



Urban Land Institute Northern New Jersey



A Technical Assistance Panel Report:

An Action Plan for Repurposing Morris Crossroads Corporate Campus

Mount Olive, New Jersey

March 27-28, 2014





ULI Northern New Jersey

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

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Jurassic Office Park

Reviving a Dinosaur

In the 1980s and 1990s, the suburban enclaves of northwestern New Jersey were at the center of an unprecedented boom in office park construction. Located halfway between New York and Philadelphia, with easy access to major highways, and surrounded by residential subdivisions brimming with highly-educated workers, towns such as Bridgewater, Basking Ridge, Warren, Readington and Mount Olive found themselves in high demand as some of the nation's largest and most prestigious companies opted to relocate their corporate headquarters away from the less-desirable urban centers.

In the days before the internet, email and even widespread cellular telephone service, when suburban residential construction was at its height, it made

perfect business sense to locate corporate offices within easy commuting distance of the subdivisions inhabited by New Jersey's highly-educated upper middle class. Due in part to the lack of technological connectivity as we know it today, office parks were constructed on a vast scale to allow for many, if not all of a company's employees within the region to work in one location. Land was plentiful, relatively inexpensive, and development costs were low—municipalities welcomed the tax revenue and prestige that the large corporations brought to their communities.

By 1990, the I-287 corridor, which runs north-south through Sussex, Morris and Somerset Counties, was home to numerous Fortune 500 pharmaceutical,



The office park boom of the 1970s and 80s resulted in a westward migration of white-collar workers, and the Northwest Jersey suburbs saw a rapid increase in residential construction.

technology, and telecommunications giants. That year, the German chemical company BASF broke ground on its new North American headquarters in Mount Olive, a large township situated in northern Morris County, bordered by Sussex and Warren Counties. Located at the intersection of Interstate 80 and Route 206, the BASF site— a vacant 97-acre parcel at the foot of the Allamuchy Mountains and adjacent to a State park, located at the Township's northern edge— was outside of the I-287 corridor, but it was nevertheless within the same region, easily accessible from eastern Pennsylvania and the northwest Jersey suburbs. At the time, the location must have seemed to provide the best of both worlds—surrounded by scenic mountains, hiking trails, and outdoor recreational space, while at the same time only minutes from I-80, ensuring an easy commute for workers.

Mount Olive is split into two sections: Flanders and Budd Lake. Although both sections of the Township are primarily residential in character, each has a distinct community identity. Separated from the remainder of the Township by I-80, the BASF site is located within Foreign Trade Zone No. 44, one of five foreign trade zones established within New Jersey by the Federal government under its Foreign Trade Zone (“FTZ”) program. The FTZ program is intended to encourage U.S.-based operations by removing certain economic disincentives associated with manufacturing products within the United States, by treating a product made in a U.S. FTZ as if it were produced abroad for purposes of tariff assessment; no duties are paid on merchandise exported from an FTZ to the international market.

Site Construction

The first phase of construction of BASF's headquarters, consisting of approximately 630,000 square feet within four primary interconnected three- to five-story office buildings, along with a fifth building containing the entrance lobby, cafeteria, and fitness center, was completed in 1993-94. In 1998, BASF completed the second phase of construction, adding approximately 300,000 square feet to the building. Most of the parking is enclosed within two three-story garages, together containing a total of 2,350 spaces. In addition, there are a total of 132 surface parking spaces — visitor spaces located near the main entrance and delivery/contractor spaces provided to the rear.

However, by 2003, only five years after the expansion, the corporate campus that BASF had proudly constructed just a decade prior had outlived its usefulness, and BASF moved its headquarters approximately 25 miles southeast to Florham Park, New Jersey. In 2006, BASF sold the campus to a developer, but the timing could not have been worse. When the Great Recession hit, the developer was unable to tenant the building, and the site was acquired by Wells Fargo Bank in 2010.

Now known as Morris Crossroads Corporate Campus ("MCCC"), the property has been vacant since BASF left it a decade ago. Despite being aggressively marketed, meticulously cared for and well-maintained, MCCC remains available, unable to attract any serious offers for its intended office use, whether single- or multi-tenant.

