

NJ Highlands Council



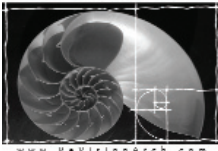
Technical Advisory Committee Charrette Report

*In support of developing
the Regional Master Plan*

*Prepared by the New Jersey
Highlands Council
with assistance from*



Re: Vision
ARCHITECTURE



May 2006



Special thanks to the **Geraldine R. Dodge Foundation** for supporting this effort and for encouraging the educational, cultural, social and environmental values that contribute to making our society more humane and our world more livable.

HIGHLANDS COUNCIL TAC CHARRETTE REPORT

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JON S. CORZINE
Governor

JOHN R. WEINGART
Chairman

DANTE DI PIRRO
Executive Director

May 22, 2006

Dear Friend of the Highlands,

On March 28th and 29th the Highlands Council convened a planning workshop, known as a charrette, of all our Technical Advisory Committees (TACs). The charrette was an opportunity to collaborate with a diverse group of experts in developing strategies for reaching the goals of the Highlands Act.

The workshop was very well-attended, dynamic and productive. Eleven groups met throughout the course of the two days to investigate approaches and strategies aimed at incorporating the goals of the Highlands Act into the Regional Master Plan. The groups crafted vision statements, debated alternatives, and moved toward consensus on key elements of planning, design, protection and stewardship. The participants were eventually reorganized to form interdisciplinary groups and joined together to discuss the issues from a broader perspective.

The following report provides an account of the charrette and the efforts that went into it. The Highlands Council appreciates the hard work and commitment that was given by the nearly 200 participants, and is now working diligently to build from the findings, ideas and suggestions identified during the process. An electronic version of the report is also available at the Highlands Council website.

Thank you for your continued interest and participation in the important work of providing advice and support in the important mission of developing the Regional Master Plan for the Highlands Region.

Sincerely,

A handwritten signature in cursive script that reads "John R. Weingart".

John R. Weingart, Chairman



a society more humane –
a world more livable

June 1, 2006

Dear Friends of the Highlands,

In my remarks to the dedicated professionals who came together for the Technical Assistance Committees Charrette, I referenced an idea presented in the book *High Noon: 20 Global Problems, 20 Years to Solve Them* by Jean-Francois Rischard. I return to that idea again now. Rischard says that territorial and hierarchical institutions are not adequate to solve complex global issues that lack boundaries. He goes on to say that what is needed are Global Issues Networks built on substance, not posturing, and organized around joint deliberations by a large group of people deeply concerned and knowledgeable about an issue.

The gathering that took place on March 28 and 29 provided precisely the forum and the structure necessary to build the capacity of the Council in order to successfully develop a Regional Master Plan. The task of the Highlands Council is daunting, historic and critical. Their willingness to tackle land use planning issues head on and come up with creative solutions will, we hope, inspire people across the nation.

With best regards,

Sincerely,

David Grant
President and CEO

SUMMARY OF CHARRETTE EVENTS

Background

To provide continuing input on the complex technical issues and approaches that would inform the development of the Regional Master Plan (RMP), 18 Technical Advisory Committee (TAC) work groups, comprised of content experts and stakeholders, were established early in the planning process. The first major effort of the TACs was to identify critical issues for the Technical Reports that would support the development of the RMP.

The original TAC meetings were held in July of 2005. A Scoping Document for the RMP was released for public comment in January 2006. Comments were received in writing as well as via Council meetings which are open to the public and held about every two weeks. Many comments echoed the need for the RMP to address stakeholder concerns and be based upon the best available data and information.

As the Highlands Council continued to develop the technical reports and began outlining the policy guidance documents and implementation tools, they identified a series of important issues to be addressed in the RMP and again sought advice from the TACs. The Highlands Council welcomed the assistance of the Geraldine R. Dodge Foundation in funding a two-day TAC Charrette to bring together all of the TACs with the twin goals of fostering interdisciplinary cooperation and building consensus around an integrated set of strategies for reaching the goals of the Highlands Act.

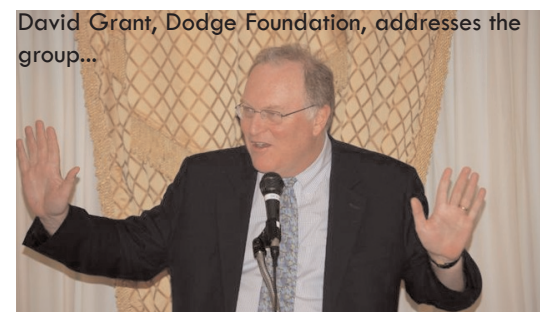
The TAC Charrette was held March 28th and 29th. The Highlands Council, under a grant from the Dodge Foundation, coordinated efforts with Consilience, LLC and Re:Vision Architecture in facilitating the event. Each TAC group was individually facilitated by a trained volunteer from within the TAC. The expertise, poise and personal commitment of these individuals were integral to the progress of each group.

Charrette Summary (March 28th, 2006)

On the first day of the charrette, each TAC group was charged with responding to unresolved “problem statements” that were central to moving forward with the RMP. The process involved: 1. brainstorming a comprehensive list of possible strategies for addressing each problem statement; 2. critical evaluation of each strategy; 3. prioritizing the top 5-7 strategies to vet with other TAC groups for “cross-pollination.” Note: Some TAC groups were combined to better facilitate input from multiple TACs; the resulting 10 break-out groups were: Water Resources; Land Preservation; Land Use & Housing & Green Construction (two sessions); Community Investment & Regional Development & Brownfield Redevelopment; Transportation; Sustainable Agriculture; Ecosystem Management & Sustainable Forestry; Eco-Tourism/Recreation & Cultural/Historic; Utility Capacity; Transfer of Development Rights. The GIS and Education TACs were invited to attend any of the 10 break-out sessions for the charrette, as they represent disciplines that are relevant and important to all.



State of New Jersey Highlands Water Protection and Planning Council



Charrette Summary (March 29th, 2006)

For each of the consensus-based strategies identified on day one of the charrette, the TACs spent the early morning adding details such as possible implementation steps, resources/data needed, and case studies. From that point, the TACs were re-combined into interdisciplinary groups comprised of “ambassadors” from each individual TAC. Each TAC representative solicited feedback on their TAC group’s vision and draft recommendations for the Highlands Council, with a specific focus on understanding possible synergies or conflicts between the recommendations of each TAC. This session was the first opportunity for individual TAC groups to meet with other TAC groups and the resulting conversation was informative and rich.

During lunch, the President of the Geraldine R. Dodge Foundation, David Grant, addressed the group and drew insightful parallels between the “horizontal” work of the TACs and the problem-solving approaches outlined by Jean-Francois Rischard’s book, High Noon 20 Global Problems, 20 Years to Solve Them.

In the afternoon, the TACs returned to their core groups and refined their draft recommendations based on what they had learned from other TACs.

As a final feedback loop, a plenary session was convened and each TAC posted and presented their high-priority recommendations for implementing the Regional Master Plan. Following each presentation, the audience had an opportunity to ask clarifying questions.

In closing, TACs were reminded of the outcomes toward which they had been working:

1. Advise the Highlands Council about how it may resolve specific technical issues and effectively implement the Regional Master Plan;
2. Identify trends and synergies between TAC groups;
3. Build bridges and open communication with TAC groups.

It was also affirmed that the on-going advice of TACs is valuable in assembling a holistic and science-based Regional Master Plan.

Next Steps

A record of each TAC’s charrette workgroup is included in this report so that all of the ideas discussed are represented. It is important to note that not all of the issues that were raised resulted in universal support, although they may continue to stimulate critical conversations. Concepts that were widely supported by the TACs are noted as such.

Input from the TACs will continue to be solicited as the RMP is developed and refined. Prior to the charrette, it had been difficult to balance the coordination of TACs with the rigorous demands of the RMP deadlines. Going forward, two specific mechanisms are planned to enhance collaboration with the TACs and build upon momentum from the charrette:



1. Inclusion of the TACs in regular RMP Highlands Council sub-committee meetings. At these meetings, TAC members will be able to interact directly with Highlands Council Members and staff;
2. Electronic release of draft segments of the RMP, as they are available for peer review and comment. To date, there has been diligent and tremendous progress made on the development of the Regional Master Plan with ongoing input of the Highlands Council's agency partners, consultants, and members of both the Technical Advisory Committee and the Partnership. Throughout the development of the Regional Master Plan, the emphasis has been on the careful advancement of good science and planning and taking the necessary time to receive input from technical experts, local officials and the public.

Timeline through Plan Adoption

- May-Dec: Committee meetings, including TAC members
- June: Initiate early electronic release of select elements of the RMP including resource assessments and infrastructure capacity analyses as they are completed*
- Oct: Draft Regional Master Plan, including a Land Use Capacity Map and accompanying land use standards and statement of policies
- Nov: Six public hearings to provide comments on the draft plan, to ensure the plan is balanced and defensible
- Dec: Final plan adoption

**Resource Assessments and Infrastructure Capacity Analysis*

Water Resource Assessment

- Water Supply Growth Area Analysis
- Surface Water Supply Availability
- Ground Water Recharge Analysis
- Ground Water Availability Analysis
- Septic Density and Nitrate Dilution Assessment

Ecosystem Assessment

- Riparian Corridor Analysis
- Stream Integrity Model
- Steep Slope Analysis
- Forest Integrity Analysis
- Forest Sustainability Strategies
- Critical Habitat Areas Identification
- Significant Natural Areas Identification

Land Preservation, Agricultural, Historic and Scenic Elements

- Land Preservation Goals and Strategies
- Identification and Evaluation of Existing Agricultural Resources
- Identification and Evaluation of Existing Historic Resources
- Scenic Resource Protection Strategies

Utility Capacity Assessment

- Potable Water Supply Analysis
- Wastewater Treatment Capacity Analysis

Smart Growth, Transportation, TDR and Financial Elements

- Build-Out Analysis reflecting the baseline Trend scenario
- Build-Out Analysis reflecting a State Plan scenario
- Transportation System Capacity Analysis
- TDR Program Framework Alternatives Evaluation
- Establishment of Preliminary TDR Credit Valuation Method, Tracking System and Highlands TDR Bank Requirements
- Cash Flow Timetable Trend Analysis
- Baseline Fiscal Impact Analysis reflecting Trend and State Plan Scenarios

Technical Advisory Committees Charrette

EXECUTIVE SUMMARY

Following are the high level conclusions drawn from the work produced by the Technical Advisory Committees through the charrette and the vision statements and key recommendations to the Highlands Council generated by each workgroup.

Conclusions:

Overarching the specific technical and policy recommendations of the TACs, four major themes emerged from the participants:

1. **DATA COLLECTOR:** The Highlands Council should continue in its current role as data collector for the many complex and interconnected environmental, economic and cultural systems which are affected by the Regional Master Plan. This work should be undertaken using the best methodologies and science available. It should also be transparent, and the data should be made public as it is collected. In the spirit of the Act and acknowledgement of the extreme complexity of these systems, the Council (and the Legislature) should commit to carrying on this work as an ongoing effort that will be used to continuously refine the Regional Master Plan after its initial publication.
2. **EDUCATOR:** The Highlands Council needs to take on the role of educator in order to create buy-in and commitment by the many constituencies affected by the Act in order to insure the successful implementation of the Regional Master Plan. Outreach and education should be customized for each constituency and should address economic, cultural, environmental and quality of life issues. The education plan should also include partnerships to educated school children as a means to ensure both current and future success of the Regional Master Plan.
3. **COLLABORATOR:** The Highlands Council should actively cultivate partnerships with other federal, state, and municipal agencies, Nongovernmental Organizations, citizen groups, and school systems and leverage those partnerships to aid with the implementation of the Regional Master Plan.
4. **ECONOMIC ENGINE:** The Highlands Council needs to advocate for the funding needed to successfully implement the Regional Master Plan. In addition to funding for data collection, plan synthesis, education, land acquisition, and ongoing analysis of and correction to the RMP, the Highlands Council should act as a clearinghouse for public and private funding initiatives and regional economic flows (such as a TDR bank) required to facilitate the Plan's success.

TAC Vision Statements and Key Recommendations to the Highlands Council:

Community Investment, Brownfields Redevelopment and Regional Development

Recommendations:

1. The Highlands Council should identify all brownfields using all available information, outreach, field proofing, and an inventory. This information should also be used to prioritize sites. Priority sites criteria should include proximity to infrastructure among other factors.
2. The Highlands Council, in partnership with municipalities, non-profits, and developers should clean-up and redevelop brownfield sites, targeting the most appropriate end use for each site. The primary end uses should range from natural resource protection and open space preservation through greenfield development, commercial and industrial uses.
3. Expedite [development] approvals based on clear and concise information, so that everyone understands the permitting process.
4. Identify regional and community infrastructure capacities and needs.
5. Recognize the economic value of water resources to establish a dedicated funding source. This can be accomplished through a water tax.
6. Watershed offset aid and other financial mechanisms should be guaranteed and predictable in order to stabilize taxes.
7. Analyses must be performed using up-to-date qualitative and quantitative information.
8. Eliminate the Builder's Remedy for affordable housing in the Highlands.
9. The Department of Environmental Protection should designate brownfields managers for the Highlands region. This can be modeled on the BDA program.
10. There should be a transparent Waiver Process.

Ecosystem Management and Sustainable Forestry

Vision Statement:

Philosophical agreement that active management, stewardship and habitat restoration on public and private land is required for all resources in order to meet the goals of the Highlands Council to achieve objectives of the Highlands Water Protection and Planning Act.

