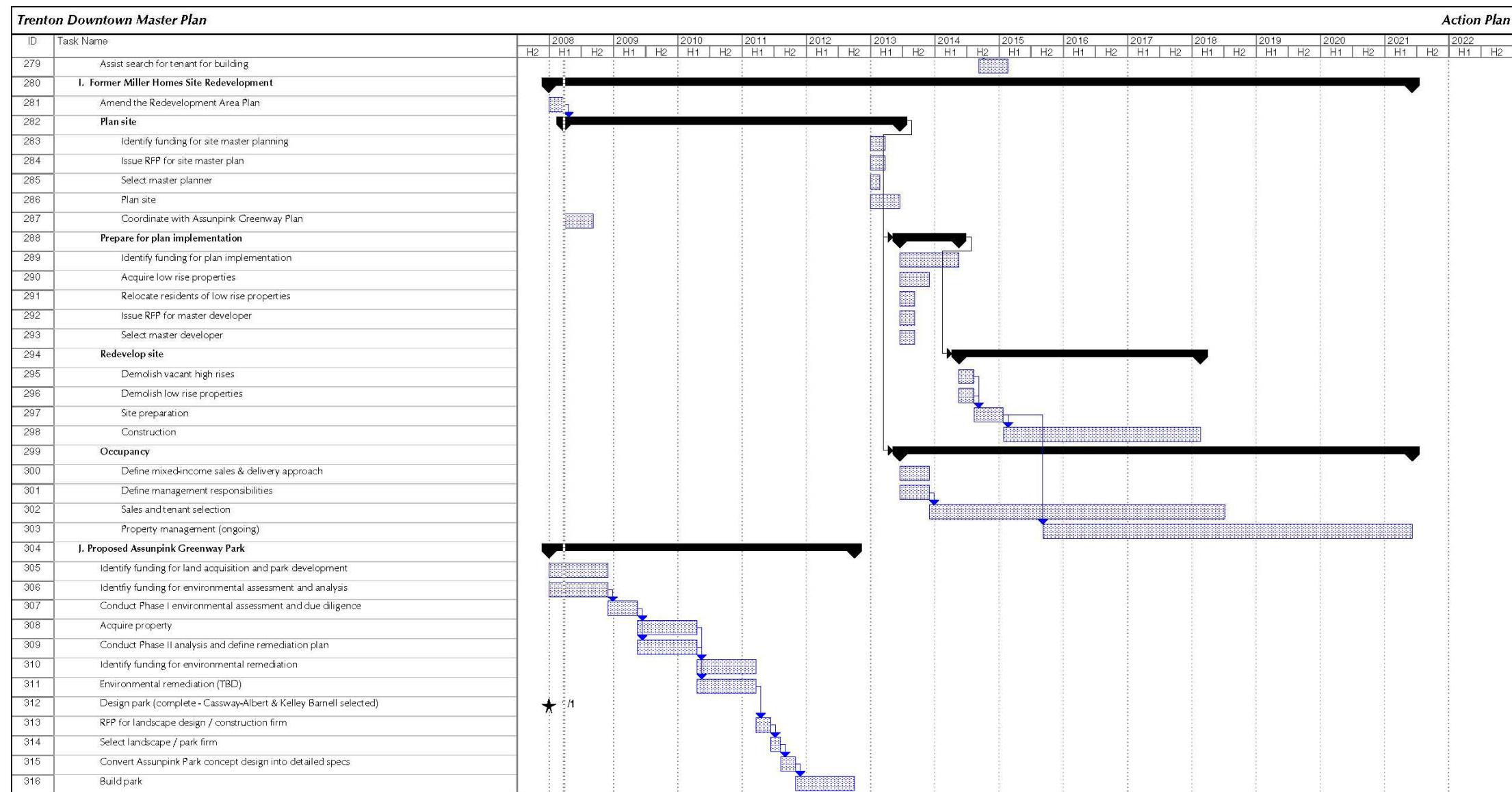
Project	Timeline	Dependencies and Considerations	Participants	Potential Funding Sources
A. Trenton Station Enhancements	Short Term	▪ Project has evolved after many meetings with the stakeholders affected.	▪ Amtrak / ACELA ▪ NJ Transit ▪ NJDOT ▪ SEPTA	▪ Federal Earmarks ▪ NJ TRANSIT <i>Transit Village</i> Initiative
B. River LINE Enhancements	Medium Term	▪ Amend Redevelopment Plan to permit high density mixed-use with structured parking on this site	▪ City of Trenton, Department of Housing and Economic Development ▪ NJ TRANSIT ▪ Public-private developer	▪ Economic Development Authority ▪ NJ TRANSIT ▪ NJDOT and NJ TRANSIT <i>Transit Village</i> Initiative ▪ Private funds ▪ Public-private partnership
C. Transit Village / Central Business District Transition Parcel	Medium Term	▪ Preserve area as temporary open space to accommodate future light rail extension	▪ City of Trenton, Department of Housing and Economic Development ▪ City of Trenton, Department of Public Works ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ NJ TRANSIT	▪ NJDOT and NJ TRANSIT <i>Transit Village</i> Initiative ▪ Private Developers
D. Major Mixed-Use Redevelopment Opportunity Sites	Short Term	▪ Review Redevelopment Area Plan and revise as appropriate to permit high-density mix of commercial and residential uses	▪ City of Trenton, Department of Housing and Economic Development ▪ Mixed-use developer ▪ State (property owner)	▪ NJDOT and NJ TRANSIT <i>Transit Village</i> Initiative ▪ NJEDA New Market Loans ▪ Private developer(s)
E. State Street / Ewing-Carroll Historic District Transition Site	Short Term	▪ Amend the Redevelopment Area Plan	▪ City of Trenton, Department of Housing and Economic Development ▪ Residential developers	▪ Department of Community Affairs ▪ Housing and Mortgage Finance Agency ▪ NJDOT and NJ TRANSIT <i>Transit Village</i> Initiative ▪ Private developer(s)
F. State Street Roundabout	Medium Term	▪ Ability to design intersection according to current safety standards	▪ City of Trenton, Department of Public Works ▪ Mercer County ▪ NJDOT	▪ City of Trenton ▪ Mercer County ▪ NJDOT Local Aid & Economic Development - Municipal Aid program