Charge to the Panel


Approaching the four-year anniversary of its acquisition, Wells Fargo approached the Urban Land Institute—Northern New Jersey District Council (ULI-NNJ) to convene a Technical Assistance Panel (“TAP”) to evaluate the property and to formulate innovative recommendations as to how best to reposition it for adaptive reuse given current local market conditions.

The MCCC TAP convened on March 27 and 28, 2014 to tour the building, meet with community leaders and interested parties, and to develop a strategy to repurpose what was described by one stakeholder as “an isolated monolith, a fortress on the hill.” The panel was chaired by former ULI-NNJ Chair Lawrence F. Jacobs, a shareholder in the law firm of Wilentz, Goldman & Spitzer, PA, and co-chair of the firm’s Environmental and Land Use team. Aided by Jerry Boomer, who has managed the property since it was occupied by BASF, the panel drew on its extensive experience in urban redevelopment and adaptive reuse. Peter Zibblatt, who has managed for Wells Fargo since its 2010 acquisition, provided valuable insight into the site’s history and the sponsor’s objectives for the TAP.

The panel was charged with the following scope of work:

- Given current market conditions, is the original intended use of this property – as a single-user corporate office headquarters, obsolete?
- If so, is the property suitable for adaptive reuse?
- What are the barriers/obstacles preventing adaptive reuse?
- What can be done to overcome these obstacles and ultimately make the property more marketable?





**“...an
isolated
monolith,
a fortress
on the hill.”**



Stakeholder Interview Process

On day one of the TAP, the panel conducted interviews with a wide array of stakeholders, including representatives from government agencies, local economic development and business groups, as well as academics and planners familiar with the challenges facing the region. In addition, the panelists met with those most familiar with MCCC itself: the real estate broker and Mr. Boomer, the longtime property manager.

The stakeholder interview process presented the panel with the opportunity to examine various assumptions, commonly held throughout the Northern New Jersey real estate industry and listed at right, regarding the general difficulties associated with adaptive reuse and redevelopment in the suburbs, as well as their expectations regarding this particular site.

When the panel reconvened to discuss the interview results, they were somewhat surprised to find that none of these assumptions in

fact held true. Instead, it appeared that the market's belief in their truth was a far more significant barrier preventing the site's productive reuse. Based on the feedback received from numerous local, state, and regional government representatives during the stakeholder interviews, the panel found that the key to MCCC's reuse will almost certainly involve the close cooperation of local government.

Township officials were not only extremely supportive of almost any productive reuse of the site, they proffered a variety of redevelopment scenarios involving an adjacent 57-acre parcel of Township-owned land, as well as a willingness to work with the owner and/or developer to facilitate the success of the project. In addition, the panel concluded that both the site's proximity to the rail station and its FTZ designation were negligible factors when it came to evaluating the property's potential for adaptive reuse.



Common industry myths and inaccurate assumptions can act as market barriers to redevelopment within suburban areas.

Panel Findings: Industry Myths

- **Myth:** Municipal governments utilize local zoning controls primarily as a means to obstruct development.
- **Myth:** Municipalities do not want residential development within their borders due to the strain it puts on municipal services, particularly the local schools.
- **Myth:** There are significant regulatory hurdles to any type of adaptive reuse, particularly in this area, which is regulated by the State Highlands Commission and considered to be environmentally sensitive.
- **Myth:** Local residents are always invested in land use development and are likely to oppose any change in the status quo.
- **Myth:** The proximity of mass transit is always an asset to be capitalized upon.
- **Myth:** The site's location within a Foreign Trade Zone is a useful attribute that can be easily leveraged to facilitate its sale and reuse.

A dark, modern office hallway with recessed lighting and a central text overlay. The hallway is dimly lit, with light coming from recessed ceiling fixtures and a bright area at the end of the hallway. The walls are dark, and there are some office partitions visible. A sign on a stand is visible in the distance.

...the
single-user
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obsolete.



Key Challenges and Opportunities

During the interview process, it became abundantly clear that the single-user corporate office is nearly obsolete. Numerous challenges were found to exist, making the likelihood of finding an office use for the site extremely low. However, the panel also found that many of the challenges to the site's intended use could, if properly framed, present opportunities for adaptive reuse for residential or mixed-use purposes.

Challenge: The supply of suburban office space far outstrips demand in the region.