Recommendations:

1. Science-based management on public and private lands should address all natural resources within the Highlands Region with the goal of maximizing public benefit. This should be accomplished by:
 - Preparation and implementation of forest and resource management plans with third party verification or peer review;
 - Reduction in deer herd, invasive species and overabundant native species;
 - Maintaining a mosaic of patch sizes, habitat types, and age classes;
 - Reducing permanent disturbances and sprawl;
 - Biodiversity friendly development;
 - Maintaining and enhancing the upland/wetland continuum; and
 - Basing plans on good data, inventories and species abstracts.
2. Science-based management includes the entire spectrum of activities from intensive silvicultural activities to the delineation of wilderness areas.
3. Science-based management should be the rubric that clarifies the terminology associated with protection, preservation, conservation, wise use and restoration.
4. Deer and Invasive Species: There is a need to reinvent the fundamental system of deer management and to conduct further research on the biological control of invasive species.
5. Highlands open water protection links to biological indicators: The wetland regulations are not sufficient to protect waters, and there is a need to protect the upland/wetland relationship and watershed systems.

Cultural/Historic/Scenic Resource Preservation, Ecotourism, and Recreation

Vision Statement:

The Highlands is about our heritage. We are losing money by not capturing, retaining and promoting the character of the region. Historic resources leverage private investment. We need to create a Highlands tourism entity to attract funding, promote redevelopment, reduce loss of resources, and educate the public about the value of historic resources. We need to be more central in the planning process. Resources have value sustained over time. Priority leads to the perception that we are saving everything.

Recommendations:

1. Develop a stable source of funding to inventory and survey [existing resources] as a basis for protection, management, education and utilization.
2. Develop a stable source of funding for stewardship of historic resources.
3. Require (encourage?) historic preservation elements in municipal master plans.
4. Require (encourage?) conservation elements that include scenic areas in municipal master plans.

5. Designate historic districts to promote tourism, recognition, reservation and categorization for tourism potential.
6. Adopt historic property reinvestment tax credit to leverage private investment.
7. Promote regional and national tourism by creating a Highlands Regional Tourism Council.
8. Use historic structures to accommodate new uses and generate income.
9. Balance ecology and tourism; balance promotion and protection.
10. Redefine/rename state tourism regions, i.e., Highlands vs. Skylands identity. Identify & develop themes to promote tourism [see 6].
11. Simplify state lease process to encourage preservation and use of resources

Land Preservation

Vision Statement:

An interconnected system of publicly & privately preserved lands and farms to achieve and maintain multiple benefits (farming, watershed protection, biodiversity, recreation, wildlife habitat, others). (Active management implied in preservation.)

Strategic Objectives:

- Adequate & additional funding for land acquisition and stewardship
- Highlands Council in coordinating role with education
- Promote wilderness values & restoration of wildland values
- Preserve wild quality of the Highlands landscape and functioning ecosystems
- Public & private management partnership to sustain multiple benefits

Recommendations:

1. Develop an interconnected system of publicly & privately preserved lands and farms to achieve and maintain multiple benefits (farming, watershed protection, biodiversity, recreation, wildlife habitat, others). (Active management implied in preservation.)
2. Develop additional stable funding sources for land acquisition & stewardship (Implementation of the RMP cannot succeed without them).
3. Highlands Council should coordinate efforts & information (toolkits) to educate
 - a. Landowners about land preservation acquisition and stewardship options (i.e. one-on-one basis, groups, networking)
 - b. Municipalities about importance and incentives in adopting the RMP.
 - c. Public about ecotourism opportunities in the Highlands

- d. Public about the long-term importance of the Highlands in providing drinking water.

Land Use Planning/Green Construction/Housing (Group 1)

Recommendations:

1. Need a clear, tough plan based on data and that meets the goals of the Act.

Implementation Steps:

- A. Request additional time to complete the Highlands Regional Master Plan.
- B. Release a first draft as follows:
 1. Highlands Council articulates the goals and objectives of the RMP as defined by the Act.
***** Release document to the public. *****
 2. Assemble data – enough data to define the ecological address of the Highlands and develop a clear process for updating.
***** Release information to the public. *****
 3. Conduct analysis and interpretation of data, develop possible scenarios.
***** Consult with local officials, release printed materials, post on website, conduct sub-regional forums. *****
 4. Produce a working land use capability map.
 5. Prepare a draft plan map and detailed policies and standards – this is the Draft Regional Master Plan.
 6. Conduct Public Hearings.
 7. Develop a process for conformance and amendments and updates based on improved data.
 8. Develop a process for monitoring success and establish an effective “call-up” process to ensure local implementation.
 9. Adopt the Highlands Regional Master Plan!

2. Integrate policies and plans at all levels.

Implementation Steps:

- A. Ensure that the RMP is internally consistent.
- B. Integrate RMP with other plans at the state level, i.e., DEP, DOT, DCA, etc.
- C. Integrate RMP with county and municipal plans.

3. Clarify the process for resolving the tension between competing goals.

Implementation Steps:

- A. Examine the existing land use pattern.
- B. Determine what a desired land use pattern looks like.
- C. Resolution of existing land use pattern vs. desired land use pattern.

4. Provide for a full range of housing and employment.

Implementation Steps:

- A. Correlate housing need to the types of jobs being created.

- B. Provide choice in types of housing and types of communities.
5. Clearly articulate best practices and standards.

Implementation Steps:

- A. Define and explain green policies.
 - B. Define and explain smart growth principles for the Highlands.
6. Include both carrots and sticks in implementation.

Implementation Steps:

- A. Identify or develop a stable source(s) of funding.
 - B. Funding for planning, implementation and monitoring at every level.
 - C. Water Tax.
7. Highlands Council should provide data and technical support to municipalities.

Implementation Steps:

- A. Increase local capacity to do planning.
 - B. Increase funding to support municipal planning functions.
8. Communication must continue throughout the process.

Implementation Steps:

- A. Reach out to groups which have yet to be contacted, ex. Hispanics in Morris County.
 - B. Utilize printed material, ex. newspaper inserts.
 - C. Conduct sub-regional forums to reach out to the public.
 - D. Coordinate with local watershed groups.
 - E. Provide links from the Highlands website to other sites which will help educate and inform about the resources, the planning process and intended results.
 - F. Ensure that education and communication are integral components of each step of the planning process.
9. Secure legislative and executive leadership for the Regional Master Plan.

Land Use Planning/Green Construction/Housing (Group 2)

Recommendations:

- 1) Encourage innovative land use, design and construction approaches for regional Master Plan implementation.
 - Regulatory framework based on “Performance Standards”
 - Encourage private sector innovation
 - Highlands Council serve as an advocate for development and use of innovative/alternative technologies, e.g. Wastewater, storm water, green building
- 2) Ensure state agency consistency in support of the Regional Master Plan, e.g. Plan Endorsement prioritized for towns proposing Highlands TDR Receiving

- 3) The Highlands Council should develop customized outreach and education packages including:
 - Visioning
 - Technical training
 - Scenario Planning
 - Asset Mapping
 - Graphics
- 4) Identify innovative finance mechanisms. E.g. work with financial sector on loans that support smart growth principles and the Regional Master Plan, allow the Highlands Council to grant to inter municipal and county groups, pursue tax base sharing.
- 5) Ensure that the Plan Conformance process includes a petition to COAH for substantive certification as a mandatory/required component of approval by Council, e.g. minimize “builders remedy” litigation.
- 6) Ensure ongoing implementation of Plan Conformance e.g. develop a “feedback loop” model to communicate with stakeholders to insure success, develop indicators in support of the feedback loop model.

Sustainable Agriculture

1. Dedicated funding for equity protection/compensation
 - a. TDR
 - b. Water Consumption Fee
 - c. GSPT reauthorization
 - d. State loan guarantee program
2. Agriculture friendly municipalities
 - a. Uniform thresholds for ordinances/policies used by towns
 - b. Re-examine existing ordinances
 - c. Re-examine fee structure for permitting
 - d. Establish agriculture committees with power, enabling legislation needed
 - e. Right to Farm ordinance based on State model
 - f. Deed Notice to all residential development and resale neighboring farms about right to farm
 - g. Treat silviculture as agriculture
 - h. Educate and outreach to government and public about farming
 - i. Simplified/streamlined site plan review for farm activities
3. Stewardship
 - a. Water Stewardship Bonus from State – payments based on recharge rates/acreage/soil type/ conservation management plan
 - b. Address environmental issues with farm conservation plans – not regulations
 - c. Have cost share funding and technical assistance for State and federal conservation programs

4. Temper DEP rules to consider agricultural perspective
 - a. Clarify exemptions in rules – i.e. conservation restriction and exempt single family construction
 - b. Ease restrictions on labor housing
 - c. Ensure water supply for farming

5. Wildlife Control
 - a. Make deer and geese a commodity to help reduce crop damage
 - b. Restore “Earn A Buck” program
 - c. Active management and stewardship for natural resources

6. Viable Agriculture
 - a. Make healthcare and pensions available
 - b. Affordable land
 - c. New farmer programs to foster future farming
 - d. Expand markets
 - e. Provide forums to resolve issues/disputes between the agriculture community and others

Transfer of Development Rights

Vision Statement:

Allocate TDR credits and plan receiving areas with an eye towards protecting sending area landowner equity while making sure that TDR credits are only used in well planned and well prepared receiving areas that, when built, will meet the goals of the Regional Master Plan.

Recommendations:

1. Keep allocation of credits simple, regional and uniform
2. Use an active Highlands TDR credit bank to serve as an “exchange” to account for regional valuation differences in both sending and receiving areas
3. Allocated TDR credits to undevelopable resource lands as well, because these lands have a unique value not reflected in traditional valuations of development rights
4. The Highlands Council needs to establish other means for credit demand, including:
 - a. Settlement of natural resource damages (NRD) claims
 - b. Variances
 - c. Allow private land trusts to buy TDR credits for retirement
5. The Highlands Council needs to make a long-term commitment to balance supply and demand of credits to maintain their value over time
6. Ensure appropriately designated and designed receiving areas that do not exceed the carrying capacity (both ecological and infrastructure-related).

Transportation

Vision Statement:

Create a more efficient and sustainable multi-modal system that will provide mobility and accessibility while supporting environmental goals.

Recommendations:

1. Revise Municipal Land Use Law to require Multi-Modal Circulation Element
 - a. Traveler safety
 - b. Sustainable
 - c. Accessible
 - d. Efficient
2. Within the Highlands the Land Use, Environmental, Transportation and Water Allocation Plans must be coordinated and integrated and must focus development (Transit villages, etc.) where transportation infrastructure can support it.
3. Modify restrictions against additional roadway capacity (per H. Act) so that multi-modal efficiencies can be obtained.
4. Invest in Transportation Demand Management (TDM) and Enhancements
 - a. Small opportunities can make big changes
 - b. Spot improvements (signage, agri-tourism, intersections, corridors)
 - c. Utilization of shoulders for bus, van and carpools
5. Highlands Council must participate in transportation planning and programming at the North Jersey Transportation Planning Authority (NJTPA)
6. Support dedicated gas tax and other pricing strategies to fund transportation enhancement and to balance travel demand
7. Accessibility and mobility for all travelers is critical; important to focus on much more than commuters and automobile travel

Utility Capacity

Recommendations:

1. Collect and develop adequate baseline data on water allocation, water usage, untapped/available water and wastewater capacity. Data, data, data!!

The Highlands Council is currently collecting and developing data that includes water availability statistical analyses (discussed in more detail with the water resources TAC), HUC14 level sub-basin characteristics and water use. Other data compilation related to water demand, ground water recharge, safe yield, well and stream withdrawals, ambient water quality and impacts on water resources is also being completed under contract to USGS and others. More specific information related to water and wastewater service areas and

actual areas served has been gathered through NJDEP records and from the purveyors and dischargers themselves. Data on allocation and discharge limits, and several other data sets that support the overall utility capacity analysis is being both developed and collected and added to the GIS database being used in development of the Regional Master Plan.

2. Coordinate water and wastewater policy with potential impacts on growth. For example, we must understand the TMDL process, how it works and potentially impacts growth potential, especially in developing the RMP – in terms of designating growth vs. preservation areas, TDR sending/receiving zones and the policies and implementation steps that will be required to keep things from coming to a screeching halt.

The Council is developing the resource assessment and Land Use Capability Map (LUCM) with the intent of integrating the information on water and wastewater with that related to constraints on these utility systems – both natural (e.g., assimilative capacity of the streams, water available from an aquifer) and man-made (discharge limits, safe yields, TMDLs).

3. Participate in Development of the Statewide Water Supply Master Plan Update

The Highlands Council has been invited to participate in the Statewide Water Supply Plan Update process.

4. Analyze interbasin transfers and allocations

The issue of interbasin water transfers, particularly the difference in potential impact from transfer of water withdrawn from ground water sources versus water taken from surface water storage reservoirs, should be reviewed in terms of the potential for increasing water utility capacity in areas deemed appropriate for growth without unacceptable impacts to the water resource.

5. Review the potential for innovative technology to increase treatment plant capacity.

The Council will be reviewing the natural, regulatory and physical plant constraints involved in wastewater utility capacity determinations. How innovative technology could be used, following the lead of successful local examples, is a natural extension of these analyses in cases where wastewater treatment capacity is the factor restricting growth in otherwise appropriate areas.

Water Resources

Recommendations:

1. Test, compare and evaluate a broad range of methods to assess remaining capacity and deficits for water availability for both ecological and human water needs. (Both currently feasible and long-term method).

The Highlands Council is currently using several methods (Low Flow Margin of Safety, Base Flow Recurrence Interval, Hydro-ecological Integrity Method). Additional methods should be tested to determine their appropriateness for either immediate or future use. Case testing would be useful – including field testing of some methods that involve ecological analyses.

Methods suggested included Range of Values Analysis, New England Aquatic Base Flow, Tennant, R2 Cross and Stream Wetted Perimeter.