Project	Timeframe	Dependencies and Considerations	Participants	Potential Funding Sources
G. Greenwood/Clinton Redevelopment	Medium Term	<ul style="list-style-type: none"> ▪ Review Redevelopment Area Plan and revise as appropriate to permit mix of commercial and residential uses 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Housing and Economic Development ▪ Existing property owners 	<ul style="list-style-type: none"> ▪ NJDOT and NJ TRANSIT Transit Village Initiative ▪ NJEDA New Market Loans ▪ Private developer(s)
H. Large-Scale Office Site	Medium Term	<ul style="list-style-type: none"> ▪ Ability to relocate surface parking lots to another site; ▪ Review zoning map and revise as appropriate to permit office use 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Housing and Economic Development ▪ Commercial real estate brokers and site selection consultants ▪ Corporate headquarters ▪ NJ Department of Treasury ▪ Private developer(s) 	<ul style="list-style-type: none"> ▪ Corporate headquarters ▪ NJEDA New Market Loans ▪ Private developer(s)
I. Former Miller Homes site redevelopment	Medium Term	<ul style="list-style-type: none"> ▪ Completion of property demolition ▪ Amend the Redevelopment Area Plan ▪ Coordination with Assunpink Greenway Plan ▪ Connect site to neighborhood and Trenton Station via Perry Street 	<ul style="list-style-type: none"> ▪ Trenton Housing Authority ▪ Planning Board ▪ Residential Developer with experience in mixed-income housing 	<ul style="list-style-type: none"> ▪ CDBG ▪ Housing and Mortgage Finance Agency ▪ Private developer(s)
J. Proposed Assunpink Greenway Park	Short Term	<ul style="list-style-type: none"> ▪ Land acquisitions ▪ Environmental cleanup 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ East Coast Greenway ▪ New Jersey Department of Environmental Protection 	<ul style="list-style-type: none"> ▪ NJ Department of Environmental Protection
K. Chestnut Area Residential	Medium Term	<ul style="list-style-type: none"> ▪ Assemble contiguous parcels through acquisition of properties from existing property owners ▪ Amend the Redevelopment Area Plan 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Housing and Economic Development ▪ Existing property owners ▪ Residential developers 	<ul style="list-style-type: none"> ▪ Department of Community Affairs ▪ Home Program ▪ Housing and Mortgage Finance Agency ▪ Private developer(s)
L. Greenwood-Hamilton Neighborhood Renovation & Infill	Medium Term	<ul style="list-style-type: none"> ▪ Existing property owners selling parcels ▪ Amend the Redevelopment Area Plan 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Housing and Economic Development ▪ City of Trenton, Landmarks Commission ▪ Existing property owners ▪ Residential developers 	<ul style="list-style-type: none"> ▪ CDBG ▪ City renovation grants and low interest loans ▪ Department of Community Affairs ▪ Housing and Mortgage Finance Agency ▪ Private developer(s)



CHAPTER 10: Implementation Strategy

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241	Complete property transfer																											
242	Review and approve plans																											
243	Subdivide property (as needed)																											
244	Coordinate and issue development permits																											
245	Define public infrastructure improvements required																											
246	Schedule construction																											
247	Develop the site - facing State Street																											
248	Communicate buyer assistance programs																											
249	F. State Street Roundabout																											
250	Identify design and engineering funding																											
251	Conduct feasibility study																											
252	Conduct design and engineering																											
253	Identify construction funding																											
254	Issue RFP for construction firm																											
255	Select construction firm																											
256	Reconfigure intersection																											
257	G. Greenwood/Clinton Redevelopment																											
258	Review and revise Redevelopment Area Plan to permit high density mix of uses																											
259	Work with property owner(s) to plan redevelopment in character with context																											
260	Review and approve plans																											
261	Coordinate and issue development permits																											
262	Define public infrastructure improvements required																											
263	Schedule construction																											
264	Construction																											
265	H. Large Scale Office Site																											
266	Review and revise Redevelopment Area Plan																											
267	Define RFP process for site																											
268	Issue RFP																											
269	Select developer for corporate office campus																											
270	Work with commercial brokers or site selection specialists to find tenant																											
271	Review and approve plans																											
272	Negotiate incentive/public funding																											
273	Negotiate alternate location for current surface parking users																											
274	Complete property transfer																											
275	Coordinate and issue development permits																											
276	Define public infrastructure improvements required																											
277	Schedule construction																											
278	Construction																											



CHAPTER 10: Implementation Strategy

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		H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2										
317	K. Chestnut Area Residential																									
318	Redevelopment planning																									
319	Review Redevelopment Area Plan and revise to permit residential uses																									
320	Define owner & developer roles among City, private redevelopers and/or CDCs																									
321	Identify funding for property acquisition and development																									
322	Assemble property																									
323	If privately developed																									
324	Issue RPP for development firm																									
325	Select developer																									
326	Negotiate terms and transfer property																									
327	Review and approve plans																									
328	Coordinate and issue development permits																									
329	Define public infrastructure improvements required																									
330	Schedule construction																									
331	Construction																									
332	Provide / communicate tenant financing assistance																									
333	If publicly developed																									
334	Issue RPP for architecture and engineering studies																									
335	Select firm																									
336	Design the facility																									
337	Review and approve plans																									
338	Coordinate and issue development permits																									
339	Define public infrastructure improvements required																									
340	Issue RPP for construction																									
341	Select construction firm																									
342	Schedule construction																									
343	Construction																									
344	Sales & delivery																									
345	Provide / communicate tenant financing assistance																									
346	Communicate rehab programs to existing property owners																									
347	L. Greenwood-Hamilton Neighborhood Renovation & Infill																									
348	Amend Redevelopment Area plan																									
349	Communicate development and rehab programs to property owners																									
350	Renovate existing housing stock																									
351	Infill development																									
352																										

Riverfront District

Redevelopment projects in the Riverfront District are expected to take place in the longer term, due to the transportation and infrastructure projects with long lead times and design / construction periods that are required as necessary conditions for redevelopment in the district. Lining up funding and conducting design and construction activities for the reconfiguration of Route 29 into an urban boulevard, and the subsequent definition of a new street grid on the reclaimed land and construction of a utilities infrastructure trunk system are estimated to span most of the short and medium term, triggering redevelopment projects in the 10+ year timeframe.