- The statewide average for office vacancy is approximately 30%, up 3% from last year.
- Employers seeking to attract young talent are moving to more urban areas because talent wants urban village, walkable access to mass transit and amenities.
- Large-scale single-user office complexes are less viable due to changes in the way that corporations do business.
- Higher employee costs mean real estate costs need to be kept low, resulting in much less square footage per employee today than at the time of the site's construction twenty years ago.
- Real estate rental costs are among those cut first by cost-conscious employers.
- Technology has changed greatly in the past 20 years – it is no longer essential that all employees work in one office.
- There are numerous other available sites throughout the region.

Challenge: The location and size of this property are not what office users are looking for in today's market.

- Office users are seeking a location closer to the New York City/ Northern New Jersey Metropolitan area – within the I-287 loop.
- There is currently no significant population of young people that work or live in the local area.
- Lack of affordable rental housing nearby makes it difficult to attract young talent.
- This was a “one-off” building constructed for the original user and is too large to meet the needs of users currently seeking space in the current market.
- Large square floorplates and antiquated building electrical and HVAC systems make it difficult to subdivide the four separate buildings by floor for multi-tenant use. As presented in the marketing materials, the possible scenarios for multi-tenant subdivision range from 185,000-275,000 square feet.
- Site is considered “single-purpose isolated monolith; a fortress on the hill.”
- The site's location within a Foreign Trade Zone provides an economic incentive available only to manufacturers of goods for export outside the U.S., which represent a relatively narrow segment of potential users. Because reuse of the property for manufacturing purposes would most likely require demolition of the existing building and reconfiguration of the site, the FTZ designation is a negligible consideration.

Challenge: The sheer size of the property and square footage of the existing building result in very high carrying costs and municipal property taxes.

Despite its long period of vacancy and several property tax appeals, MCCC is still the largest single generator of tax revenue in the Mount Olive Township, with an annual assessment of approximately \$1 million. High carrying costs were among the most significant challenges to the site's reuse or redevelopment cited by those familiar with the property, since the uncertainty surrounding the property's long-term treatment for local tax assessment purposes creates a market barrier against any development that would involve holding the property for more than a few years.

Opportunity: Government officials were universally supportive of the potential reuse of the site, and expressed a willingness to work with the owner and/or end user to facilitate redevelopment of the property.

Without exception, the panel found that representatives of every State, Regional and Local governmental authority with jurisdiction over the site were supportive of almost any potential reuse of the site, with the exception of demolition. In particular, the Mayor and his community development team expressed their willingness to amend the zoning ordinance to accommodate potential new uses and to work with the property owner and/or end user to facilitate the property's redevelopment.

Township officials also provided a number of suggestions for the site's potential redevelopment/reuse, noting that there is an adjacent 57-acre parcel of undeveloped land owned by the Township that is available for development in conjunction with MCCC. Citing the lack of a real downtown in Mount Olive, the Mayor and his team articulated the need for a true mixed-use, walkable town center. Other uses cited by local officials as community needs included a regional athletic complex and sports training facility, a movie theater and related entertainment uses, and an assisted living and nursing care facility that would allow aging residents to remain in town. Ultimately, however, the Mayor and his team expressed few concerns about the eventual end use of this site, citing its relative isolation from the remainder of the Township as a factor making MCCC ideal for intensive reuse. The panel was somewhat surprised to learn that the local schools have the capacity for additional children, and the local officials had no objection to multi-family residential, so long as the product was distinct from the typical garden apartment complexes found throughout the Township.

Due to the relative lack of environmental constraints affecting the property and its location in a targeted growth area under the Highlands Commission Master Plan, the panel found that the site could be redeveloped without having to undergo an extensive and costly permit review process, although some environmental permits may be required to facilitate delivery of additional electric and natural gas service to the existing building. NJDEP and Highlands Commission representatives indicated that there are few, if any, regulatory obstacles to the site's reuse. Notably, these representatives advised the panel that their respective agencies would assist in expediting any environmental permits that may be necessary for utilities upgrades. However, DEP officials did express a strong preference for the reuse of the existing building and stated they would discourage any plan involving demolition.

Opportunity: The local community does not appear to have a vested interest in the site, which may translate to limited public controversy over the site's reuse.