2. Improve surface and ground water monitoring systems to support sound science, modeling and methods from #1, including flow, quality and ecological indicators.

The current monitoring system is part of a statewide network developed for statewide purposes. USGS has identified a number of watershed and subwatershed areas that lack sufficient water flow or quality data to draw direct estimates of water availability and quality, for both ground and surface waters. The Highlands Council should engage in a science agenda including a regional monitoring system that is developed to meet regional needs.

3. Protect critical areas related to water resources, including through the use of model ordinances.

The Highlands Act requires the Highlands Council to develop implementation methods, including model municipal ordinances, which are needed for the protection of regional resources. The TAC emphasized the need for such tools.

4. Develop a Highlands-specific aquifer and ground recharge method for delineation and quantification of recharge from various land areas.

The NJGS GSR-32 method estimates ground water recharge by land polygon. It does not actually connect its estimate of ground water infiltration (the movement of water past the root zone) to recharge of underlying aquifers, and it was developed using a statewide approach. TAC members want the Highlands Council to pursue a method that is specific and appropriate to the Highlands and results in estimates of aquifer recharge by land polygon.

5. Increase water supply system storage and capacity to increase yields.

This strategy focuses on the increase of water supply availability through enhanced surface or ground water storage, whether related to new facilities or the enhancement of existing facilities.

APPENDIX

Detailed TAC Workgroup Reports

Invitation to TAC Members

Charrette Agendas (March 28 – March 29, 2006)

HIGHLANDS COUNCIL TAC CHARRETTE
WORKGROUP REPORT

**Community Investment, Brownfields Redevelopment and
Regional Development**

Participants:

| | |
|--|---|
| Thomas Dallessio, PP, AICP – Facilitator | Regional Plan Association |
| Megan Lang – Recorder | Highlands Council Staff |
| Ann Hardiman | Washington Borough |
| Catherine McVicker | Hunterdon Economic Partnership |
| David Bossart | Bossart Builders |
| Denis O'Rourke | Skylands Community Bank |
| Dennis Kirwan, AICP, PP | Clifton City Planner |
| John M. Speer, PE | Langan Engineering & Environmental Services |
| John R Jimenez | Environmental Compliance, Inc. |
| Leah Yasenchak | Brownfields Redevelopment Solutions, Inc. |
| Maria Coler | Hydrotechnology Consultants, Inc. |
| Michael Herson | Northern New Jersey Sierra Club |
| Paul Bailey | Councilman in West Milford |
| Sally Dudley | ANJEC |
| Steven Ramiza, EIT | LAN Associates |
| Ted Maglione | TM Group |
| Jim Gabriel | Somerset County Business Partnership |
| Bill Drew | West Milford Township |
| Ross MacDonald | Highlands Council Staff |

Key TAC Recommendations to the Highlands Council:

1. The Highlands Council should identify all brownfields using all available information, outreach, field proofing, and an inventory. This information should also be used to prioritize sites. Priority sites criteria should include proximity to infrastructure among other factors.
2. The Highlands Council, in partnership with municipalities, non-profits, and developers should clean-up and redevelop brownfield sites, targeting the most appropriate end use for each site. The primary end uses should range from natural resource protection and open space preservation through greenfield development, commercial and industrial uses.
3. Expedite [development] approvals based on clear and concise information, so that everyone understands the permitting process.
4. Identify regional and community infrastructure capacities and needs.

5. Recognize the economic value of water resources to establish a dedicated funding source. This can be accomplished through a water tax.
6. Watershed offset aid and other financial mechanisms should be guaranteed and predictable in order to stabilize taxes.
7. Analyses must be performed using up-to-date qualitative and quantitative information.
8. Eliminate the Builder's Remedy for affordable housing in the Highlands.
9. The Department of Environmental Protection should designate brownfields managers for the Highlands region. This can be modeled on the BDA program.
10. There should be a transparent Waiver Process.

Comprehensive Responses to Highlands Council Problem Statements:

Note: (X) indicates the number of votes for a particular strategy or recommendation by members of this TAC charrette workgroup.

Problem Statement 1: How can we utilize brownfield and redevelopment opportunities to support our regional goals? How can we quantify the opportunity for brownfield and greyfield redevelopment in the Highlands region? How do we determine priority sites for redevelopment in the Highlands?

- Balanced approach to redevelopment; consider economic development and natural resources (8)
- Expedite permitting in the Preservation Area (7)
- Prioritize sites located in areas with infrastructure (6)
- Clean up and redevelop brownfields (4)
- Identify priority sites – located at transportation nexus (4)
- Clarify rules to speed timeframe (4)
- Priority sites can include criteria, such as: (4)
 - Contamination level – in Preservation Area
 - Ground water contamination? If so, then sites becomes priority due to natural resource protection issues....
- TDR programs are an effective strategy because they allow development to be consolidated (3)
- Efficient review process and time deadlines (3)
- Increase incentives for COAH sites located on Brownfield sites (3)
- Develop a brownfields inventory (3)
- Recognize free choice and individual tastes when considering regional level redevelopment strategies (2)
- Prioritize Preservation Area clean-up and permitting (1)
- Allow the market to determine priority sites (1)
- Balance efficient and fast remediation work with high quality work (1)
- Open space preservation
- Cross reference existing brownfield data sets in order to gather more complete information

- Use block and lot information
- Meet COAH obligation through brownfield redevelopment
- State incentives for cleanup
- Clarify authority
- Where there is infrastructure, a site can be redeveloped. Where there is no infrastructure, sites should be cleaned and left green
- Consolidate commercial areas using brownfields redevelopment
- Create contiguous areas of development and of undeveloped areas

Problem Statement 2: How do we ensure that regional development decisions are based on an accurate understanding of all existing and planned infrastructure (wastewater, water, transportation, education, community services)?

- Infrastructure capacity is the foundation of planning (5)
- Regional approach (1)
- Consider the Meadowlands and other models: feed back loop (1)
- Look for infrastructure capacity (1)
- Use GIS (1)
- Municipal identification of key areas
- Look to identify regional needs
- Rely upon existing information sources when making regional infrastructure decisions – County, DOT, etc.

Problem Statement 3: With respect to land acquisition: What is the average preservation price in relation to assessed value? How do we derive the acquisition rate (5 and 10 years)? How do we project potential revenues considering GSPT fund status and fragmented sources of info (per parcel)? How do we identify the difference between funds available for farmland preservation and funds needed to achieve preservation goals?

- Recognize the economic value of water resources (6)
- Link land acquisition to natural resource protection and water quality (4)
- Dedicated source of funding for land acquisition (3)
- Determine the fiscal implication for municipalities (3)
- Why spend money for land acquisition in preservation area? (2)
- Build out analysis should consider the cumulative effects (1)
- Definition/determination of a farm needs to be clarified - working farms should be prioritized for acquisition (1)
- Economics of agriculture (1)
- Recapture farmland taxes for preservation (1)
- How do you ensure that the right parcels are preserved?
- Take a regional approach to land acquisition
- How do you balance land acquisition versus park development
- DEP regulations and their effect on the Highlands needs to be better studied and understood
- How will land acquisition be paid for? By both those living in and those living outside of the Highlands. What will be the impact?
- How do local officials work with the various land acquisition programs – including county, state, and Highlands programs

- Look to build out model to determine water quality standards – moving forward
- Land acquisition should consider tipping point
- Environmental impacts should be considered

Problem Statement 4: With respect to property tax stabilization: Are there better ways to develop potential loss in value? What are the variables that make up the added value factor (AVF) – the conditions that allow certain properties to develop or obtain compensation?

- Funding mechanisms should be guaranteed (10)
- Watershed offset aid should be expanded (7)
- What are the economic benefits of development? (4)
- Tax sharing and sharing of services should be regionalized (4)
- Make the tax stabilization program permanent (2)
- Tax stabilization
- Regional perspective
- At what price do you get low property taxes? 40% of all taxes and moneys collected come from property taxes in New Jersey. This is the highest percentage for all states.
- Allow free market to determine school districts
- Establish thresholds for property taxes
- Real estate transfer tax should be guaranteed

Problem Statement 5: With respect to state and federal grant programs: How do we deal with potential grant funds that cannot be counted as revenue? How do we assess 88 municipalities and 7 counties, as each will require independent considerations (different grants for different projects)?

- The impact of the Regional Master Plan will vary depending on the municipality. The levels of assistance should also vary (depending on the impact). Assess impacts for each town (2)
- Offer assistance and services to towns to support the Highlands process (2)
- Grant programs are unpredictable (1)
- Outline and define thresholds
- Incentives to counties to provide data for all towns – access to grants will affect the perception of available funds
- Distinguish between voluntary and mandatory requirements
- Economic impact analysis should be performed at the municipal level– both pre and post Highlands Act
- What are the repercussions of non-conformance with the Regional Master Plan?
- Create priorities for funding. Those municipalities that cooperate should receive more
- Boiler plate approach limits individual concerns
- Provide different levels of funds reflecting various options
- One grant to do all of the Highlands work – to do the regional master plan and cross-accept it. One plan for all 88 municipalities

Problem Statement 6: Are the economic indicators presented sufficient?

- 1990-2000 is skewed due to the boom (3)
- School district analysis – the cycle of family/housing – paying into the system and using the system (2)
- Employment within each municipality versus numbers of those who are commuting out (1)
- Consider expanding regional comparison (1)
- Commercial and other vacancy rates (1)
- Traffic flow
- Need retail sales per capita
- Traffic flow through town

Problem Statement 7: What qualitative factors should be considered in developing a fiscal impact assessment for the region and municipalities?

- Community character (3)
- Bond ratings (2)
- New building stats (2)
- Cultural Activities – such as the performing arts (2)
- Prime rate – good indicator (1)
- Crime rates (1)
- Vacancy rates – commercial and overall
- Census data
- Hours worked (including commuting time)
- Recreational opportunities
- Proximity to wildlife
- Common vision and interest
- Health care access
- Education
- Open space

Problem Statement 8: How can we make implementation of the Highlands Regional Master Plan more predictable and streamlined at all levels of government?

- Abolish the builders remedy (8)
- Provide clear and concise information – checklists and handbooks (7)
- Clear and consistent information (6)
- Waiver process needs to be improved and associated costs decreased (3)
- Accountability (1)
- Ensure that all municipalities are involved and aware of program, process and procedures (1)
- Acceptance process (1)
- Highlands Board of Adjustment – flexibility and waiver process (1)
- Municipal training sessions (1)
- Clarify process – there should be clear and consistent requirements
- Greater assistance from Council to towns
- Get rid of government

HIGHLANDS COUNCIL TAC CHARRETTE
WORKGROUP REPORT

Ecosystem Management and Sustainable Forestry

Participants:

| | |
|-------------------------------|--|
| Michael Klemens – Facilitator | WCS Metropolitan Conservation Alliance |
| Lynn Brass Smith – Recorder | Highlands Council Staff |
| Anthony Cassera | Retired Engineer |
| Dennis Schvejda | N/NJ Trail Conference |
| Doug Tavella | Appalachian Trail Conference |
| Emile DeVito | NJ Conservation Foundation |
| George H. Pierson | Richard Stockton State College |
| Heather Gracie-Petty | Gracie and Harrigan Consulting Foresters |
| Janet Bucknall | USDA Wildlife Services |
| Judson Bennett | Warren County District Forester |
| Marian Glenn | Seton Hall University |
| Mark Vodak | Rutgers Cooperative Extension |
| Michael Roth | Chester Public Schools |
| Ronald Farr | North Jersey Water Supply Commission |
| Sharon Wander | Wander Ecological Services |
| Sherri Albrecht | URS Corporation |
| Wayne Martin | NJ Forest Service |
| Edmund Stiles | Rutgers University |
| Steven Kalleser | Gracie and Harrigan Consulting Foresters |
| Tim Slavin | |
| Kris Hasbrock | |
| Ron Sheay | |

Vision Statement:

Philosophical agreement that active management, stewardship and habitat restoration on public and private land is required for all resources in order to meet the goals of the Highlands Council to achieve objectives of the Highlands Water Protection and Planning Act.

Key TAC Recommendations to the Highlands Council:

1. Science-based management on public and private lands should address all natural resources within the Highlands Region with the goal of maximizing public benefit. This should be accomplished by:
 - Preparation and implementation of forest and resource management plans with third party verification or peer review;
 - Reduction in deer herd, invasive species and overabundant native species;
 - Maintaining a mosaic of patch sizes, habitat types, and age classes;
 - Reducing permanent disturbances and sprawl;
 - Biodiversity friendly development;
 - Maintaining and enhancing the upland/wetland continuum; and

- Basing plans on good data, inventories and species abstracts.
- 2. Science-based management includes the entire spectrum of activities from intensive silvicultural activities to the delineation of wilderness areas.
- 3. Science-based management should be the rubric that clarifies the terminology associated with protection, preservation, conservation, wise use and restoration.
- 4. Deer and Invasive Species: There is a need to reinvent the fundamental system of deer management and to conduct further research on the biological control of invasive species.
- 5. Highlands open water protection links to biological indicators: The wetland regulations are not sufficient to protect waters, and there is a need to protect the upland/wetland relationship and watershed systems.

Comprehensive Responses to Highlands Council Problem Statements:

Problem Statement 1(a): What forest metrics are useful for evaluating forest integrity?

- USDA Forest Service 2002 Highlands Study indicates that forest mosaic and juxtaposition are reasons for biodiversity.
- Patch size**
- Configuration**
- Connectivity
- Landscape to stand level metrics
- Forest age and vegetative composition (measurable at the stand level but not landscape level)
- Density and composition of native species shrub layer (measurable at the stand level but not landscape level)
- Forest health (hemlock adelgid, etc - non measurable in terms of metrics)
- Ability of the forest to regenerate (saplings and seedlings)
- Stand structure – age classes
- Landscape voracity (movement across landscape by species)
- There is no stand alone “magic metric” that should take precedence. Rather, we need to use multiple good metrics.