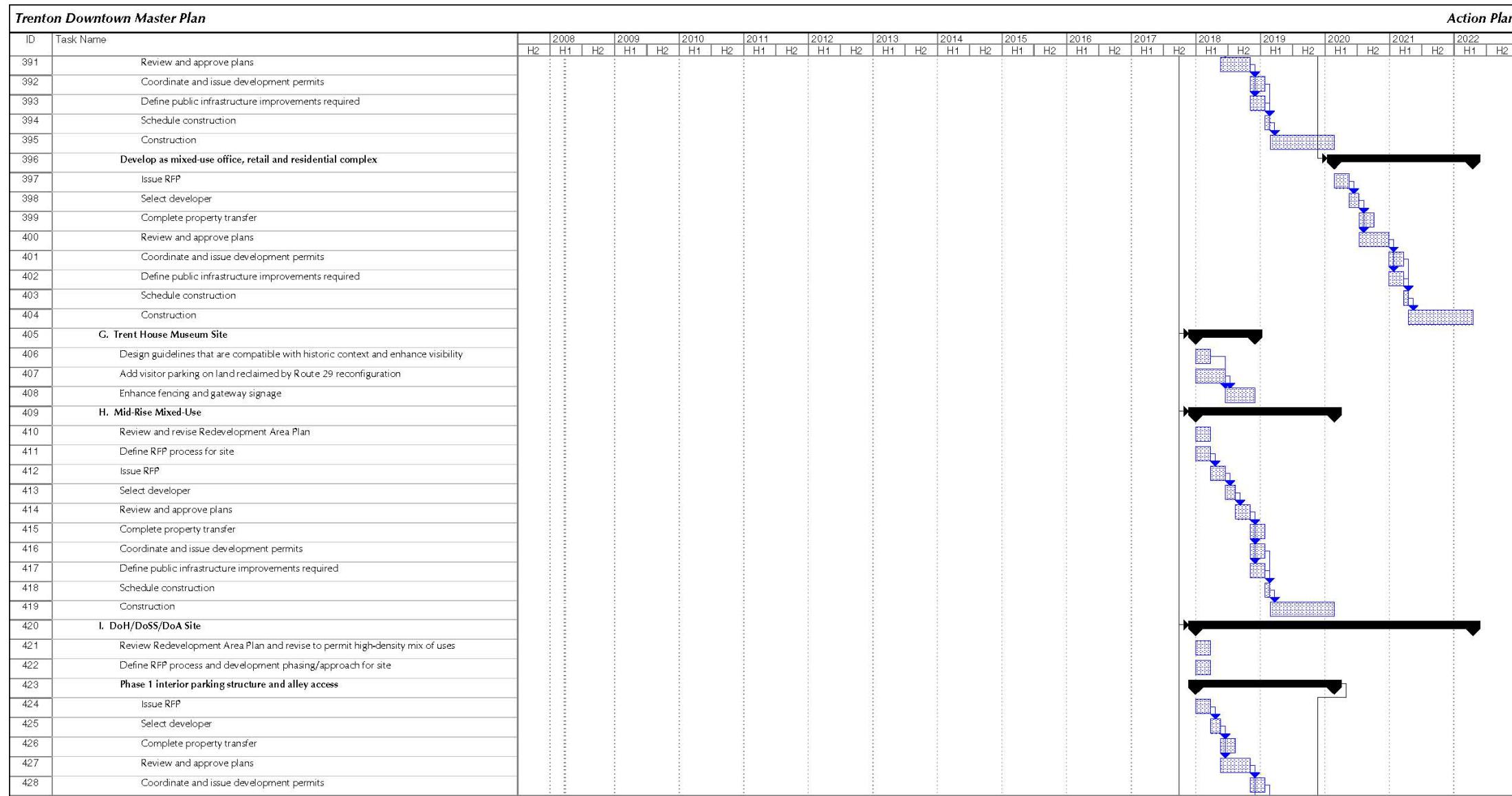
Project	Timeline	Dependencies and Considerations	Participants	Potential Funding Sources
Reconfigure Route 29 into an Urban Boulevard	Long Term	<ul style="list-style-type: none"> ▪ Acquisition of any additional right of way required ▪ Flood mitigation ▪ Coordination with the State Urban Park design ▪ Coordination between NJ Department of Environmental Protection, NJ Department of Transportation, NJ Joint Management Commission and Delaware River Joint Toll Bridge Commission 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton Department of Public Works ▪ Delaware and Raritan Canal Commission ▪ Delaware River Joint Toll Bridge Commission ▪ Mercer County ▪ NJ Department of Environmental Protection ▪ NJDOT 	<ul style="list-style-type: none"> ▪ City of Trenton ▪ Delaware River Joint Toll Bridge Commission ▪ Developer Contributions ▪ Federal Emergency Management Agency (FEMA) ▪ NJDOT Federal Aid
Establish Infrastructure in Reclaimed land between Route 29 and Delaware River	Long Term	<ul style="list-style-type: none"> ▪ Completion of reconstruction of Route 29 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton Department of Public Works ▪ NJ Department of Environmental Protection ▪ NJ Joint Management Commission ▪ NJDOT 	<ul style="list-style-type: none"> ▪ City of Trenton ▪ DVRPC ▪ NJ Department of Environmental Protection ▪ NJDOT - Federal Aid ▪ Private Developers
Improvement Program for Reclaimed Land between Route 29 and Delaware River:	See Below	<ul style="list-style-type: none"> ▪ Completion of reconstruction of Route 29 and new street grid / infrastructure trunk 	See Below	See Below
Blocks A, B, C: Riverfront Low-Rise Residential and Mixed-Use	Long Term	<ul style="list-style-type: none"> ▪ Review Redevelopment Area Plan and revise as appropriate to permit high-density mix of commercial and residential uses 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Public Works ▪ Mercer County ▪ NJDOT ▪ Planning Board 	<ul style="list-style-type: none"> ▪ NJDOT - Federal Aid – ▪ NJEDA New Market Loans ▪ Private Developers
D. Assunpink Creek Office / Commercial	Long Term	<ul style="list-style-type: none"> ▪ Review Redevelopment Area plan and revise as appropriate to allow mix of office and retail uses 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ Commercial or mixed-use developer(s) ▪ NJ Department of Treasury ▪ NJDoL cooperation 	<ul style="list-style-type: none"> ▪ Department of Community Affairs ▪ Housing and Mortgage Finance Agency ▪ Land write-down or donation ▪ NJEDA New Market Loans ▪ Private developer(s) ▪ RAD for infrastructure and site preparation