- The site is located across I-80 from the rest of Mt. Olive and there is some confusion among the local residents about in which town it is actually located, as the site borders three different counties (Morris, Sussex and Warren).
- As a result, the local residents are not invested or even particularly interested in what happens here.
- This view was reinforced by the local officials, who noted that the site's isolation from the rest of the Township made it ideal for intensive reuse due to the limited potential for adverse impacts upon the existing community.

Opportunity: Although mass transit is unlikely to be a significant factor due to limited service at the nearby rail station, the property is well-situated for automotive access and provides ample structured parking.

- The local train line has very limited ridership and is not accessible from the site.
- However, the site is well-situated for automobile access, with a dedicated exit to I-80 and abundant parking, making the poor rail service a non-issue.
- The site is located in the opposite direction of typical rush hour patterns in the region, allowing users to take advantage of an easy "reverse commute."
- The site boasts a favorable parking ratio of 2.4 spaces per 1000 square feet, which includes 2,350 structured parking spaces in two separate garages serving the property (with a total replacement value of approximately \$50 million), and 132 spaces in surface lots.
- The property's location within two miles of a rail station may present an opportunity to obtain tax credits to facilitate the site's reuse, provided the redevelopment plan meets other eligibility criteria set by the State Economic Development Agency ("EDA").

Opportunity: The site's location, existing amenities, adjacent open land and proximity to State parkland are important amenities that could be utilized in connection with its adaptive reuse.

- The building presently contains significant amenity space. Together with the property's location adjacent to permanently preserved open space, these amenities constitute unique features that can readily be capitalized upon, particularly if the site is redeveloped for multi-family residential purposes.
 - The existing building features 55,000 square feet of existing community amenities, including a new fitness center and locker rooms, along with cafeteria, kitchen and meeting/gathering space, contained in a smaller building connected to the four main office buildings.
 - There are hiking trails throughout the property, which is surrounded by State parkland.
- These features present a unique marketing opportunity for a multi-family residential community combining the convenience of multi-family, mixed-use living with an active outdoor "country" lifestyle and access to preserved open space.
- The building features scenic mountain views from nearly all windows, another feature desired by prospective residential purchasers.

Challenge: The heating and utilities systems are outdated and likely inadequate to serve the building if fully occupied.

- A full review of the existing utilities systems and building services was beyond the scope of this Panel, but a cursory inspection revealed the

potential for some systems to be used as is, some to be used with minimal changes or upgrades, and still others will require redesign and full overhaul.

- The building is presently served by oil; a gas line will need to be extended.
- The existing boilers are outdated and should be replaced.
- The central heating plant is inadequate and will likely need to be upgraded to serve the building at full capacity.

Opportunity: The layout and design of the existing building is well-suited for adaptive reuse, particularly for residential purposes.

- Within the region, there is existing market precedent for this type of reuse, as the redevelopment of other similar office campus sites has recently been approved in the Townships of Bridgewater and Holmdel.
- Combining the site with the adjacent 57-acre parcel owned by the Township of Mount Olive presents an opportunity for "catalytic bigness."
- The residential conversion of the existing building would require only about 50% of the available parking spaces, leaving capacity for other uses without the need to construct additional parking.
- Because of its large area, the property can accommodate additional infill development to take advantage of the extra parking capacity.
 - For example, the former helipad located to the rear of the parking garages consists of approximately two acres that could be utilized for additional residential development.



The property can accommodate additional infill development to take advantage of the extra parking capacity.

Panel Recommendations and Potential Reuse Options

Given the site's relatively isolated location, vast size and outdated floorplan, MCCC no longer appears to be suitable for single- or multi-tenant office use under current market conditions. However, the panel found that these same characteristics, although undesirable to prospective office users, nonetheless combine to make the property particularly suitable for adaptive reuse. The building's relatively young age and considerable investment in indoor amenity space, combined with the site's location along the I-80 corridor and access to outdoor recreational trails, parks, and open space, combine to make an ideal site for the creation of an integrated mixed-use solution. Possibilities include any combination of the following:

- Residential (combination of market-rate, affordable, and/or age-restricted);
- Medical/professional office use;
- Assisted living facility;
- Wellness center;
- Sports complex;
- A true town center/mixed-use community development, especially if combined with the adjacent 57-acre parcel owned by the Township.