Top Strategies Implementation, Constraints & Examples

Patch size and configuration received the highest marks with the understanding there is no stand alone “magic metric” that should take precedence. Rather, we need to use multiple good metrics. The TAC felt that all strategies should still be factored into the evaluation.

| Implementation | Resources (limitations) | Good Examples |
|---|--------------------------------|--|
| Utilize FRAGSTATS metric methodologies | Staff and money | NY City Watershed Lands – their data use and application |
| Review GIS layers | | NJ Green Acres ranking system has a core-patch focus |
| Field reconnaissance is necessary to confirm conditions on the ground | | NJ Landscape – use in a nonregulatory capacity and as guidance. (mixed reaction from TAC on landscape project) |
| Identify patches of interest (example: private vs. public land) | | |
| Many patches of interest will be next to or within public land | | |
| Ownership – first cut is not the issue, it becomes an issue later | | |
| Correlation of metrics which must be verified on the ground | | |
| Field check 2002 land use/land cover changes | | |
| Develop a ranking system | | |

Problem Statement 1(b): What quantitative thresholds should be used to identify high value forest land that should be prioritized for protection?

- *Science-based management (quantitative and qualitative)***
- Bigger is better
- Closer is better
- More porous is better
- Contiguous patches
- Forest draining to public water supply (higher value)
- Site index
- Soil index
- Stand type
- Stocking level (all forest still connected)
- Lack of invasive species (cannot be quantified at landscape level, but can be quantified on a smaller scale)
- Need to take a hard look at the metrics data to determine the breakpoint threshold for high and low value
- Landscape level needed for the Highlands Council to develop constraints map – need to use forest cover and soil types

Problem Statement 2: How do we integrate watershed and forest protection (biodiversity, forest health) goals into forestry practices?

- Preservation**
- Conservation**
- Best Management Practices **(one example: establish buffers around vernal pools)
- Relationship of forestry to the Highlands Act (forestry cannot be banned and is exempt)**
- Identify areas most in need of restoration
- Identify areas most in need of restoration
- Develop a management plan for the Highlands region that includes active management and leaving areas alone. Said plan needs to be executed on the ground.
- Why is there a need for active management? To gain farmland assessment status, for wildlife, for aesthetics.
- Invasives (example- washing equipment to avoid seed dissemination)
- Tackle the deer issues
- Rare, threatened and endangered species (some require disturbance, some do not)
- State Wildlife Action Plan – good resource for foresters and others

Top Strategies Implementation, Constraints & Examples

Science based management (quantitative and qualitative), conservation, preservation, and best management practices received top scores. However, the TAC felt that all strategies need to be considered.

Special consideration needs to be given to the relationship of forestry to the Act (forestry cannot be banned and is exempt) – see notes following table.

| <i>Implementation</i> | <i>Resources (limitations)</i> | <i>Good Examples</i> |
|---|-----------------------------------|----------------------|
| Development of resource management plans | Staff | |
| Resource assessment (in the field data) | Money | |
| Research and literature review | Technically trained professionals | |
| RTE flora inventory -public and private (private subject to 3 rd party review) | | |
| RTE fauna inventory-public and private (private subject to 3 rd party review) | | |
| Objectives for management | | |

| <i>Implementation</i> | <i>Resources (limitations)</i> | <i>Good Examples</i> |
|---|--------------------------------|----------------------|
| History of parcel management | | |
| Detailed wildlife prescriptions | | |
| Detailed management abstracts for RTE species | | |

How do we bridge forestry which is exempt from the Act to biodiversity management?

- Provide incentives to land owners for good management
- Look to noncommodity credits (t&e, water supply, invasive species control, etc.) rather than the \$500.00 commodity requirement

Problem Statement 3: What biological, chemical and physical attributes should be considered to rank protection needs of Highlands open waters (surface waters and wetlands)?

- Drains to public water supply**
- AMNET data**
- Wetland mosaics
- Wetland interconnectivity
- Riparian protection
- Seeps and springs protection
- Vernal pool and upland buffer protection
- Percent of watershed/impervious surface correlation
- pH
- Temperature
- Dissolved oxygen
- Dissolved solids
- Nitrogen
- Sedimentation
- IBI data
- Presence of contamination
- Natural Heritage plant communities
- Presence or absence of public sewer system
- Trout waters
- Mussel data
- Stream salamanders

Top Strategies Implementation, Constraints & Examples

Areas that drain to public water supply and AMNET data are top priorities. However, the TAC felt that all strategies need to be considered.

| <i>Implementation</i> | <i>Resources (limitations)</i> | <i>Good Examples</i> |
|--|--------------------------------------|---|
| Seep, spring and vernal pools (identification on broad scale has limitations. New York credits landowners for identifying and mapping vernal pools). | Time, money and resource constraints | Data clearinghouse: USGS, Upper Raritan |
| Application of standard metrics to identify/measure indicators | | |
| Identify unimpaired streams and C-1 streams | | |
| Identify watersheds – drinking water reservoirs/surface water uptake | | |
| Identify surficial link to aquifers | | |
| Develop ranking system | | |
| Identify indicator species | | |
| Correlate biological, chemical, and quarter quantity linkage | | |
| Identify/protect inter-wetland mosaics | | |
| Application of best management practices | | |

Problem Statement 4: What are the most effective methods and approaches to conserve biodiversity?

- Invasive species control and deer control**
- Management (There is a lack of management of public owned lands at all levels of government)**
- Management plans are needed for conservation easements**
- Maintain multiple age classes and harvest schedule (forest/wildlife benefits)**
- Offer incentives to private landowners to manage their land**
- Limit human disturbance
- Wildlife Action Plan – good tool
- Bigger is better
- Earthworm control
- Maintain a mosaic of forest types
- Is more biodiversity always good?
- Vulnerability of time scale and dynamics (400 year old forest vs. 10 year old forest)
- Balance core (forest interior) – early successional forest can occur within the core

- Provide funding to implement management plans
- Monitor what works and what does not work

Top Strategies Implementation, Constraints & Examples

Deer control, invasive species control, incentives to private landowners to manage their land, lack of management of public owned lands at all levels of government, need for management on conservation easements and the need to maintain multiple age classes and harvest schedule (forest/wildlife benefits).

| <i>Implementation</i> | <i>Resources (Limitations)</i> |
|--|---|
| Deer control - Highlands Council should encourage community based management plans | Money availability |
| Deer control - Hunting absent access | More state employees are needed to manage land |
| Deer control - Better decisions from the Hunting Council regarding does/bucks | Political will is needed to promote ideas and legislation |
| Deer control - Reclassify deer from game animal to pest | |
| Deer control - Market based hunting should be permitted | |
| Deer control - Legislation should outlaw deer feeding and refuges | |
| Deer control - Education is needed to play down the “Bambi” sentiment, address land owner objection, hunter opposition | |
| Deer control - The constitution of the Fish and Game Council (I didn't get all of this – TAC please complete) | |
| Invasives - Legislation should outlaw invasives in nurseries | |
| Invasives - Funding is needed for overseeing biological control of invasive species | |
| Invasives - Right-of-way requirements should address invasives | |
| Invasives - Cost share incentives should be provided to landowners to control invasives | |
| Invasives - Public land management is necessary since they provide a refuge for invasives | |
| Invasives - Educate the public that not all invasives are exotics. | |

| Implementation | Resources (Limitations) |
|--|--|
| Private Land Owner Incentives - Provide more funding for stewardship | |
| Private Land Owner Incentives - Increase state and federal appropriations for management (WHIP, etc.) | |
| Private Land Owner Incentives - Local ordinances should be standardized | |
| Lack of management on public land - Share technical expertise and cross communication between agencies, NGO's and different levels of government | |
| Lack of management on public land - Allow for third party review of management plans | |
| Lack of management on public land - Streamline the permit process for management (the process may take up to years to obtain) | |
| Lack of management on public land - A clear model and clear mandate is needed | |
| Lack of management on public land - Reasonable objectives and standards need to be in place (for management on public land) | |
| Lack of management on public land - Capital improvement projects should include management and inventory of resources | |
| Lack of management on public land - Establish private/public partnerships | |
| Conservation Easements - Institute a "working landscape" | Education (state frowns upon conservation easements) |
| Conservation Easements - Establish good model easement language | Funding |
| Conservation Easements - Easements should be periodically reviewed | |
| Conservation Easements - Strict enforcement of not adhering to easement requirements is necessary. | |
| Multiple age classes and harvest schedule - Inventories are necessary and should be mandated | |

| <i>Implementation</i> | <i>Resources (Limitations)</i> |
|---|--------------------------------|
| Multiple age classes and harvest schedule - Policy decisions and objectives should be clearly predefined | |
| Multiple age classes and harvest schedule - Management must take into account uneven age (at a smaller scale), configuration, and scale | |

Problem Statement 5: What criteria should be factored into developing steep slope categories for purposes of regulating land use and development?

- First define steep slope
- Soil types associated with slope
- SCS erodible soils
- Slopes over distances
- Variable
- Aspect
- Recovery
- Water quality
- Depth to bedrock
- K factor
- Percent slope
- Define erosion potential (light, moderate & extreme)
- Also protect less steep slopes located downslope of steep area
- Surrounding landscape and degree of degradation
- Talus slope
- Vegetation cover
- Understory structural diversity
- Why should a slope not be disturbed? Water quality degradation, flood hazard and downstream effect

Additional Issues and Comments to the Highlands Council:

1. The TACs caution the Highlands Council to clarify the intent and definition of certain words. As an example, “preservation” and “conservation” have different connotations and variations in approach.
2. *Preservation* equates to “hands off,” or to remain in a wilderness state. In certain cases this is a good strategy where old growth forest is maintained.
3. *Conservation* equates to ecosystem management/science based management which allows for a level of preservation.
4. How do we define *protection* and what approaches do we take?
5. Identify undeveloped tracts of land at the macro level

6. Incorporate forest management and look toward forest structure
7. Application of stewardship on large patches
8. Forest *protection* and *sustainability* are not exclusive of each other and share common goals.
9. How do we define *integrity*? (Reference Society of American Foresters definition)

HIGHLANDS COUNCIL TAC CHARRETTE
WORKGROUP REPORT

**Cultural/Historic/Scenic Resource Preservation,
Ecotourism, and Recreation**

Participants:

| | |
|---------------------------------|--|
| Dorothy Guzzo – Facilitator | State Historic Preservation Office |
| Laura Szwak – Recorder Day 1 | Highlands Council Staff |
| Ross MacDonald – Recorder Day 2 | Highlands Council Staff |
| Brian Morrell | Canal Society of New Jersey |
| Marion Harris | Morristown Historic Preservation |
| Julia Somers | Great Swamp Watershed Association |
| Kathy Murphy | Mt. Olive Township |
| Bill Drew | West Milford Township |
| Paul Bailey | West Milford Township Tourism Commission |
| Bill O’Hearn | Highlands Coalition |
| Bill Foelsch | New Jersey Recreation & Park Society |
| Edward Lenik | Sheffield Archaeological Consultants |
| Ian Burrow | Hunter & Associates |
| Robert Barth | Canal Society of New Jersey |
| Jennifer Zorn | Bikers for Open Space |
| Lauren Moore | NJ Department of Commerce |
| Rob Sparkes | Friends of Long Pond Ironworks |
| Michael Van Clef | Ecological Solutions |
| Kathie Gonick | NJ Pinelands Commission |
| Maryjude Haddock-Weiler | Highlands Council Staff |

Vision Statement:

The Highlands is about our heritage. We are losing money by not capturing, retaining and promoting the character of the region. Historic resources leverage private investment. We need to create a Highlands tourism entity to attract funding, promote redevelopment, reduce loss of resources, and educate the public about the value of historic resources. We need to be more central in the planning process. Resources have value sustained over time. Priority leads to the perception that we are saving everything.

Key TAC Recommendations to the Highlands Council:

Note: (X) indicates the number of votes for a particular strategy or recommendation.

1. Develop a stable source of funding to inventory and survey [existing resources] as a basis for protection, management, education and utilization. (8)
2. Develop a stable source of funding for stewardship of historic resources. (5)

3. Require (encourage ?) historic preservation elements in municipal master plans. (5)
4. Require (encourage ?) conservation elements that include scenic areas in municipal master plans. (0)
5. Designate historic districts to promote tourism, recognition, reservation and categorization for tourism potential. (3)
6. Adopt historic property reinvestment tax credit to leverage private investment.
7. Promote regional and national tourism by creating a Highlands Regional Tourism Council. (24)
8. Use historic structures to accommodate new uses and generate income.
9. Balance ecology and tourism; balance promotion and protection. (8)
10. Redefine/rename state tourism regions, i.e., Highlands vs. Skylands identity. Identify & develop themes to promote tourism [see 6].
11. Simplify state lease process to encourage preservation and use of resources (6)

Comprehensive Responses to Highlands Council Problem Statements:

Note: (X) indicates the number of votes for a particular strategy or recommendation.

Problem Statement 1: How do we identify historic, cultural, aesthetic, scenic and recreation resources in the Highlands region given that many are unknown and some private landowners are reluctant to volunteer presence of resources on their properties?