Project	Timeframe	Dependencies and Considerations	Participants	Potential Funding Sources
E. Public Square	Long Term	<ul style="list-style-type: none"> ▪ Design must permit access for utility work as required ▪ Cooperation by Trigen Energy Corporation 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ State ▪ Trigen Energy Corporation 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ Private ▪ SSA/BID ▪ State
F. Mid-Rise Mixed-Use	Long Term	<ul style="list-style-type: none"> ▪ Main façade to north block face ▪ Review Redevelopment Area Plan and revise as appropriate to permit high-density mix of commercial and residential uses 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Housing and Economic Development ▪ City of Trenton, Department of Public Works ▪ Commercial or mixed-use developer(s) 	<ul style="list-style-type: none"> ▪ NJEDA New Market Loans ▪ Private developer(s) ▪ RAD for site preparation and infrastructure
G. Trent House Museum Site	Long Term	<ul style="list-style-type: none"> ▪ Completion of reconstruction of Route 29 ▪ Design guidelines that are compatible with historic context and enhance visibility of the Museum 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Housing and Economic Development ▪ City of Trenton, Department of Recreation, Natural Resources & Culture, ▪ City of Trenton, Landmarks Commission ▪ State Historic Preservation Office ▪ Trent House Association 	<ul style="list-style-type: none"> ▪ City of Trenton ▪ New Jersey Historical Commission ▪ Private foundations, grants and donations ▪ Trent House Association
H. Mid-Rise Mixed-Use	Long Term	<ul style="list-style-type: none"> ▪ Review Redevelopment Area plan and revise as appropriate to permit high-density mix of commercial uses 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Housing and Economic Development ▪ Commercial or mixed-use developer(s) 	<ul style="list-style-type: none"> ▪ Private developer(s) ▪ NJ Department of Transportation
I. DoH/DoSS/DoA Site	Long Term	<ul style="list-style-type: none"> ▪ Completion of demolition of existing structures ▪ Main façade to west or south block face ▪ Review Redevelopment Area Plan and revise as appropriate to permit high-density mix of commercial, institutional and residential uses 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Housing and Economic Development ▪ Commercial or mixed-use developer(s) ▪ State of New Jersey 	<ul style="list-style-type: none"> ▪ Land write-down or donation ▪ NJEDA New Market Loans ▪ Private developer(s)
J. Mid-Rise Mixed-Use and Parking	Long Term	<ul style="list-style-type: none"> ▪ Main façade to west or south block face ▪ Review Redevelopment Area Plan and revise as appropriate to permit high-density mix of commercial and residential uses 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Housing and Economic Development ▪ Commercial or mixed-use developer(s) 	<ul style="list-style-type: none"> ▪ NJEDA New Market Loans ▪ Private developer(s)
K. Mercer County Parking Structure	Short Term	<ul style="list-style-type: none"> ▪ Identify funds to relocate Trigen utilities that presently restrict development on Market and Warren ▪ Demolish vacated jail facility 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Housing and Economic Development ▪ Mercer County ▪ Mercer County Improvement Authority ▪ State (user) ▪ Trigen 	<ul style="list-style-type: none"> ▪ Mercer County ▪ Mercer County Improvement Authority ▪ NJ Department of Treasury

Project	Timeframe	Dependencies and Considerations	Participants	Potential Funding Sources
L. South Riverfront Residential / Mixed-Use Site	Long Term	<ul style="list-style-type: none"> ▪ Definition of portion(s) of site that will be needed for Route 29 / Route 1 interchange ▪ Review Redevelopment Area Plan and revise as appropriate to permit high-density mix of commercial and residential uses 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton (land owner) ▪ City of Trenton, Department of Housing and Economic Development ▪ Private Developer ▪ State of New Jersey (land lease) 	<ul style="list-style-type: none"> ▪ Housing and Mortgage Finance Agency ▪ NJ Department of Community Affairs ▪ NJEDA New Market Loans ▪ Private developer(s)
Riverfront District Character Enhancements	Short Term	<ul style="list-style-type: none"> ▪ Completion of sidewalk design guidelines and downtown parking ordinance by DMJM Harris 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Housing and Economic Development ▪ City of Trenton, Department of Public Works ▪ Mercer County 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Public Works ▪ Delaware Valley Regional Planning Commission ▪ Mercer County ▪ Private developers ▪ SID/SSA/BID

CHAPTER 10: Implementation Strategy





CHAPTER 10: Implementation Strategy

Trenton Downtown Master Plan															Action Plan																
ID	Task Name	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		2022	
		H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2															
429	Define public infrastructure improvements required																														
430	Schedule construction																														
431	Construction																														
432	Develop as mixed-use office, retail and residential complex																														
433	Demolish buildings (done by 2010?)																														
434	Issue RFP																														
435	Select developer																														
436	Complete property transfer																														
437	Review and approve plans																														
438	Coordinate and issue development permits																														
439	Define public infrastructure improvements required																														
440	Schedule construction																														
441	Construction																														
442	J. Mid-Rise Mixed-Use & Parking																														
443	Review Redevelopment Area Plan and revise to permit high-density mix of uses																														
444	Define RFP process and development phasing/approach for site																														
445	Phase 1 interior parking structure and alley access																														
446	Issue RFP																														
447	Select developer																														
448	Complete property transfer																														
449	Review and approve plans																														
450	Coordinate and issue development permits																														
451	Define public infrastructure improvements required																														
452	Schedule construction																														
453	Construction																														
454	Develop as mixed-use office, retail and residential complex																														
455	Issue RFP																														
456	Select developer																														
457	Complete property transfer																														
458	Review and approve plans																														
459	Coordinate and issue development permits																														
460	Define public infrastructure improvements required																														
461	Schedule construction																														
462	Construction																														
463	K. Mercer County Parking Structure Site (see Mill Hill Neighborhood section)																														
464	L. South Riverfront Residential / Mixed-Use Site																														
465	Review Redevelopment Area Plan and revise to permit high-density mix of uses																														
466	Select developer (Westrum Development Company)																														

Trenton Downtown Master Plan		Action Plan																								
ID	Task Name	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022										
		H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2										
467	Identify Rt 29 design needs																									
468	Review and approve plans																									
469	Complete property transfer																									
470	Coordinate and issue development permits																									
471	Define public infrastructure improvements required																									
472	Schedule construction																									
473	Negotiation relocation of State parking users to another facility																									
474	Construction																									
475	Riverfront District Character Improvements																									
476	Obtain funding for project																									
477	Organize work team (internal, committee, or consultant)																									
478	Formulate design and streetscape guidelines																									
479	Adopt design and streetscape guidelines																									
480																										

Central Business District

Projects identified for the Central Business District are intended to support the development activities and adaptive reuse efforts already underway in the area. All initiatives could begin in the short term, subject to available funding and staff time in the identified mix of public, quasi-public and non-profit agencies.

Project	Timeline	Dependencies and Considerations	Participants	Potential Funding Sources
Improvement Program of Adaptive Reuse of Opportunity Sites and Signature Buildings	See Below	See Below	See Below	See Below
A. Broad Street Bank Adaptive Reuse	Completed			
B. Trenton Town Center	Short Term	<ul style="list-style-type: none"> ▪ Find marquee corporate tenant(s) for office use 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton ▪ Commercial / mixed-use master developer(s) ▪ Economic Development Authority ▪ Housing and Mortgage Finance Agency ▪ NJ Department of Community Affairs 	<ul style="list-style-type: none"> ▪ Private capital ▪ Tax abatement ▪ Urban enterprise zone ▪ RAD ▪ Sustainable/green development funding ▪ Economic Development Authority ▪ NJ Department of Community Affairs ▪ NJ Housing and Mortgage Finance Agency ▪ NJ Redevelopment Authority
C. Commonwealth Building Adaptive Reuse	Short Term	<ul style="list-style-type: none"> ▪ Find / encourage private residential developer with historic preservation and adaptive reuse experience ▪ Successful lease of adjacent Broad Street Bank to confirm market demand 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton ▪ Private residential developer 	<ul style="list-style-type: none"> ▪ Private capital ▪ RAD ▪ Tax abatement
D. Aleda Building Adaptive Reuse	Short Term	<ul style="list-style-type: none"> ▪ Willingness of owner to sell or adapt into hotel or condominium building ▪ Find / encourage private residential developer with historic preservation and adaptive reuse experience ▪ Developing an improved property management team 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton ▪ Private residential developer ▪ Property owner 	<ul style="list-style-type: none"> ▪ Private capital ▪ RAD ▪ Tax abatement
E. Round out business mix	Short Term	<ul style="list-style-type: none"> ▪ Successful communication of changing market demographics and Trenton image/brand 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton ▪ Lobbying by residential associations, large employers / office tenants ▪ Retail development consultants ▪ Trenton Downtown Association 	<ul style="list-style-type: none"> ▪ CDBG ▪ Downtown Association / membership ▪ State economic development programs ▪ Tax abatement ▪ Urban enterprise zone