Example: Residential Conversion

- The existing building could yield 700 units with a ceiling height of 9-10 feet, permitting the construction of quasi-loft space, which would be a unique product for this market.
- Capitalize on outdoor recreational amenities and open space for use by residents to further differentiate product from other multi-family developments.
- Existing community amenity space totaling 55,000 SF could be easily repurposed to serve residents.
- The space is highly flexible and can be configured for a variety of supporting uses and/or amenities to serve the needs of residents.

ULI WELLS FARGO RESIDENTIAL FLOOR ILLUSTRATION
Drawn by Dean Marchetto, AIA

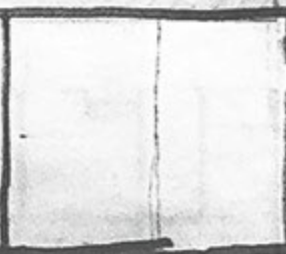
2 BR - 1300
DEN

1 BR 900
DEN

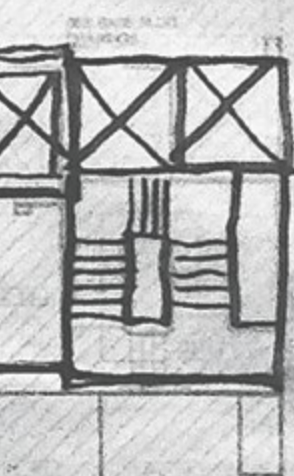
1 BR 900
DEN

3 BR = 1200

SEE SIDE BLOCK
DRAWINGS



UPPER LOFT DEN
800



1 BR 720

1 BR 720

Storage

COURT YARD

1 BR 800
DEN

1 BR 300
DEN

1 BR 720

1 BR 720
DEN

DEN DEN
Storage

2 BR DEN 1300

DEN
1 BR = 900

1 BR = 900 SF
DEN

2 BR = 1200 SF
DEN

Implementation and Action Steps

1. Address the market uncertainties surrounding entitlements and property taxes/carrying costs through site designation as an “Area in Need of Redevelopment” by the Township governing body.

As the panel found, the two biggest barriers to the property’s successful reuse are market uncertainties regarding the entitlements process and the high carrying costs and property taxes, as well as long-term uncertainty regarding future assessments. Working with Township officials to have the property designated as an “Area in Need of Redevelopment” pursuant to New Jersey’s Local Redevelopment and Housing Law, N.J.S.A. 40A:12A-1 et seq., would remove both of these impediments.

As part of the redevelopment designation process, the statute authorizes a property owner or redeveloper to negotiate an abatement of local property taxes, known as a Payment In Lieu Of Taxes (“PILOT”) Agreement, which would eliminate the risk of a property tax increase for a 20-year period. To address the concerns of Township officials regarding the need to increase local tax revenue, the panel noted that a PILOT could be structured to provide for payment of a fixed dollar amount per square foot or unit, with 95% of such amount would be paid directly to the Township to cover municipal service costs. Unlike a traditional property tax payment, which is divided among the Township, County and the local school board, a PILOT would

ultimately result in greater revenue to the Township than it currently receives. Furthermore, a redevelopment designation would also address market uncertainty regarding the difficulty of obtaining necessary land use entitlements required prior to construction and/or occupancy. In connection with the redevelopment designation, the statute authorizes the municipal governing body to adopt a Redevelopment Plan containing new overlay zoning regulations tailored specifically to the property. Given the professed willingness of the current Mayor and his administration to facilitate the site’s reuse, the panel recommends that the owner work closely with Township officials to create a flexible redevelopment plan that would permit a combination of many different uses and allow for phased construction at the site. Because there are a wide range of potential uses for this site, the panel recommends that any Redevelopment Plan be as flexible as possible to allow a creative redeveloper to adapt quickly to changes in the market, particularly since any large-scale reuse of the site is likely to require considerable long-term investment. Additionally, if recommended by Township officials, the inclusion of the adjacent 57-acre parcel owned by the municipality would provide a significant opportunity for a large-scale redevelopment project.