- Reach out to groups to collect data from constituent organizations, i.e. trails in the Highlands (2)
- Take advantage of data that already exists, such as DEP (GIS) natural resource data to identify scenic areas & lands to preserve. “Externalize” or share DEP data. (1)
- Establish a stable source of funding (at the state level & others) for regional survey/assessment work. (7)
- Engage local bodies/historic groups to help identify resources and to educate the public. (2)
- Establish criteria to survey scenic resources (look at DOT’s scenic byway program to start.)
- Develop a database of organization (historic societies, archaeological societies, etc.). Organizations can be conduits or partners for collecting data. Highlands Council should reach out to these entities.
- Need to organize & document existing information. (2)
- Motivate large landowners to identify historic resources/incentives. (1)
- Need to address gaps where local organizations don’t overlap or are available—
Need for overarching authority to collect comprehensive information

- Require historic preservation elements in each master plan. Conservation elements need to include scenic resources. (6)
- Requirement that a survey be done for state plan endorsement & program for smart growth eligibility. (1)
- Requirement for historic preservation and conservation elements, or at the least an inventory of historic, cultural, aesthetic & archaeological resources, in Highlands Planning Area towns.

Problem Statement 2: How do we promote the protection of cultural, historic, scenic and recreation resources in communities, with a special focus on those areas identified as appropriate for growth?

- Prioritize properties which are not now publicly owned and are at risk. Buy/acquire these properties outright or provide incentives (TDR, easements) to preserve resources (1)
- Highlands awards for good examples
- Work with other conservation groups (farmland preservation, others)
- Designate Historic Districts to promote tourism, recognition (7)
- Ongoing sensitivity training about the importance/specialness of Highlands through experiential tourism (includes education). Highlands has attractions that can be made into a marketable item.
- Property tax break for preserving tourism resources, especially resources that benefit local economy, includes commercial & residential
- Establish historic property rehabilitation credit (11)
- Support tax credit/tourism credits/local business incentives for tourism-related enterprises (1)
- Create Scenic byways—protects & identifies historic resources.
- Involve people who do not live or work in the Highlands to indicate or identify valuable resources for tourism.
- Broaden state tourism program to beyond the shore, to embrace natural, historic and cultural heritage of New Jersey. Change tourism label from Skylands to Highlands
- Adopt a regional tourism approach, includes beyond NJ (6)
- Develop enterprise zones, including business credits, lower sales tax, to encourage tourism, to attract shopping, etc. Promotes buy in from the community. (2)
- Provide resources at the state level available for marketing, etc.
- Fit concept of “special improvement areas” to promote tourism.
- Identify “no promotion zones”—those areas that should not be promoted for tourism to protect natural resources. Balance enterprise & protection zones. Protecting and promoting are not always complementary goals.
- Need for a regional entity to “guide” and direct tourism to areas that can withstand development needed for tourism—entity would keep track of visitation & control. (3)
- Develop a Visitors Bureau to promote major events in the Highlands and establish funding to sustain an organization. (4)
- Consolidate existing information into a Highlands events listing (such as Warren Happenings, etc.)

- Protect resources not at the expense of promotion. Balance ecology and tourism—scenic byways; Pinelands model (7)
- Produce corridor management plans—linked with scenic byway program; needs corridors with themes; process for working with municipalities. (3)
- Examine Watchable Wildlife program (national) as a model/approach that balances ecology & use. Brings people to a place and maintains the ecological integrity as well.
- Use historic structures to accommodate modern uses (such as cell phone towers in steeples)—also generates income. Possible incentive at the local level. (6)
- Develop Highlands Interpretive Plan that links story(ies) to resources to promote visitation, includes necessary interpretation.
- Establish TDR program for historic preservation for private landowners. (3)
- Develop guidelines for accepting new development in a sensitive manner, in the Highlands Planning area. (1)
- Promote State program consistency and coordination to avoid negative impacts on historic preservation. (1)
- Adopt a heritage corridors designations & approach—relies on a comprehensive inventory—for regional features, such as canals, bikeways, trails, etc. and cannot be promoted through municipalities alone—needs regional entity. (1)
- Incorporate heritage corridors into greenway plans/green infrastructure. Should be the basis of Highlands planning.
- Design control on new buildings and renovations. Standards should be outlined in the RMP.
- Establish a Highlands Design Advisory Board to provide municipal guidance. (3)
- Highlands Council should provide experts/resources to municipalities about developing tourism assets of the region—results in knowledge about what each town is doing—promote partnership through consistency of message (water protection). Provide a dose of eco-sensitivity when people visit the region or attend a non-ecotourism event, such as boat racing on Greenwood Lake. (50 million people living within driving distance of the Highlands) (3)
- Use glossy, catchy packaging (Delaware Bayshore book was shown) (1)
- Develop grant incentives to promote wholeness in Historic Districts. How a split between Preservation and Planning Areas will affect ranking bonuses. Example of a historic district split between Preservation & Planning areas and if a ranking bonus for state funds would be possible.

Problem Statement 3: How do we ensure that the security and safety of sites are not compromised when resources are publicly identified?

- Encourage Volunteer site stewards (Palisades Interstate Park Commission as a model) (2)
- Limit development to accommodate public access to sensitive areas. (3)
- Increase number of park rangers. (2)
- Engage police departments (on public lands only)
- Develop protocol for access to survey information or let everyone know!
- Instill sense of community value for historic places by promoting local investments in these places so looting is just “not done” (littering, as an example).
- Use NJ curriculum standards to sensitize and educate fourth graders.

- Highlands to promote standards (such as not removing hedgerows) as part of the RMP
- Encourage registration & increased enforcement of off-road vehicles and all terrain vehicle use. Adopt enforcement with “teeth”, including confiscation of vehicles. Use New Hampshire’s state program for registration as a potential model.

Problem Statement 4: How do we develop a regional identity for the Highlands to promote tourism and in the process protect historic, cultural scenic, archaeological and recreation resources?

- Develop a series of Highlands Visitor Centers at major gateways. (3)
- Promote concept of various transportation nodes to intersect with & connect with greenways—need knowledge of where trails begin & end (3)
- Build on regional initiatives already existing--Highlands Trail, book on hiking the Highlands, etc.
- Produce consistent, accurate signage—needs to coordinate with the state signage program. (4)
- Develop RV friendly areas—use “stickers” to identify these areas.
- Develop a branding campaign to match Highlands story (2)
- Redefine & rename state tourism regions, esp. naming one for the Highlands (5)
- Develop a National Heritage Corridor designation for the Highlands
- Establish Destination Marketing Organizations (DMOs) for Highlands. Deal with confusion at state tourism level. Sharing a name with the Skylands dilutes Highlands identify/brand

Problem Statement 5: What mechanisms and resources are needed to support stewardship of historic, archaeological, cultural and recreation resources on public lands? How do we reconcile potential conflicts between activities that promote tourism and recreation and natural/historic resource protection goals of the Highlands?

- Use of local Open Space Trusts for stewardship (2)
- Create separate trust for maintenance & repair of facilities at the local government level. (1)
- Change the “water fee legislation” so that 75% of the proceeds are used for land acquisition, not 25% as the current legislation reads.
- Promote volunteer stewardship on public lands, similar to adopt a trail; adopt a historic structure is not as encouraged (1)
- Simplify lease process to encourage use of historic structures. Need for long-term lease problematic. New enabling legislation to split up liability and simplify the leasing program. (6)
- Develop management agreements to allow nonprofit/volunteer stewards to help interpret/manage resources (1)
- Expand friends groups into county and local level.
- Share information about successful practices among counties, municipalities, such as use of low income housing on county parkland historic structures
- Develop management plans for all public parklands (1)

Cultural/Historic/Scenic Resource Preservation

Ecotourism and Recreation

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- Establish guidelines for dealing with historic bridges, such as Memorandum of Understanding with DOT or some other mechanism to preserve these structures, including money available to protect historic bridges.

HIGHLANDS COUNCIL TAC CHARRETTE
WORKGROUP REPORT

Land Preservation

Participants:

| | |
|-----------------------------|---|
| Laura Szwak – Facilitator | Highlands Council |
| Lynn Brass-Smith - Recorder | Highlands Council |
| Dennis Schvejda | New York-New Jersey Trail Conference |
| Ann Hardiman | Washington Borough Environmental Commission |
| Troy Ettelson | NJ Audubon Society |
| Mervyn Haines | |
| Steven Bruder | State Agricultural Development Committee |
| David Epstein | Morris Land Conservancy |
| Tom Wells | The Nature Conservancy |
| Bill O’Hearn | Highlands Coalition |
| Dennis Miranda | Forever Wild |
| Tim Brill | SADC |
| Tom Gravel | Trust for Public Land |
| Rich Hehmeyer | Trust for Public Land |
| Matt Polsky | Passaic River Coalition |
| Sylvia Kovacs | |
| Jon Wagar | Conservation Resources, Inc. |
| Dag Madara | North Jersey District Water Supply Commission |
| Debbie Pasquarelli | Highlands Council Member |
| Janice Kovach | Highlands Council Member |

Vision Statement:

An interconnected system of publicly & privately preserved lands and farms to achieve and maintain multiple benefits (farming, watershed protection, biodiversity, recreation, wildlife habitat, others). (Active management implied in preservation.)

Strategic Objectives:

- Adequate & additional funding for land acquisition and stewardship
- Highlands Council in coordinating role with education
- Promote wilderness values & restoration of wildland values
- Preserve wild quality of the Highlands landscape and functioning ecosystems
- Public & private management partnership to sustain multiple benefits

Key TAC Recommendations to the Highlands Council:

Note: (X) indicates the number of votes for a particular strategy or recommendation by members of this TAC charrette workgroup.

1. Develop an interconnected system of publicly & privately preserved lands and farms to achieve and maintain multiple benefits (farming, watershed protection, biodiversity, recreation, wildlife habitat, others). (Active management implied in preservation.) (58)
2. Develop additional stable funding sources for land acquisition & stewardship (Implementation of the RMP cannot succeed without them). (27)
3. Highlands Council should coordinate efforts & information (toolkits) to educate (13)
 - a. Landowners about land preservation acquisition and stewardship options (i.e. one-on-one basis, groups, networking) (4)
 - b. Municipalities about importance and incentives in adopting the RMP. (6)
 - c. Public about ecotourism opportunities in the Highlands (7)
 - d. Public about the long-term importance of the Highlands in providing drinking water. (3)

Comprehensive Responses to Highlands Council Problem Statements:

Note: (X) indicates the number of votes for a particular strategy or recommendation.

Problem Statement 1: What are the critical gaps in funding land preservation? How can land preservation funding be improved/leveraged to support Highlands land acquisition goals?

AND

Problem Statement 2: What new or improved funding tools are needed to provide stewardship of preserved lands in the Highlands?

- General:
 - Need for more money to fund land acquisition in the Highlands (15)
 - Improve the use of conservation easements
 - Stretch the money by buying easements vs. fee simple
 - Create standards for conservation easements to strengthen it as a tool; adopt standard conservation easement language
 - Promote nonprofit partnerships with state to monitor easements to encourage state to purchase more land
 - Public access requirements with state funding, esp. for private forest owners, inhibits conservation.
 - No funding for conservation easements, especially on forest lands
- County and municipal level:
 - Direct local governments to spending their funds in the Highlands Preservation Area (some are not)
 - Drive acquisition funding to proactively reach conservation goals than by reacting to funding opportunities
 - Educate local open space committees as well as agriculture advisory committees about options and need for stewardship practices

- Bridge acquisition & stewardship—through conformance to the RMP require municipal education about management and stewardship issues. (4)
- State level:
 - Support GSPT (funding is running out) (4)
 - Need stewardship funding for state land management activities. State land-managers are under funded to manage/monitor.
 - Adopt water consumption fee (7)
 - Natural Resource Damage (NRD) options
 - Establish parallel program in GSPT for stewardship (5)
 - Develop biodiversity focus funding—animal & plant folks need to integrate
 - Change budget structure—personnel & budget at Parks & Forestry is decreasing—need to work with legislators—coalition in NJ working on this issue for management of public lands (Missouri model)
 - Perform study to evaluate benefits of ecotourism and funding applications at the state and local government level
 - Develop friends groups for public lands
 - Improve coordination among state agencies for acquisition & stewardship support (2)
- Federal level:
 - Move federal funding approaches by continuing lobbying & outreach, esp. with 4 other Highlands states (7)
 - Support reauthorization of the 07 Farm Bill. Need to promote NJ receiving more money through this program for restoration/conservation since NJ does not get subsidy funding.
 - Use federal earmark process for funds (contact local congressman).
 - Build relationship w/legislators & congressional representatives
 - Farm commodity conflicts with conservation –based subsidy—global issue.
 - 1975 Forest Stewardship Act on the floor (1)

Problem Statement 3: What incentives can be provided to engage and motivate local government as stewardship partners?

- Municipal tools
 - Zoning (10)
 - Timed growth
 - Limiting infrastructure (watershed management focus; work w/DOT)
 - Model ordinances (conservation subdivisions; cluster development areas)
 - Eco-ag zoning (B&Bs; farms)—Need info re how to help municipalities
 - Mandated training for municipal officials, such as zoning boards
 - Conservation Zoning (does MLUL allow conservation zoning—see pinelands for examples)
 - Educate municipal planners
 - Reach out early to developers/planners to avoid confrontations down the road
- MLUL—avoid arbitrary & capricious—need planning groundwork such as good natural resource data, that can be used to translate into policy for master plans, then write ordinances to build on this structure. Be bold. (5)
- Toolbox of conservation ordinances (1)
- Use existing models such as Raritan Compact; Great Swamp 10 Towns Management Committee, Hunterdon Toolbox

- Use local open space trusts to fund stewardship & management activities—support application when acquisitions are complete (1)
- Need guidelines for Preservation/Planning split towns

Problem Statement 4: What incentives can be provided to engage and motivate private landowners as stewardship partners?