Project	Timeframe	Dependencies and Considerations	Participants	Potential Funding Sources
F. Upper Floor Restoration Programs	Short Term	<ul style="list-style-type: none"> ▪ Establish a market to attract tenants to occupy this space 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton ▪ Historic associations ▪ Trenton Downtown Association 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ Low interest / revolving loans ▪ New local historic preservation / renovation grant programs ▪ RAD ▪ State historic preservation grants ▪ Tax abatement ▪ Trenton Downtown Association
G. Design Guidelines for Central Business District	Short Term	<ul style="list-style-type: none"> ▪ Synergy with Zoning Ordinances and existing design standards, codes and ordinances (such as CCRC) 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton ▪ Historic associations ▪ Trenton Downtown Association 	<ul style="list-style-type: none"> ▪ BID ▪ City of Trenton ▪ Historic preservation grants ▪ RAD ▪ State and local planning grants
H. Streetscape Enhancements	See Below	<ul style="list-style-type: none"> ▪ Should correspond with City of Trenton Streetscape Design Guidelines 	See Below	See Below
Street Lighting Program	Short – Medium Term		<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton ▪ City of Trenton, Department of Public Works ▪ Trenton Downtown Association 	<ul style="list-style-type: none"> ▪ City of Trenton ▪ SSA/BID
Montgomery Street	Short – Medium Term		<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton ▪ City of Trenton, Department of Public Works ▪ Trenton Downtown Association 	<ul style="list-style-type: none"> ▪ City of Trenton ▪ Chamber / Business Association ▪ SSA / BID
State Street Bridge	Medium Term		<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Public Works ▪ New Jersey DOT ▪ Trenton Downtown Association 	<ul style="list-style-type: none"> ▪ City of Trenton ▪ New Jersey DOT

CHAPTER 10: Implementation Strategy

Trenton Downtown Master Plan																			Action Plan	
ID	Task Name	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	H1	H2		
481	Central Business District	H2	H1	H2	H1	H2														
482	A. Broad Street Bank Adaptive Reuse																			
483	B. Trenton Town Center Adaptive Reuse																			
484	Adaptive reuse of the seven-story Bell Telephone building with a three-story addition																			
485	Twenty-story building is proposed with retail, office and residential uses																			
486	An additional mid-rise building, townhouses, mid-block parking structure with roof garden.																			
487	C. Commonwealth Building Adaptive Reuse																			
488	D. Aleda Building Adaptive Reuse																			
489	E. Round Out Business Mix																			
490	Recruit new businesses																			
491	Update marketing strategy																			
492	F. Upper Floor Restoration Program																			
493	Establish programs to assist property owners																			
494	Pilot: target 2 bldgs per year for 5 yrs																			
495	Assist landlords with marketing space																			
496	G. Design Guidelines for Central Business District																			
497	Create design guidelines																			
498	Coordinate with Zoning Ordinances and existing design standards, codes and ordinances (such as																			
499	H. Streetscape Enhancements																			
500	Street Lighting Program																			
501	Establish Street Lighting and Design Program																			
502	State Street																			
503	Broad Street																			
504	Warren Street																			
505	Montgomery Street																			
506	Identify funding for improvements																			
507	Implement improvements																			
508	State Street Bridge																			
509	Identify funding for improvements																			
510	Implement improvements																			
511																				

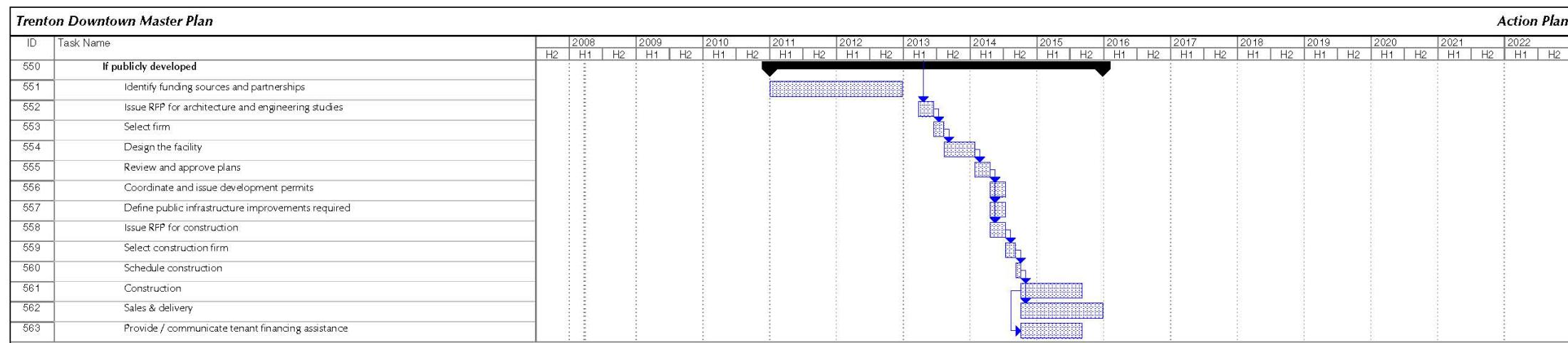
Hanover Academy

The projects identified for the Hanover Academy neighborhood seek to leverage the area's architectural history. Private redevelopment is anticipated to occur in the medium term, as economic conditions in adjacent districts rise and position Hanover Academy as a likely recipient of growth. The project roster also includes a significant commercial redevelopment opportunity – potentially drawing a marquee office campus user – and two expansion projects related to Mercer County Community College.