“...an area
in need of
redevelopment”



#2. Group I
- Choose NJ - MKG To NON-NJ BUSINESSES
* Incentive to make sure young talent doesn't leave
↓ Group does Mkg not favored, rep... is favored
- Energy issue - long term sustainability - of streamlining process (central go...)
- CO-gen may be Needed
- State Plan is skewed
- Opportunities -
- Employment (promin...)
- Waterloo Village
- Allamuchy State Park

b) Thru RDA
Lay groundw... tax abatmen...
Do Area of Ne...
Special (WV) 57
Bond user
Plans for WF...
Consistent with
use VS. Demo
Property is ran...
expedite fin...
Area of Need

rest.

Implementation and Action Steps (cont.)

2. Engage the local utilities authorities to improve/upgrade electrical service and extend gas line to site.

The panel recommends that the owner engage the local utilities authorities to begin the process of extending a natural gas line to the building and to ensure that the necessary electric and gas service capacity is available to service the property. Due to the uncertainty expressed by some of the stakeholders regarding available capacity, the owner should begin this process now to clarify the issue and assure the market of the property's suitability for reuse.

3. Explore financial incentives and tax credits that may be available from the State of New Jersey Economic Development Authority.

EDA offers a variety of economic assistance programs that may be available that may be available to incentive the site's redevelopment, depending on the ultimate capital investment and number of jobs created or retained. In addition, the site's proximity to the train station may provide an enhanced opportunity for such credits. Although a full analysis of these programs is beyond the scope of this report, the panel recommends that the owner consider engaging a qualified consultant to further explore this possibility.

4. Update marketing strategies to debunk myths that may impede the site's reuse.

Finally, the panel recommends that the marketing strategy be expanded from its relatively narrow focus on finding one or more corporate end users seeking to lease between 185,000 – 1,000,000 square feet of office space. By emphasizing the site's potential for reuse, the property could be targeted more broadly to an audience of residential and mixed-use developers, including those with experience in urban areas. The name of the complex should be changed to minimize any perception that its potential is limited to corporate office campus use and to increase interest from various market sectors.

The site's location within the Foreign Trade Zone should also be de-emphasized, as the existing site configuration does not appear to be suitable for reuse by a manufacturer eligible to benefit from the FTZ designation.

Instead, the marketing materials should focus on debunking the myths and misperceptions, outlined on page 12 of this report, pertaining to market assumptions about the infeasibility of suburban adaptive reuse, particularly for residential purposes, due to the perceived difficulty of obtaining entitlements. Designation of a property as an area in need of redevelopment clearly signifies that the local governing body, often seen as an impediment to development, is instead supportive of, and even willing to partner with, the developer or owner to facilitate productive economic reuse. Furthermore, emphasizing the redevelopment designation alerts sophisticated developers to the availability of economic incentives and tax abatement strategies, which should help to offset market uncertainties relating to the long-term carrying costs for a property of this size.

Panelist Biographies

Panel Chair: Lawrence F. Jacobs, Esq., Wilentz, Goldman & Spitzer, P.A.

Lawrence F. Jacobs is a shareholder of Wilentz, Goldman & Spitzer and is the Chair of the Environmental Department. He concentrates on advising clients in all phases of regulatory compliance with environmental laws, brownfields redevelopment and land use permitting. Mr. Jacobs has extensive negotiating experience with federal, state and local authorities on permit applications and enforcement proceedings. He has secured multi-million dollar recoveries for environmental remediation, served as lead counsel on the redevelopment of one of New Jersey's most notorious Superfund sites, and has supervised the permitting and land acquisition for both conventional and renewable energy facilities.

Mr. Jacobs has served in many leadership positions for the New Jersey District Council of the Urban Land Institute (ULI), an international education and research institute

representing the entire spectrum of land use and real estate development disciplines in private enterprise and public service. He presently serves as the Chair of the ULI Post-Sandy Task Force for New Jersey and as the Governance Chair for the New Jersey District Council. He served as the Chair for the New Jersey District Council from 2007 to 2010, and prior to that served as both Vice Chair and Programs Chair for the District Council. In November 2012, Mr. Jacobs was elected to the Bedminster Township Committee and is now proudly serving a three-year term as Committeeman. Mr. Jacobs has served on the Bedminster Township Land Use Board since 2011, and previously served on the Bedminster Township Environmental Commission from 2009 to 2011.