- Financial incentives for private landowner conservation (8)
- Educate landowners—in groups and individually to explain acquisition and stewardship options (8)
 - Encourage outreach by municipalities and counties (1)
 - Use ANJEC’s road shows as a model to educate local government officials. (2)
 - Audubon’s workshops
 - Audubon’s mailings (that get a 33% response rate)
 - Work with lease farmers (85% of farmers in Warren co.) & Farm Bureau who are resistant to these programs.
- CREP was given as an example. This program targets riparian and watershed protection and parcels of 12 acres or more are eligible. The federal government has made \$100 million available through this program, yet only \$10 million has been allocated. Need to engage landowners to take advantage of this funding for stewardship. Need to improve CREP (no middleman?)
- Establish a “hit squad” modeled after NJ Audubon’s program to assist landowners in managing their properties for wildlife/conservation goals. Audubon focuses on planning area farmland in the Highlands. There is a need to expand this program to north Jersey landowners in general. HC funding for hit squads
- Need for a similar “hit squad” approach for forest land management and enhancement.
- Promote leadership among landowners
- Educate public about the importance of land preservation to water resources HC (match regulation w/education)
- Educate landowners about preservation options and information
- Installment payments to encourage private landowners (1)
- Adopt a fairness approach, especially important for agricultural lands. What is reasonable compensation for farmers? How do we help the farmers but also balance good land management? (1)
- Maintain economic viability of farming & sustainable agriculture (1) (LIP marketed to farms not owned but leased.)
- Encourage landowners to voluntarily keep their lands open through current use assessment, using New Hampshire model as a guide
- Give landowners special treatment in capital gains—different approaches at the federal and state levels
- Give landowners additional incentives for natural resource protection & stewardship management (WHIP, NRCS existing programs, etc.) (1)
- Restrictions on deeds, such as impervious surface limits, when providing tax/other incentives for best stewardship practices
- Proactive acquisition & conservation—contact property owners in priority critical areas for acquisition and/or stewardship (2)
- Tax break for landowners with conservation easements, include woodlands—target education to tax assessors

- Match soil & water improvement and conservation practices with 8-year assessment. Renewal based on BMPs.
- Conservation tax incentive with a conservation assessment/stewardship focus rather than a commodity (trees) – need to change state constitution (6)
- Landowner incentive program (not doing well in NJ). Federal focus on T&E; farm bureau not supportive.
- Lease farmers incentives; not precluded from state farmland preservation funding—look ahead for where goods can be sold; local market cooperatives; agribusiness—shift money to sustainable practices. (1)
- Accelerate pace of acquisition process
- Provide knowledge about funding options & facilitate access to funding, for example, inform landowners about CREP—has a big application form

Problem Statement 5: In order to meet the goals for land preservation in the Highlands region, what land preservation tools, besides funding, are needed?

- Control white tailed deer (5)—strengthen/liberalize hunting regs (5)
- Promote Ecotourism in Highlands --Evaluation of owning land—no lead economic development entity in region; example of audubon guide in bayshore region; partnership w/ municipalities to create byways cooperatively—DOT incentives, inc. acquisition money
- Ag enterprise districts (Salem/Cumberland cos.)
- Retirement program to allow farmers to enroll in state program; health care programs for farmers
- Subsidies for certain crops
- Get younger people engaged in farming—(Genesis farm, as an example)—form cooperatives
- Help farmers use proceeds of farmland preservation to invest in different ag pursuits
- One on one education with landowners
- Promote farm bill to transition to different types of ag that will be more useful to NJ farmers, i.e. Ethanol, woodlands
- Strategies for “orphan” properties:
 - Adopt Forever Wild status (model program in NY state)
 - Small properties—donations; wills; tools not adequate for small properties; parcel based data will show priority smaller properties as infill, buffers, etc.; TDR credit equity; limited practical use program (pinelands); donors (nonprofit gifts, i.e. Church; entity to accept land as investment
 - Local environmental commissions can accept land on behalf of the township
 - Funding should be commensurate with quality & quantity of drinking water (formula approach)
 - Conservation value focuses on large properties
- Big picture thoughts:
 - Highlands Council is in the middle. Focus on “givings” not “takings.”
 - Farmers issues with threatened & endangered species—should be rewarded not felt that they have rights taken away.
 - Public outside Highlands should contribute to people protecting their drinking water supply.

- Leadership:
 - Void in leadership (2)—Needs to come from HC & other groups (2)—bridge differences
 - HC can sponsor forums for debate & discussion periodically (2)
 - Build consensus agenda (4) to work out differences on issues—HC to take a major role; provides continuity to continue dialogue.

- Landowner equity: Landowners claim equity removed in Preservation Area—saying no money to help them, don't want to give up rights yet—not ready to participate in preservation ---what are the strategies?
 - Work cooperatively to work out equity issues. Rather than freeze values at 8/9/04 (or 1/1/04), let value of land increase for purposes of TDR (4)
 - Financial planning—help them evaluate various alternatives—get group of financial planners together to assist landowners (1)

Additional Issues and Comments to the Highlands Council:

1. Marketing
2. Sustainable communities
3. Green buildings
4. The key is Highlands Council leadership

HIGHLANDS COUNCIL TAC CHARRETTE
WORKGROUP REPORT

**Land Use Planning/Green Construction/Housing
(Group 1)**

Participants:

| | |
|------------------------------------|---|
| Dianne Brake – Facilitator | Regional Planning Partnership |
| Maryjude Haddock-Weiler – Recorder | Highlands Council Staff |
| Candace M. Ashmun | Past Pinelands Commission member |
| David Grant | Geraldine R. Dodge Foundation |
| David Kinsey | Kinsey Hand |
| David Maski, PP, AICP | Schoor DePalma Engineers & Consultants |
| Debbie Lawlor | New Jersey Meadowlands Commission |
| Fred Suljic, PP | Consulting Town Planner - Vernon |
| Helen Heinrich | New Jersey Farm Bureau |
| Robert Bzilk, AICP, PP | Somerset County |
| Robert Fallone | Fallone Properties, LLC |
| Sandy Batty | Assn. of New Jersey Environmental Commissions |
| Susan Kraham | Rutgers Environmental Law Clinic |

Key TAC Recommendations to the Highlands Council:

1. Need a clear, tough plan based on data and that meets the goals of the Act.

Implementation Steps:

- A. Request additional time to complete the Highlands Regional Master Plan.
- B. Release a first draft as follows:

Implementation Steps:

- A. Request additional time to complete the Highlands Regional Master Plan.
- B. Release a first draft as follows:
 1. Highlands Council articulates the goals and objectives of the RMP as defined by the Act.
*** **Release document to the public.** ***
 2. Assemble data – enough data to define the ecological address of the Highlands and develop a clear process for updating.
*** **Release information to the public.** ***
 3. Conduct analysis and interpretation of data, develop possible scenarios.
*** **Consult with local officials, release printed materials, post on website, conduct sub-regional forums.** ***
 4. Produce a working land use capability map.
 5. Prepare a draft plan map and detailed policies and standards – this is the Draft Regional Master Plan.
 6. Conduct Public Hearings.

7. Develop a process for conformance and amendments and updates based on improved data.
8. Develop a process for monitoring success and establish an effective “call-up” process to ensure local implementation.
9. Adopt the Highlands Regional Master Plan!

2. Integrate policies and plans at all levels.

Implementation Steps:

- A. Ensure that the RMP is internally consistent.
- B. Integrate RMP with other plans at the state level, i.e., DEP, DOT, DCA, etc.
- C. Integrate RMP with county and municipal plans.

3. Clarify the process for resolving the tension between competing goals.

Implementation Steps:

- A. Examine the existing land use pattern.
- B. Determine what a desired land use pattern looks like.
- C. Resolution of existing land use pattern vs. desired land use pattern.

4. Provide for a full range of housing and employment.

Implementation Steps:

- A. Correlate housing need to the types of jobs being created.
- B. Provide choice in types of housing and types of communities.

5. Clearly articulate best practices and standards.

Implementation Steps:

- A. Define and explain green policies.
- B. Define and explain smart growth principles for the Highlands.

6. Include both carrots and sticks in implementation.

Implementation Steps:

- A. Identify or develop a stable source(s) of funding.
- B. Funding for planning, implementation and monitoring at every level.
- C. Water Tax.

7. Highlands Council should provide data and technical support to municipalities.

Implementation Steps:

- A. Increase local capacity to do planning.
- B. Increase funding to support municipal planning functions.

8. Communication must continue throughout the process.

Implementation Steps:

- A. Reach out to groups which have yet to be contacted, ex. Hispanics in Morris County.
 - B. Utilize printed material, ex. newspaper inserts.
 - C. Conduct sub-regional forums to reach out to the public.
 - D. Coordinate with local watershed groups.
 - E. Provide links from the Highlands website to other sites which will help educate and inform about the resources, the planning process and intended results.
 - F. Ensure that education and communication are integral components of each step of the planning process.
9. Secure legislative and executive leadership for the Regional Master Plan.

Comprehensive Responses to Highlands Council Problem Statements:

Problem Statement 1: What makes a community viable and what elements of a master plan are necessary in order to make it successful?

- The Highlands Regional Master Plan should mirror municipal master plans – will help with municipal compliance and implementation.
- Need a clear and tough plan that is in line with the data.
- Critical plan elements – Land Use, Conservation, Mobility/Access, Economic viability, Sewer/Water, Housing.

Problem Statement 2: How do we determine redevelopment areas within the Highlands that allow for: protection of natural resources, provide opportunities for a variety and choice of housing, economic viability and quality of life?

- Include both development and redevelopment, as well as centers.
- Need to first identify the clusters of economic activity – these economic engines can drive the other elements.
- Map environmental constraints.
- Market research approach to look for appropriate areas for development and redevelopment.
- Make the choice of whether the Regional Master Plan should set out to Protect the resource first as a priority or Advance economic development. Prioritize the various objectives of the master plan and create a hierarchy where appropriate. Once the decision is made, this will provide the predictability.
- Need flexibility because economies are not static.
- Promote mixed use areas – distinguish between redevelopment as an activity vs. redevelopment under the law.
- Identify large land areas that can serve development objectives.
- Regional Master Plan must strive for balance between growth and available infrastructure, ex. transit opportunities combined with sewer areas to encourage growth.
- Housing needs should address a full range of housing needs (not just COAH) – correlate housing needs to the types of jobs being created.
- Consider types of growth desired – look at trend and other options and decide how we want to grow.

- Need to provide choice in types of housing and types of communities.
- Make sure that development areas are large enough to accommodate future growth.
- Economic incentives w/in Highlands Region are not available outside Highlands – incentives to develop w/mixed use, especially important w/housing & school costs.
- Design standards for COAH housing – integrate w/in community, utilize creative design.
- COAH housing can be accommodated in many ways, ex. retrofit existing structures.
- Address middle income housing – promote what is not being provided, offer a wide range & consider the region's socio-economic base.
- Balance development with preservation – smaller lots for building with land saved for open space.
- Require middle income housing as part of local master planning.

Problem Statement 3: How do you correlate regional planning, infrastructure and green construction so that it empowers a municipality's ability to make the best use of existing systems and allow for innovative or alternative technologies to be employed?

- Plan should clearly articulate a desire for green policies and best management practices -- include incentives to get them implemented.
- Need a clear, tough plan based on data.
- Highlands Regional Master Plan must include specifics, standards, guidelines, etc.
- Understand cumulative impacts of decisions at all levels, ex. cumulative effects within a sub-watershed.
- Devise a way to gain the benefits of the Pinelands' "call-up" system which gives the regional planning entity added authority.
- Municipal decisions by Highlands towns have impacts on neighboring towns – base decisions on consistent information.
- Tie various carrots and sticks together to achieve plan goals and objectives (good bundles will provide linkages).
- Reduce municipal costs by promoting shared services opportunities.

Problem Statement 4: How do we empower municipal entities to implement the Regional Master Plan locally, which of course includes a sustainable vision for their community? What technical resources, incentive programs or existing opportunities would best serve this purpose?

- Provide funding for officials to implement elements of the plan – carrots.
- Highland Council should provide data and technical support to local planning entities.
- Resolve tensions between local and regional conflicts – the cause and effects are the responsibility of the Highlands Council.
- One stop shopping for technical resources, such as GIS, coordinate provision of resources to municipalities.
- Funding for municipalities to upgrade technology and data – Highlands Council could provide consistent systems and make data readily available (ex. Somerset County).
- Incentives tied to technical resources, ex. farm owners and Dep't of Agric. resources.
- Landowners have responsibility to move plans forward, engage them.
- Fully identify all stakeholders affirmatively.
- Ongoing information – utilize technology to disseminate information, ex. public media, websites, etc.

- Make the planning process iterative – release documents continually throughout the process.
- Heavy incentives to gain compliance.
- Provide technical and professional support to local governments.
- Provide clarity for municipalities.
- Advancing the “vision” each town has for itself – education, incentives.

Problem Statement 5: How do we establish a framework that enables communities to encourage stakeholder participation in implementing a regional plan at a local level?

- Advisory committees that have authority.
- Consensus-building process.
- Clarity of authority and regional consistency.
- Communicate the BIG picture and the overall goals and objectives of the plan.
- Include both carrots and sticks at different levels of government.
- Need a transparent process, ex. nitrate dilution model.
- Outreach programs and interagency coordination – stakeholders need to know what programs exist.

Problem Statement 6: How do you make regional planning in New Jersey predictable and streamlined?