Project	Timeframe	Dependencies and Considerations	Participants	Potential Funding Sources
A. Large Scale Office Site with US Route 1 Visibility	Medium Term	<ul style="list-style-type: none"> ▪ Ability to relocate surface parking lots to another site; ▪ Review zoning map and revise as appropriate to permit office use 	<ul style="list-style-type: none"> ▪ Capital City Redevelopment Corporation ▪ City of Trenton, Department of Housing and Economic Development ▪ Commercial real estate brokers and site selection consultants ▪ Private businesses/corporations ▪ NJ Department of Treasury ▪ Private developer(s) 	<ul style="list-style-type: none"> ▪ Corporate headquarters ▪ NJEDA New Market Loans ▪ Private developer(s)
B. Mercer County Community College Expansion Site	Medium – Long Term	<ul style="list-style-type: none"> ▪ Ability to relocate parking spaces from current surface parking lots into a structured parking garage onsite or at another location 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Housing and Economic Development ▪ Mercer County Community College ▪ Mercer County Improvement Authority ▪ Private Developer 	<ul style="list-style-type: none"> ▪ Mercer County Improvement Authority ▪ Private Developer
C. Mercer Community College/ Library Square	Medium – Long Term	<ul style="list-style-type: none"> ▪ Ability to relocate parking spaces from current surface parking lots into a structured parking garage onsite or at another location 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Housing and Economic Development ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ Mercer County Community College ▪ Parking owner ▪ Parking user ▪ Trenton Free Public Library 	<ul style="list-style-type: none"> ▪ City of Trenton, Department of Recreation, Natural Resources and Culture ▪ Mercer County CC ▪ Trenton Free Public Library
D. Large Infill Housing Site	Medium Term	<ul style="list-style-type: none"> ▪ Ability to relocate surface parking lots to another site ▪ Review zoning map and revise as appropriate to permit multi-family residential use 	<ul style="list-style-type: none"> ▪ City of Trenton ▪ Parking owner ▪ Parking user ▪ Private developer(s) 	<ul style="list-style-type: none"> ▪ NJ Department of Community Affairs ▪ NJ Housing and Mortgage Finance Agency ▪ Private developer(s)

CHAPTER 10: Implementation Strategy

Trenton Downtown Master Plan																			Action Plan	
ID	Task Name	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
		H2	H1	H2	H1	H2														
512	Hanover Academy Neighborhood																			
513	A. Large Scale Office Site with US Route 1 Visibility																			
514	Review and revise Redevelopment Area Plan																			
515	Define RFP process for site																			
516	Issue RFP																			
517	Select developer for corporate office campus																			
518	Work with commercial brokers or site selection specialists to find tenant																			
519	Review and approve plans																			
520	Negotiate incentive/public funding																			
521	Negotiate alternate location for current surface parking users																			
522	Complete property transfer																			
523	Coordinate and issue development permits																			
524	Define public infrastructure improvements required																			
525	Schedule construction																			
526	Construction																			
527	Assist search for tenant for building																			
528	B. Mercer County Community College Expansion Site																			
529	Find temporary parking for surface lot users																			
530	Schedule construction																			
531	Build facility with structured parking and new classroom space																			
532	C. Mercer County Community College / Library Square																			
533	Determine ownership/maintenance responsibilities for park																			
534	Identify funding for park design, construction and maintenance																			
535	Relocate surface parking lot																			
536	Develop park adjacent to MCCC and Library																			
537	D. Large Infill Housing Site																			
538	Review zoning map and revise as appropriate to permit multi-family residential use																			
539	Relocate surface parking users																			
540	If privately developed																			
541	Issue RFP for development firm																			
542	Select developer																			
543	Negotiate terms and transfer property																			
544	Review and approve plans																			
545	Coordinate and issue development permits																			
546	Define public infrastructure improvements required																			
547	Schedule construction																			
548	Construction																			
549	Provide / communicate tenant financing assistance																			



Funding and Redevelopment Tools

The following section provides a summary of funding and redevelopment tools that the City of Trenton may find useful in the implementation of projects in the Downtown Master Plan. This inventory represents the current landscape of resources; some programs may be phased out with changes in the Federal, State, and local political and budgetary climates, while other new programs may be initiated.

Local Tools

Redevelopment Areas

Municipalities may designate publicly or privately owned lands that are abandoned or underperforming as Redevelopment Areas. This enables the municipality to spur redevelopment, including the condemnation of property, the use of tax exemptions, favorable bond financing, and the creation of a Revenue Allocation District (RAD). Trenton's first redevelopment area was created under the federal Urban Renewal Program in 1968. Since then, the City of Trenton has designated more than 40 Redevelopment Areas. Redevelopment areas within the Study Area for the Trenton Downtown Master Plan include:

- Canal Banks
- Capital Center
- Capital Plaza
- Central East
- Central West
- Centre City South
- Chancery Place
- Coalport
- County Courthouse
- East State Street
- Ewing-Carroll-Southard
- John Fitch Way 1
- John Fitch Way 3
- Lower Assunpink
- Mercer-Jackson 1
- Mercer-Jackson IA
- North Clinton Avenue
- Roebling Gateway
- Roebling Mansion
- State Street Square
- Trenton Station
- West State Street

Upon adoption of this Downtown Master Plan, the City will need to perform an update or amendment to existing plans to ensure that plans in the Redevelopment Area documents correspond to the visions put forth in this document. In some cases, boundaries may need to be adjusted to accommodate parcels that were not included in initial boundary designations.



Redevelopment Areas in Downtown Trenton

Revenue Allocation District Financing (RAD)

RAD as a municipal finance tool was established by New Jersey Statute Title 52 Chapter 27D to address urban areas that deter private capital investment because of the deteriorating condition of the land, buildings and infrastructure within those areas, or that have not experienced private capital investment due to inadequate infrastructure or adverse economic conditions. RAD financing should be used in conjunction with the redevelopment planning process established pursuant to the State's Local Redevelopment and Housing Law defined in Title 40A Chapter 12A. A RAD must lie within or be coterminous with a Redevelopment Area and must be identified in the redevelopment plan for that redevelopment area. It allows certain revenues generated within the district above a pre-established base to be pledged to capital improvements in that district, and used for retirement of debt issued in connection with redevelopment within the RAD. Eligible revenue sources include property tax increment, as well as incremental revenue from payments in lieu of taxes (PILOT), parking taxes, and sales and use taxes retained by the municipality

Special Improvement Districts (SID)

A SID is a quasi-public organization of property owners in a commercial district who tax themselves to raise money to improve their district. SIDs are formed at the request of a group of property owners in a geographically defined area to fund a variety of services that supplement the services provided by local government. SIDs are administered by a locally-based non-profit organization that is responsive to district interests and carries out the projects that the SID agrees to do. SIDs are sometimes also called Business Improvement Districts (BID) or Special Service Areas (SSA).

Redevelopment Commissions and Authorities

Capital City Redevelopment Corporation (CCRC)

Capital City Redevelopment Corporation is a local economic development organization chartered by the State of New Jersey, with a mission of revitalizing the Capital District. CCRC's guiding document is

the Capital City Renaissance Plan, which addresses, land use, urban design economic, social, cultural and transportation issues in the district.

Trenton Downtown Association (TDA)

Trenton Downtown Association (TDA) is a non-profit organization dedicated to making Trenton, NJ's capital city a more competitive location for business owners and a more engaging center for workers, residents and visitors. TDA manages Trenton's Special Improvement District (SID) serving an area consisting of nearly 500 commercial properties loosely running east to west from the Trenton Amtrak station to Calhoun Street, and north to south from Hanover Street to the Delaware River.