Robert P. Antonicello, Grid Real Estate, LLC

Robert P. Antonicello is the founder and principal of Grid Real Estate, LLC, a consulting firm specializing in urban and suburban redevelopment projects, including brokerage, acquisition, entitlement, consulting and development. He has 35 years of diverse experience in local government and the private sector, with a focus on redevelopment, entitlement, economic development, and public-private partnerships. He has served in various leadership positions in local government, ranging from Director of Neighborhood Planning to his eight years as Executive Director for the Jersey City Redevelopment Agency (JCRA).

As Executive Director for JCRA, New Jersey's largest and oldest municipal redevelopment agency, Mr. Antonicello was responsible for many high-profile projects in Jersey City's redevelopment, including the Powerhouse Project, the Journal Square Vision Plan and its successful green workforce-housing program. Mr. Antonicello's broad area of expertise includes project facilitation, project entitlement, site assemblage, environmental remediation and developer selection. Mr. Antonicello has earned a reputation as a "bridge" between the local government and private development community.

His vast and diverse background includes 25 years as owner/manager of a successful commercial real estate firm, responsible for the sale of many landmark building and large development sites in Jersey City and Hoboken. Early in his career, he served both as a City Planner and Executive Director of Neighborhood Housing Services for the City of Jersey City. In December 2008, he was named Public Official of the Year by the Urban Land Institute of Northern New Jersey.

Mr. Antonicello is a full member of the Urban Land Institute and a former North Jersey District Council Chairperson. He now serves as Chair of Mission Advancement for the ULI-NNJ District Council.

Mr. Antonicello has a BA in Urban Affairs from Rutgers University and a Masters of Real Estate Development from New York University.

Anthony Battiato, Cecilian Worldwide

As a member of Cecilian Worldwide's Brand Strategy Team, Anthony's work has impacted developers, homebuilders, healthcare establishments and assorted non-profits across the country. With a concentration in positioning and brand building, he focuses on launching new companies or repositioning those that have changed hands and require more than maintenance.

Anthony's love for playing the drums lead him through many facets of the music industry, including touring, show promotion and record label ownership. The all too often artifice that he encountered taught him the absolute value of authenticity. Stumbling into endurance running a few years ago, he's honed his skill by repeatedly finding his way into and out of challenging situations.

Jim Constantine, Principal, Looney Ricks Kiss

Jim Constantine is Principal of Planning at Looney Ricks Kiss (LRK), a planning and architectural firm with offices in Princeton, Memphis, Baton Rouge and Celebration, Florida. His 30 years of community planning span across 25 states, Canada and Latin America, working with land owners, developers, builders, government agencies and community groups. Jim has planned numerous Transit-Oriented Developments, station area plans and transit corridor projects in Toronto, Ottawa, Portland, Denver, Dallas, Houston, Nashville, Philadelphia, Long Island and Northern Virginia. These projects involve regional and commuter rail, Light Rail Transit, subway, Bus Rapid Transit, bus and local shuttle modes. In New Jersey, he has planned several Transit-Oriented Developments along the Northeast Corridor and leads LRK's Transit-Friendly Planning team for NJ Transit.

Jim is a regular speaker at regional and national conferences sponsored by the American Planning Association, Congress for the New Urbanism, Urban Land Institute, Rail-Volution and National Association of Home Builders. He has authored numerous articles on urban design and land development for professional publications and been quoted in the Wall Street Journal, New York Times and many other publications. Jim has lectured at Harvard, Princeton and taught graduate urban design studios and courses at the Bloustein School of Planning and Public Policy at Rutgers University. At home in Princeton, he served more than two decades on the Historic Preservation Review Committee and currently serves on the Council of Princeton Future, a volunteer group that builds community support for integrated planning solutions.

Richard Johnson, Principal, Matrix Development Group

Mr. Johnson has more than thirty years of experience in the areas of real estate development, architecture and at-risk construction. He is currently a partner/principal with Matrix Development Group, one of the Northeast's leading real estate development/investment firms, where he is responsible for all design and construction activities for warehouse/distribution facilities and the development of office and mixed-use projects within the company's portfolio, with a particular focus on urban development/redevelopment opportunities in New Jersey and Pennsylvania. Throughout his over two decades of experience with Matrix, Mr. Johnson has directed the company's involvement in some of the region's most challenging mixed-use developments and significant build-to-suit corporate campuses.