- Highlands Council needs the authority to move projects forward that advance the regional master plan.
- Propose and adopt all policies by rule – this creates transparency.
- Web-publish data, policy maps, etc. so information is easily available and regulations and rules are understandable.
- Integrate plans and policies at all levels of government – vertically and horizontally.
- Establish an understandable relationship between existing local planning and regional policies.
- Centralize planning and permitting authority – one-stop shopping.
- Consensus building along the way.
- Predictability in planning vs. predictability in implementation (ex. permits, investments).
- Combine functions and eliminate redundancy.
- Advisory groups for planning – formalize a process.
- Internal consistency within the RMP.
- Resolve potential goal/objective conflicts within the Regional Master Plan (ex. preservation vs. growth).
- Process must be clear!
- Need a consistent, clear message from the Administration.
- There ought to be more standard elements within the Regional Master Plan than have currently been identified.

HIGHLANDS COUNCIL TAC CHARRETTE
WORKGROUP REPORT

**Land Use Planning/Green Construction/Housing
(Group 2)**

Participants:

| | |
|---------------------------|--|
| Noell Reeve – Facilitator | Regional Planning Partnership |
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| Ann Waters | Office of Smart Growth |
| Betsy McKenzie | Mount Laurel Master |
| Chris Sturm | New Jersey Future |
| Elizabeth George Cheniara | NJ Builders Association |
| Eric Stiles | New Jersey Audubon Society |
| Frank Banisch | Banisch Associates, Inc |
| Jessica Rittler Sanchez | Delaware River Basin Commission |
| Joan Fischer | Raritan Highlands Compact |
| Michelle Knapik | Geraldine R. Dodge Foundation |
| Paul Chrystie | Coalition for Affordable Housing & Environment |
| Sandy Batty | Assoc. of NJ Environmental Commissions |
| Steven Bruder | State Agriculture Development Committee |
| Stuart D. Sendell | Community Foundation of New Jersey |
| Wilma Frey | New Jersey Conservation Foundation |

Key TAC Recommendations to the Highlands Council:

- 1) Encourage innovative land use, design and construction approaches for regional Master Plan implementation.
 - Regulatory framework based on “Performance Standards”
 - Encourage private sector innovation
 - Highlands Council serve as an advocate for development and use of innovative/alternative technologies, e.g. Wastewater, storm water, green building
- 2) Ensure state agency consistency in support of the Regional Master Plan, e.g. Plan Endorsement prioritized for towns proposing Highlands TDR Receiving
- 3) The Highlands Council should develop customized outreach and education packages including:
 - Visioning
 - Technical training
 - Scenario Planning
 - Asset Mapping
 - Graphics

- 4) Identify innovative finance mechanisms. E.g. work with financial sector on loans that support smart growth principles and the Regional Master Plan, allow the Highlands Council to grant to inter municipal and county groups, pursue tax base sharing.
- 5) Ensure that the Plan Conformance process includes a petition to COAH for substantive certification as a mandatory/required component of approval by Council, e.g. minimize “builders remedy” litigation.
- 6) Ensure ongoing implementation of Plan Conformance e.g. develop a “feedback loop” model to communicate with stakeholders to insure success, develop indicators in support of the feedback loop model.

Comprehensive Responses to Highlands Council Problem Statements:

Problem Statement 1: How can we use the regulatory framework to build consensus at all levels of government about the importance of balancing environmental, economic and social sustainability?

- Visioning with stakeholders; need dedicated funding source to address/meet the vision
- Educate stakeholders about data, capacity analysis within the mandate, economic growth beyond the 88 towns
- Regulatory Framework – allows for technical training; program development outreach professional development include real estate agents and developers
- Develop communications method for building consensus
- Create Incentives and Disincentives (Energy Star funding)
- Establish a regulatory basement – the minimum standard
- The regulations establish the objectives of the Act, the regulations are not part of consensus building. The RMP needs to be the mechanism for coordinating the regulations on the ground. Build consensus and vision, particularly for the planning area
- Ecosystem capacity needs to be understood
- Capacity of static and dynamic resources needs to be understood and mapped.
- Articulate linkages between the data (capacity analysis) and the Mandates

Problem Statement 2: How do you empower municipal entities to articulate and act upon a sustainable vision for their community and the region? (Vision for positive change does not mean no growth, but appropriate or better growth).

- Guide investment into appropriate area
- Use local knowledge as a means to empower municipal entities; provide technical resources
- “Go out and sell it” – Real benefits identified/understood
- Define “sustainable” as part of the implementation
- ID touchstones for sustainability
- Do scenario planning with towns
- Work with municipalities and counties collectively; Highlands Council allows for regional group of counties and municipalities – i.e. Raritan-Highlands Compact needs to allow for inter-municipal grants

- Make the data/capacity readily available to the public
- Include outreach to local knowledge as process for data input
- Create variety and choice of housing options; foster development that supports that vision; encourage innovative/alternative technologies – DEP approval methods; green building
- Revamp tax system burden/structure
- Increase grants/in-kind contributions to allow for municipalities to get tech. assistance
- Develop direct contact with state agencies
- Cross-pollinate Government programs
- Facilitate restructuring of local governance
- Balance growth beyond the region, be aware of the ripple effect potential of the Act.
- Get rid of existing “stovepipes”

Problem Statement 3: How do you foster opportunities for shared services and inter-municipal agreements?

- Build the incentives in the Highlands Act itself
 - Clearing house for growth management within and beyond the region
 - Make Highlands Council clearing house for incentives
 - Provide a menu of options
- Highlands-Raritan Compact- good example/model
- Provide training, technical resources, data sharing
- Empower existing regional organizations via the Council
- Use lessons learned from other Regional Planning entities
- Use conformance process for extended growth management in the Region
- Voluntary growth shouldn't get legal shield without meeting affordable housing obligation (constitutional obligation)

Problem Statement 4: How do we ensure that regional development decisions are based on an accurate understanding of all existing and planned infrastructure?

- Add green infrastructure to the list (Ex: Garden State Greenways)
- Housing obligations need to work with COAH to look at additional objects
- Get an accurate understanding of that infrastructure; identify infrastructure reality
- Evaluate infrastructure within Land Use Capability Map and identify Infrastructure/Resource conflicts
- Highlands Council should fund/support updated WQMP work with DEP
- Create a feedback loop about infrastructure utilizing local knowledge; develop a model – use national examples like “COMSTAT” process
- Make sure municipality level of information is easily understood – RMP audience is municipal officials
- Identify incentives for addressing conflicts of infrastructure/resource
- Develop a consistent message about infrastructure for use by various levels of government and stick to it; Vertical and horizontal integration of agencies – MOU or MOA consistency
- Empower innovative/alternative technologies; Regulatory regime built on performance standards approach
 - Identify and understand the road blocks; barriers

- Link performance standards; get rid of stovepipes
- DEP missing opportunities others have overcome with alternative systems; Ex: PA approach to waste water management, US Green Building Council
- Re-align existing funding programs to a paradigmatic change to performance STDS
- Consider a mandatory requirement for towns to go through a visioning process in order to get conformance

Problem Statement 5: How do you incorporate innovative/alternative approaches as a means to achieve RMP goals?

- BPU Clean Energy Program leverage; Reinstate Clean Energy Star Program funding incentive
- Partner with builders to engage in LEED, affordable housing , Pilot Programs – Demonstration Project including partnership with private communities
- Use market driven incentive mechanisms drawn from existing national examples

Problem Statement 6: How can we integrate mixed land uses and other smart growth components into communities in order to foster attractive, walkable, livable communities with a strong sense of place?

- Develop mechanisms for financing that support smart growth principles to help stop the fragmented approach to development (Ex: Lending institutions)
- Define for each community an identity or vision that supports a sense of place
- Use a regional approach to support a sense of place
- Support with visioning, technical support; need to look both forwards and backwards; Regional context needs to be strong
- Use tax base sharing incentives to implement RMP goals
- Council sit down; roll up sleeves to work with each town to identify and plan as a means to guide and empower
- Bring better design into this whole process; Highlands Council could use a Design award approach or other mechanism to incent Innovative/Alternative, Green Building, and Historic/Cultural approaches
- Infill in existing suburban areas – APA project
- Evaluate how zoning influences development.
- Use asset mapping for communities as a tool
- Evaluate the desire in the market of the Highlands Region for walkability and connectivity.
- Use graphics to demonstrate density and mixed use

Problem Statement 7: How can we ensure that communities provide quality housing that represents a variety and choice of options for people of all income?

- Eliminate current impediments from Property Tax reform
- Range and Definition of Affordable Housing needs to be addressed
- McMansion white elephants need to be addressed within RMP and housing market
- Evaluate Employer/Housing relationships
- Address agency difficulty in working towards affordable housing
 - COAH a concern

- Interagency MOA between COAH and Highlands Council
- Capitalize on underutilized land like Greyfields and Brownfields as opportunity for housing; develop incentive program
- Inclusionary housing design should be improved
- Identify and Empower best management practices for addressing housing (Ex: Madison for inter-mixed housing)
- Highlands Council should evaluate COAH Growth Share implications for the region
- Make conformance process include COAH filing as a mandatory/required component of conformance approval
- Streamlined approval process as an incentive
- Council should serve a technical resource and clearing house for affordable housing implementation; advocate for better funding; equitable distribution of housing funds

Problem Statement 8: Examples of Best Planning Practices

- 10 Towns in Great Swamp
- Lancaster PA – Urban Growth Containment
- LEED for Neighborhood Development Certification Program
- Meadowlands Regional Plan (new)
- Pinelands Regional Plan
- Portland Urban Growth Plan
- Franklin Twp/Woodstown – Conservation Planning
- Tax Base sharing for center-like development

HIGHLANDS COUNCIL TAC CHARRETTE
WORKGROUP REPORT

Sustainable Agriculture

Participants:

| | |
|----------------------------|--|
| Tim Brill – Facilitator | State Agriculture Development Committee |
| Kim Ball Kaiser – Recorder | Highlands Council Staff |
| Amy Hansen | NJ Conservation Foundation |
| Dave Clapp | Natural Resources Conservation Development |
| Devlen Mackey | County Agricultural Board Warren County |
| Gabi Grunstein | New Jersey Farm Bureau |
| Greg Donaldson | Highlands farmer |
| Hank Klumpp | Highlands farmer |
| Kent Hardmeyer | USDA Natural Resources Conservation Svc. |
| Monique Purcell | NJ Department of Agriculture |
| Peter Melick | State Board of Agriculture |
| Sylvia Kovacs | |

Key TAC Recommendations to the Highlands Council:

1. Dedicated funding for equity protection/compensation
 - a. TDR
 - b. Water Consumption Fee
 - c. GSPT reauthorization
 - d. State loan guarantee program
2. Agriculture friendly municipalities
 - a. Uniform thresholds for ordinances/policies used by towns
 - b. Re-examine existing ordinances
 - c. Re-examine fee structure for permitting
 - d. Establish agriculture committees with power, enabling legislation needed
 - e. Right to Farm ordinance based on State model
 - f. Deed Notice to all residential development and resale neighboring farms about right to farm
 - g. Treat silviculture as agriculture
 - h. Educate and outreach to government and public about farming
 - i. Simplified/streamlined site plan review for farm activities
3. Stewardship
 - a. Water Stewardship Bonus from State – payments based on recharge rates/acreage/soil type/ conservation management plan
 - b. Address environmental issues with farm conservation plans – not regulations
 - c. Have cost share funding and technical assistance for State and federal conservation programs
4. Temper DEP rules to consider agricultural perspective

- a. Clarify exemptions in rules – i.e. conservation restriction and exempt single family construction
 - b. Ease restrictions on labor housing
 - c. Ensure water supply for farming
5. Wildlife Control
- a. Make deer and geese a commodity to help reduce crop damage
 - b. Restore “Earn A Buck” program
 - c. Active management and stewardship for natural resources
6. Viable Agriculture
- a. Make healthcare and pensions available
 - b. Affordable land
 - c. New farmer programs to foster future farming
 - d. Expand markets
 - e. Provide forums to resolve issues/disputes between the agriculture community and others

Comprehensive Responses to Highlands Council Problem Statements:

- Equity very important
 - Needed for borrowing capacity
 - Need flexibility to be able to divest of or develop parcels if monetary need arises.
 - Implementation
 - Water Consumption Fee to pay for equity
 - Repeal Highlands Act, put money for Act toward farmland preservation
 - More funds for easement purchase
 - Ability to sell off/develop lots
 - Funds for more fee acquisition
 - Reauthorization of GSPT
 - Value land at development FMV
 - Re-exam appraisal methodology
- Euro/Rain fee
 - Implementation
 - Payments for recharge rate/acreage/soil/conservation management practices
 - NRCS conservation security program
 - Need funding source
 - Water consumption fee should be paid by ALL purveyors who use Highlands waters
- NRCS and other conservation programs

- Implementation
 - Education for landowners of program availability
 - Technical assistance and help in applying for programs
 - Cost share funds
 - Land forum for conservation and other programs
 - Use GIS to identify landowners who would benefit from programs
- Agriculture Friendly Municipalities
 - Lack of restrictive ordinances
 - Easier local permitting
 - Right to Farm ordinances based on State model
 - Agricultural Advisory Committee
 - Treat Silviculture as Agriculture
 - Farm building should be tax exempt
 - Notices in Deeds of neighboring property owners of Right to Farm
 - Farm markets to have less burdensome site plan requirements – health and safety issues OK
 - Implementation
 - Educate municipalities
 - Agricultural Committee should have authority and need enabling legislation
 - Thresholds in ordinances and policies needed for Ag friendly town status
 - Farm market site plan reviews streamlined and simplified
 - CADB to approve farm markets in lieu of municipal approvals
 - Standards for farm markets tied to farming
 - Review existing ordinances
 - Signs
 - Fencing
 - Labor Housing
 - Firearms
 - Burning
- Lessen NJDEP requirements
 - Implementation
 - Address issues through farm conservation plans
 - Eliminate septic density rules – 88/25
 - Do not reduce water allocations
- Wildlife control
 - Implementation
 - Make deer and geese a commodity
 - Change Fish and Wildlife deer rules

HIGHLANDS COUNCIL TAC CHARRETTE
WORKGROUP REPORT

Transfer of Development Rights

Participants:

| | |
|-------------------------------|-----------------------------------|
| Chuck Gallagher – Facilitator | Former Highlands Council Staff |
| Jeff LeJava – Recorder | Highlands Council Staff |
| Candace M Ashmun | Past Pinelands Commission member |
| Charles Sarlo, Esq. | DMR Architects |
| Chris Sturm | New Jersey Future |
| David Bossart | Bossart Builders |
| David Manhardt | Township of Sparta |
| Debbie Lawlor | New Jersey Meadowlands Commission |
| Denis O’Rourke | Skylands Community Bank |
| Dennis J. Kirnwan, AICP, PP | Clifton City Planner |
| Ed Wengryn | New Jersey Farm Bureau |
| Eric Stiles | New Jersey Audubon Society |
| Helen Heinrich | New Jersey Farm Bureau |
| Jay Cronce | Jay E. Cronce Realtors, LLC |
| Joy Farber | Ringwood Planning Board Chair |
| Mike Bolan | Banisch Associates, Inc. |
| Monique Purcell | NJ Department of Agriculture |
| Peter Melick | State Board of Agriculture |
| Amy Hansen | NJ Conservation Foundation |
| Tony O’Donnell | NJ Pinelands Commission |

Vision Statement:

Allocate TDR credits and plan receiving areas with an eye towards protecting sending area landowner equity while making sure that TDR credits are only used in well planned and well prepared receiving areas that, when built, will meet the goals of the Regional Master Plan.