Delaware Valley Regional Planning Commission (DVRPC)

Serving the Greater Philadelphia, Camden, Trenton area for more than 40 years, DVRPC is the federally designated metropolitan planning organization for the region who works to foster regional cooperation in a nine-county, two-state area. Representatives from city, county and state agencies work together to address topics such as transportation, land use, environmental protection, information sharing and economic development.

Mercer County Improvement Authority

The Mercer County Improvement Authority was created on October 17, 1967, by the Mercer County Board of Chosen Freeholders according to the New Jersey Statute Title 40 Chapter 37A. Under County Improvement Authorities Law counties are able to create improvement authorities and authorize them to undertake projects for the benefit of the residents.

New Jersey Redevelopment Authority (NJRA)

The New Jersey Redevelopment Authority is a state redevelopment financing authority committed to revitalizing urban New Jersey. The Authority will fund predevelopment, site acquisition, site preparation, and also offers debt and equity financing, loans and guarantees, credit enhancements, bridge financing, and bond financing.

New Jersey Commerce, Economic Growth & Tourism Commission

The New Jersey Commerce, Economic Growth & Tourism Commission provide access to the private sector to a broad range of technical, financial and other assistance that helps businesses grow and contribute to economic development. Programs of particular interest to the implementation of the Downtown Master Plan may include:

Sustainable Development Loan Fund

This is a sustainable development low interest loan fund to assist in capitalizing sustainable projects, the opportunity to assist state procurement officials in purchasing more environmentally sound products and the ability to draw upon existing state programs to provide technical assistance to support sustainability projects.

Urban Enterprise Zones

Qualified businesses can obtain sales and use tax refunds and corporate business tax credits based on local investment and job creation.

New Jersey Economic Development Authority (EDA)

The EDA is an independent state agency whose purpose is to stimulate business development, job creation and community revitalization. EDA can arrange low-interest loans, loan guarantees, tax incentives and creative financing packages to bridge financing gaps and increase access to capital for small and mid-size businesses and nonprofit borrowers. Programs of particular interest to the implementation of the Downtown Master Plan may include:

New Market Loans

This is a low interest loan that is interest-only for at least seven years. Funds may be used for fixed assets such as building construction, renovations, real estate acquisitions and equipment purchases, and also may include working capital. Developers, businesses and nonprofit organizations are eligible. The projects must be located in an eligible census tract and in a Smart Growth planning area.

New Jersey Department of Transportation (NJDOT)

Transportation Enhancements (TE)

This is funded through a ten percent set aside of the Surface Transportation Program category of federal funds for projects which are transportation related. TE projects are designed to foster more livable communities, preserve and protect environmental and cultural resources and to promote alternative modes of transportation. Eligible projects include: provision of facilities for pedestrians and bicyclists; provision of safety and educational activities for pedestrians and bicyclists; acquisition of scenic easements and scenic or historic sites, scenic or historic highway programs; landscaping and other scenic beautification; historic preservation, rehabilitation and operation of historic transportation buildings; structures and facilities (including historic railroad facilities and canals); and preservation of abandoned railway corridors (including the conversion and use thereof for pedestrian and bicycle trails). Funds are available for design, right of way acquisition and construction.

Transit Village

The Transit Village Grant Program is designed to assist municipalities who have been formally designated as Transit Villages by the Commissioner of Transportation and the inter-agency Transit Village Task Force. The Transit Village Initiative helps to redevelop and revitalize communities around transit facilities to make them an appealing choice for people to live, work and play, thereby reducing reliance on the automobile. The Transit Village Initiative supports Smart Growth because it encourages growth where infrastructure and public transit are already in place. Transit Village programs also reduce traffic congestion and improve air quality by increasing transit riders.

Local Aid for Centers of Place

The Centers of Place program is designed to assist municipalities who have formally participated in implementation of the New Jersey State Development and Redevelopment Plan (SDRP). The program provides an opportunity to apply for funds to support non-traditional transportation improvements that advance municipal growth management objectives.

Municipal Aid Program

In the municipal aid program, funds are appropriated by the Legislature for municipalities in each county based on a formula contained in legislation. Additionally, \$5M is allotted for those municipalities (including Trenton) that qualify for Urban Aid. Urban Aid is distributed by a formula that is computed by the Department of Community Affairs. Each spring, the Division announces the program for that fiscal year and invites municipalities to apply. Road improvement projects such as resurfacing, rehabilitation or reconstruction and signalization are funded from the \$78.75 million in municipal aid distributed by formula.

New Jersey Department of Treasury

The New Jersey Department of Treasury operates parking for state facilities.

New Jersey Department of Community Affairs (NJDCA)

Neighborhood Revitalization Tax Credit Project

This program will fund projects of which 60% of costs are related to housing or economic development and 40% for other investments supporting the revitalization of the neighborhood. Eligible applicants are 501(c)3 nonprofit community development corporations with a DCA approved NRTC Neighborhood Plan. Funding is provided to support neighborhood revitalization efforts in select NJ municipalities.

Neighborhood Preservation Program

Funds help municipalities with the revitalization of threatened but viable neighborhoods.

Special Improvement District Challenge Grant

Municipalities that do not have an existing BID/SID but do have a compact, mixed-use downtown or neighborhood commercial corridor can apply for this grant to support professional planning activities, design, development, and implementation of a Business (Special) Improvement District, the revenue from which may support an existing Downtown Management Corporation (e.g. a local Main Street program) or where none exist, a newly-created one. Municipalities that do not have an existing BID/SID but do have active business and civic organizations are eligible.

New Jersey Housing and Mortgage Finance Agency (NJHMFA)

Low Income Housing Credit

This federal program, managed at the state level, provides a dollar for dollar reduction in federal tax liability in exchange for private investment in the historically underserved affordable housing market. The program is highly competitive due to significant demand for investment funds.

CHOICE

CHOICE (Choices in Home Ownership Incentives Created for Everyone) is a demonstration construction loan and subsidy program designed to encourage the development of a mix of affordable and market single-family for-sale housing. The program provides construction financing and CHOICE subsidy, as well as end-loan financing, for the development of non-inclusionary Deed Restricted Affordable Units, Emerging-Market Units and Deed Restricted Middle Income Units. Financing, without

subsidy funding, is available for the construction and eligible end-loan financing of Market Unit developments.

At Home Downtown

The At Home Downtown program aims to revive the mixed-use vitality of New Jersey's downtowns and neighborhood commercial districts. By taking advantage of reduced-rate loans, business owners, non-profit organizations and investors can construct or acquire, refinance, and renovate buildings that offer ground floor storefront commercial opportunities with up to four units of rental housing overhead. First mortgage loans are at fixed, below market interest rates.

Purchase Refinance

Qualified first-time home buyers and urban target area buyers can receive below-market interest rate financing for the purchase and rehabilitation of a home, or the rehabilitation of a presently owned home. Seventy-five percent of the home's existing external walls and interior structural framework must remain in place as part of the rehabilitation.