Throughout his career, Mr. Johnson has led significant development consulting assignments for many third-party clients and with sustainable design processes,

specifically the use of renewable energy solutions in warehouse/distribution center buildings. He has also been involved in major public policy initiatives at the state and regional levels, focused on urban infrastructure, urban parking structures and implementing public/private partnerships (PPPs) for economic development.

Mr. Johnson has held leadership positions at several real estate industry organizations and appeared on numerous industry presentation panels. He has also published several articles and assisted in the development of several real estate publications, and has also appeared as a visiting lecture on various real estate topics at several of the country's leading academic institutions.

Dean Marchetto, Marchetto Higgins Stieve, PC

An architect and principal of the firm of Marchetto Higgins Stieve, PC, based in Hoboken, New Jersey, Dean began his private practice in Hoboken in 1981 with the establishment of Dean Marchetto & Associates Architects. The firm quickly grew to a dozen architects to satisfy the need created by the development community in Hoboken and throughout Hudson County. This began a career-long focus aimed at designing new infill residential buildings within the context of an existing older city. Shortly thereafter the practice expanded to include a wide variety of public clients including local governments, school boards, and public agencies. Completed projects included new community centers, public parking garages, parks, and numerous school and public housing renovation projects. Of particular note is the award-winning design for

the new Hudson County Juvenile Detention Center.

Recognizing the talent of two key employees Bruce Stieve and Michael Higgins, the firm incorporated in 2000 and became Dean Marchetto Architects PC. The practice expanded to include large-scale master planning projects designed in accordance with the principles of smart growth, new urbanism, and sustainability. The primary focus of the firm continues to be on designing new buildings and urban planning projects which seek to revitalize older downtown areas. To that end, the firm has an extraordinary record of successful completed projects. The firm's architectural style has provided the new face for Hoboken's incredible revitalization from the days of decay and decline to its success as New Jersey's hottest comeback city.

Peter Zibblatt, Wells Fargo Bank

Throughout his twenty-year career in real estate, Peter Zibblatt has held a diverse array of positions, most recently as an asset manager for Wells Fargo Bank, based in San Francisco, California. Prior to that, he was a developer for a regional real estate development company, a real estate attorney for a national law firm, and a real estate portfolio manager in the public sector. Mr. Zibblatt has particular expertise in the acquisition and disposition of real estate across a broad spectrum of asset classes, including office, land, retail, industrial, and residential subdivisions, with a focus upon maximizing the value of commercial real estate through value-add improvements including leasing and asset re-positioning.

As Vice President, Real Estate Managed Assets at Wells Fargo Bank, he is responsible for the management and disposition of a \$500M+ portfolio of real estate assets including: Land, Retail, Industrial, Office and Residential Development Assets across the United States, including Morris Crossroads Corporate Campus.

Prior to joining Wells Fargo, Mr. Zibblatt was a member of the Real Estate Development & Acquisition group at Braddock & Logan, a private regional development company specializing in complex residential development entitlement assets.

Community Stakeholders Interviewed

ULI-NNJ is grateful to the following stakeholders for contributing their time and effort to assist the panel:

The Honorable Robert Greenbaum, Mayor, Mount Olive Township

Deena Leary, Morris County Planning Department

John Gray, New Jersey Department of Environmental Protection

Margaret Nordstrom and James Humphries, New Jersey Highlands Commission

John Maddocks and Michael Kerwin, Somerset County Business Partnership

Jeffrey Nadell, New Jersey Transit

Greg Stewart, Mount Olive Chamber of Commerce

Jeffrey Stadelman, Chairman, Mount Olive Economic Development Committee

Michael McGuinness, National Association of Industrial and Office Properties (NAIOP)

Joseph Garibaldi, Jones Lang LaSalle

Jerry Boomer, Property Manager, MCCC

Dean James W. Hughes, Rutgers University, Bloustein School of Planning and Policy



**Urban Land Northern New Jersey
Institute**

An Action Plan for Repurposing Morris Crossroads Corporate Campus

**Mount Olive, New Jersey
March 27-28, 2014**



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