Refinance Rehabilitation Program

The Refinance Rehabilitation Program assists current home owners by refinancing the existing mortgage. A portion of the refinancing must be used for rehabilitation of the house. Eligible buyers include: first time home buyers who wish to purchase dwellings in need of rehabilitation; homeowners who wish to purchase dwellings in need of rehabilitation in targeted areas as a primary residence; and homeowners who wish to rehabilitate their residence and refinance the existing indebtedness. Properties must be at least 20 years old, only used for residential purposes, and owner-occupied; there are also eligibility guidelines related to the degree of rehabilitation required.

Home Plus

This program is used to purchase a residence and to provide funds for the cost of minor home improvements (up to \$15,000), all included in one loan.

New Jersey Department of Environmental Protection (NJDEP)

National Recreational Trails Program

This program provides financial assistance for developing and maintaining trails and trail facilities. Trails can be for non-motorized, multi-use and motorized purposes. This program is funded through the United States Federal Highway Administration. Projects are funded on an 80% federal share and 20% matching share basis. Funding levels vary from year to year based on New Jersey's federal apportionment. Governmental and non-profit agency landowners are eligible; the land on which trail facility is to be funded must be public land or private land with an easement for public recreational use.

Green Acres

Green Acres provides low interest (2%) loans and grants to municipal and county governments to acquire open space and develop outdoor recreation facilities. Green Acres also provides matching grants to nonprofit organizations to acquire land for public recreation and conservation purposes, and also administers the Tax Exemption Program, which provides exemption from local property taxes to eligible nonprofit organizations that own recreation or conservation lands and permit public use of their private lands.

New Jersey State Council on the Arts

Organizational Grants Program

The Council offers a diverse array of grant packages to non-profit organizations that serve multiple New Jersey counties. Programs include: General Operating Support, General Program Support, Arts Education Special Initiatives, Arts Project Support, Projects Serving Artists, Arts in Communities, and Building Arts Participation.

U.S. Department of Housing and Urban Development (HUD)

Community Development Block Grant Program

The program provides annual grants on a formula basis to entitled cities and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. Eligible activities include: property acquisition; relocation and demolition; rehabilitation of residential and non-residential structures; construction of public facilities and improvements; some public services; activities relating to energy conservation; and assistance to for-profit businesses to carry out economic development and job creation/retention activities. Ineligible activities include: acquisition, construction, or reconstruction of buildings for the general conduct of government; political activities; certain income payments; and construction of new housing by units of general local government. The City of Trenton's Department of Housing and Economic Development administers Trenton's CDBG allocations.

Mercer County Cultural & Heritage Commission

The Commission administers local Arts Program Grants through a State/County Block Grant Partnership with the New Jersey State Council on the Arts and the National Endowment of the Arts. The grants are intended to promote the growth and expand the public impact of community arts organizations and community arts projects. Eligible applicants include Mercer County based non-profit organization that are 501(c) (3) or 501(c) (4) non-profit tax-exempt that have been in operation for a minimum of one (1) year. Grants are available for Special Projects Support, General Operating Support, or Technical Assistance. Applicants typically represent organizations that primarily serve Mercer County residents.

New Jersey Historic Trust

Garden State Historic Trust Fund

The Garden State Historic Trust oversees two grant programs: Historic Site Management and Capital Preservation Grants. All projects selected for funding by the New Jersey Historic Trust's Board of Trustees will require the approval of the Garden State Preservation Trust and the New Jersey Legislature before grant funds can be released.

Delaware River Joint Toll Bridge Commission

The mission of the Delaware River Joint Toll Bridge Commission is to provide safe and efficient river crossings over 139 miles of river within its jurisdiction, which includes twenty bridges.

Old Mill Hill Society

The Old Mill Hill Society is the Mill Hill's neighborhood association, and a 501(c)(3) charity. Members of the Society work on diverse issues to improve the neighborhood and the City of Trenton.

Trent House Association

The Trent House Association was founded to preserve, with the City of Trenton, the 1719 William Trent House as an historic house museum to be operated expressly for the purpose of public education.

New Jersey Department of State, New Jersey Historical Commission

General Operating Support Grants

The mission of the New Jersey Historical Commission is to enrich the lives of the public by preserving the historical record and advancing interest in and awareness of New Jersey's past. It provides general assistance to historical organizations, museums, historic sites, archives, libraries, and similar organizations with collections or programming relating to the history of New Jersey.

Participation Summary

A summary of major groups and agencies anticipated to be active participants in the redevelopment projects is presented on the following page. This cross-reference of groups to projects will be useful in scheduling time and resources to implement projects. A strong collaboration, established early on in a project's life cycle, will maximize the benefits that the various participants can bring to bear, and increase the chances of a project's successful and timely implementation.

Participation Summary

	Current Property Owners	Private Developers	City of Trenton	Department of Law	Department of Housing and Economic Development	Department of Public Works	Board of Education	Natural Resources and Culture	Planning Commission	Zoning Board	Antik/AEIA	Canal Banks Advisory Board	Capital City Redevelopment Corporation	Dalaware & Raritan Canal Commission	Dalaware River Joint Toll Bridge Commission	Dalaware Riverkeeper Network	Federal Emergency Management Agency	Garden State Regional Planning Commission	Merle County	Merle County Community Management Agency	NJ Department of Community Affairs	NJ Department of Environmental Protection	NJ Economic Development Authority	NJ Historical Commission	NJ Housing and Mortgage Finance Agency	NJ Transit	Old Mill Hill Society	State of New Jersey	Trenton Downtown Association	Trenton Free Public Library	Trenton Parking Authority	Trenton School Construction Corporation	US Army Corps of Engineers
Downtown Transit Village																																	
A. Trenton Station Enhancements																																	
B. River LINE Enhancements																																	
C. Transit Village / Central Business District Transition Parcel																																	
D. Major Mixed-Use Redevelopment Opportunity Sites																																	
E. State Street / Ewing-Carroll Historic District Transition Site																																	
F. State Street Roundabout																																	
G. Greenwood/Clinton Redevelopment																																	
H. Large Scale Office Site																																	
I. Former Miller Homes site redevelopment																																	
J. Proposed Assunpink Greenway Park																																	
K. Chestnut Area Residential																																	
L. Greenwood-Hamilton Neighborhood Renovation & Infill																																	
Riverfront District																																	
Route 29 Urban Boulevard & Infrastructure																																	
Redevelopments																																	
A, B, and C: Riverfront Low-Rise Residential and Mixed-Use																																	
D: Assunpink Creek Office / Commercial																																	
E: Public Square																																	
F: Mid-Rise Mixed-Use																																	
G: Trent House Museum Site																																	
H: Mid-Rise Mixed-Use																																	
I: DoH/DoSS/DoA Site																																	
J: Mid-Rise Mixed-Use and Parking																																	
L: South Riverfront Residential / Mixed-Use Site																																	
Riverfront District Character Enhancements																																	

Participation Summary