Key TAC Recommendations to the Highlands Council:

1. Keep allocation of credits simple, regional and uniform
2. Use an active Highlands TDR credit bank to serve as an “exchange” to account for regional valuation differences in both sending and receiving areas
3. Allocated TDR credits to undevelopable resource lands as well, because these lands have a unique value not reflected in traditional valuations of development rights
4. The Highlands Council needs to establish other means for credit demand, including:
 - a. Settlement of natural resource damages (NRD) claims

- b. Variances
 - c. Allow private land trusts to buy TDR credits for retirement
5. The Highlands Council needs to make a long-term commitment to balance supply and demand of credits to maintain their value over time
 6. Ensure appropriately designated and designed receiving areas that do not exceed the carrying capacity (both ecological and infrastructure-related).

Comprehensive Responses to Highlands Council Problem Statements:

Problem Statement: How do we identify which properties affected by the Highlands Act can participate in the Highlands Region TDR Program?

1. Keep the allocation formula simple and regional. One way to do this is to allocate credits regionally based upon land capability as is done in both the Pinelands and Chesterfield Twp. TDR programs. (By way of example, the Chesterfield program allocates credits in a way that is tied to “suitability for septic” 1 credit for every 3 acres of prime land, 1 credit for every 10 acres of secondary soils and 1 credit for every 50 acres of highly constrained soils.)
2. The method of allocation of credits should reflect the differences that exist in the real estate markets throughout the 7-county region.
3. The allocation of credits should be based upon the value of net loss of development potential.
4. The allocation of credits should reflect the county-wide value of real estate as determined by the compilation and analysis of updated real estate data.
5. Important resource lands, such as wetlands and woodlands, should be given a bonus award of some sort to promote their enrollment in a TDR program.

Problem Statement: How can development rights or TDR credits be valued to ensure that the TDR program addresses affected landowners’ equity concerns?

1. Credits are valued like any other commodity. Their value rises and falls with the demand for them in the marketplace.
2. Method of valuation should reflect the different real estate markets that exist across the 7 counties.

Problem Statement: What incentives are necessary to encourage municipalities in the Planning Area and within the seven counties outside of the Highlands Region to serve as voluntary receiving zones?

1. For every dollar in receiving area funds a receiving area municipality generates, the municipality receives a dollar from the state for open lands acquisition or infrastructure improvements.
2. The designation of smart growth zones as is done in MA where the state pays for costs of educating school children within that zone.

3. Highlands Council should provide grants for improvements to public infrastructure like municipal buildings...as opposed to water and sewer improvements.

Problem Statement: What incentives can be provided to developers to encourage their participation in a Highlands Region TDR program?

1. The Highlands Region TDR Program must ensure predictability and certainty for developers building in designated voluntary TDR receiving zones.
2. Hamlet development should be permitted in the Preservation Area utilizing TDR, clustering and other land use tools for smart growth (this would be new development on greenfields, similar to Chesterfield).
3. With respect to development with TDR credits, the focus should be on redevelopment opportunities within the Highlands Region first, and then look outside the Region.

Problem Statement: What incentives can be provided to farmers to encourage their participation in a Highlands Region TDR program?

1. TDR credits must have real value and the market must be readily observable.
2. Farmers who sell their TDR credits should only be selling their development rights and not additional restrictions.
3. The Highlands Region TDR Program must not be more restrictive than the Farmland Preservation Program or Green Acres. In fact, it should be less restrictive than those programs to encourage participation.
4. Farmers must have options as to when they may sell their TDR credits, and how many they sell at one time.
5. Educate farmers on the process of applying for TDR credit certification.
6. Provide farmers with an appeal process where they believe they are entitled to more TDR credits than what has been assigned by the Highlands Council TDR Program.

Additional Issues and Comments to the Highlands Council:

The Highlands Council should convene the TDR TAC at regular intervals between now and adoption of the Regional Master Plan to get input and reaction on various aspects of the TDR program.

HIGHLANDS COUNCIL TAC CHARRETTE
WORKGROUP REPORT

Transportation

Participants:

| | |
|----------------------------------|---|
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| Gail Yazersky – Recorder Day 2 | Highlands Council Staff |
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| Damien Newton | Tri-State Transportation Campaign |
| Denice DaCunha | The RBA Group |
| Gordon Meth | Greenman Pederson, Inc. |
| Jim Tripp | Environmental Defense |
| Martin E. Robins | Alan M. Voorhees Transportation Center |
| Peter F. Kremer, PP, AICP | Parsons Brinkerhoff Quade & Douglas, Inc. |
| Robert Rau, Jr. | Cotswold Properties, Inc. |
| Stephen Rice | Morris County Dept. of Planning & Dev. |
| Walter Lane | Somerset County Planning Department |
| Jack Kanarek | NJ Transit |
| Nancy Christensen | Tri State Transportation Campaign |

Vision Statement:

Create a more efficient and sustainable multi-modal system that will provide mobility and accessibility while supporting environmental goals.

Key TAC Recommendations to the Highlands Council:

1. Revise Municipal Land Use Law to require Multi-Modal Circulation Element
 - a. Traveler safety
 - b. Sustainable
 - c. Accessible
 - d. Efficient
2. Within the Highlands the Land Use, Environmental, Transportation and Water Allocation Plans must be coordinated and integrated and must focus development (Transit villages, etc.) where transportation infrastructure can support it.
3. Modify restrictions against additional roadway capacity (per H. Act) so that multi-modal efficiencies can be obtained.
4. Invest in Transportation Demand Management (TDM) and Enhancements
 - a. Small opportunities can make big changes
 - b. Spot improvements (signage, agri-tourism, intersections, corridors)

- c. Utilization of shoulders for bus, van and carpools
5. Highlands Council must participate in transportation planning and programming at the North Jersey Transportation Planning Authority (NJTPA)
6. Support dedicated gas tax and other pricing strategies to fund transportation enhancement and to balance travel demand
7. Accessibility and mobility for all travelers is critical; important to focus on much more than commuters and automobile travel

Comprehensive Responses to Highlands Council Problem Statements:

Problem Statement 1: When existing infrastructure is at capacity, where is additional traffic growth most appropriate? How do we identify roadways that cannot sustain additional vehicular growth?

- Issue with capacity methodology – once location(s) for growth are determined – back into transportation
- Define study limits
- Invest in transportation to serve goals of Highlands Act
- Congestion pricing
- Understand traffic patterns in order to deal with them
- Study origin and destination information
- Inventory office space approved but not built and vacancy rates
- Problem Statements 1 & 2 must be talked about together
- Talk about ‘travel’ not traffic and modes of transportation and match with land use
- Capacity increases should be off the table
- Preserve existing infrastructure

Problem Statement : How do we use land use planning to minimize impacts on the transportation system?

- Recognize that transportation is always playing catchup; there will always be capacity issues in urban areas
- Need transit accessible work
- Lackawanna cutoff suggested as a good idea to relieve congestion on I-80 (although not all agreed)
- Need regional transportation model
- Tax on miles driven (Oregon)
- Tiers on where and when traveled
- Capacity improvements to improve efficiency and safety
- Talk about buses not trains
- Global vs. local planning

Problem Statement 3: What land planning and transportation techniques should be incorporated to maximize multi-modal transportation opportunities in growth areas?

- New developments should have TDM & transportation planning with it – bus stops, etc.
- Circulation must be balanced/comprehensive as a system – land use goes to what's buildable – municipal education
- Municipalities must be able to control roadway impacts in development process and land use policy

Problem Statement 4: What transportation planning and management strategies can be used to protect the uniqueness of the Highlands area natural resources? How can we coordinate the implementation of transportation plans and management strategies among regional and statewide transportation agencies and technical experts?

- Dialogue with state agencies that deal with travel
- Locations for redevelopment - density near multi-modal approach:
 - TDR (Transfer of Development Rights)
 - Funding source for Transportation Development Districts (TDDs)
 - Support Shuttles
 - Support Non-traditional means
- Land Use planning should focus on where travel can be served
- Include Non traditional players such as schools and fold into land use:
 - Tourism
 - Public safety
- Mixed use redevelopment planning to have people work and live in same place
- Walkable communities, utilize existing centers in Highlands
- Vans and carpooling incentives
- High Occupancy Vehicle (HOV) lanes
- Think about choices 30 years out when gas could be \$10/gallon
- Raise gas tax (negative effect on business)
- Spot capacity improvements
 - Queue jumps
 - Use shoulders where safety is not an issue – bus lanes; other HOV vehicles
 - Lot of little things to make big improvement
- Check Rt. 57 strategies (Project Toolkit)
- Incident management plans – public safety
- Mechanism to fund TDMs by corporate employees an issue – Transportation Enhancement Districts (TEDs)
- Congestion seen as government problem not individual/corporate
 - Same pricing system for roadways
- Require transportation demand management strategies in municipalities
- Less parking to force people to use transit
- Parity of transit benefits
- Shorter work week/longer day
- Municipalities can't have final approval - County?

Problem Statement 5: What are the key air quality issues related to transportation that affect the Highlands Region? What are the key stationary source issues that affect the Highlands Region? What measures or strategies could be employed to reduce air quality impacts?

- Reduce congestion/use congestion reduction strategies
- Stationary sources already regulated
- Buses/ - emphasis on clean fuel/trucks/fleets
- Regulate unregulated area; all sources of combustion engines

Top Strategies Implementation, Constraints & Examples:

Strategy 1 - Municipal Education

1. Incorporate NJDOT Model Circulation Plan and make it available and promote it
2. Create Toolkit for Municipalities & Concerned Citizens
 - a. Bring in Educators/Speakers and set up Speaker's Bureau
 - b. Educate locally and regionally
 - i. Planning Boards
 - ii. Municipal Governments
3. Regulation Refinement
 - a. Best practices and other regulations from around the country

Strategy 2 - Small Opportunities Can Make Big Change

1. Highlands Council to bring agencies together NJTPA, NJDOT, NJ Transit and encourage non-traditional remedies
2. Provide early project coordination
 1. Check TIP and current projects

Strategy 3 - Transit Enhancements

1. More efficiency and connectivity
2. State and federal resources
3. Public/Private partnerships
4. Change law to allow out of state buses to pick up and drop off in NJ

Strategy 4 – Travel Demand Management (TDM)

1. More public transit
2. State legislation

Strategy 5 - Link Land Use, Environment and Transit

1. Highlands Council key player
2. Long-term planning by transportation agencies
3. Multi-state/regional transportation planning with PA and NY

Strategy 6 - Pricing Incentives/Sticks

1. Highlands Council support for gas tax increase
2. Fees on developers for transit
3. Incentives to employers to support programs
4. Roadway pricing with money to go to Highlands programs
5. Check new federal law (SAFETEA-LU) for opportunities

Strategy 7 - Develop Corridor Strategies

1. NJTPA/Highlands Council coordination needed
2. Highlands Council encouragement needed

3. Dovetail with Strategy #1 - Municipal Education

Strategy 8 - Development/Redevelopment

1. State legislation
2. Incentives

Additional Issues and Comments to the Highlands Council:

2. Tourism and transportation – signage, parking and increased transit service; connect recreation to transportation via clean fuel vehicles
3. Goods movement needs to be addressed in plan
4. Scenic corridors – designate scenic byways; use NJDOT program
5. Integrate farmers needs into transportation – slow moving traffic, wider shoulders on bridges, signal timing (farm vehicles travel at slower speeds)
6. What about capacity issues outside region? – bring PA in to the discussion
7. Highlands Council has to take a position and be a one-stop for all concerning:
 - a. Policy
 - b. Advocacy
 - c. Education
 - d. Communications

HIGHLANDS COUNCIL TAC CHARRETTE
WORKGROUP REPORT

Utility Capacity

Participants:

| | |
|------------------------------|--|
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| Bill Hutchinson | Southeast Morris Municipal Utilities Authority |
| Edward Ho | Rockaway Valley Regional Sewer Authority |
| Eric Wilkinson | New Jersey Board of Public Utilities |
| Justin Mahon | Malcolm Pirnie, Inc. |
| Laurette Kratina | Somerset County Planning |
| Matt Sprung | K. Hovnanian Companies |
| Pat Matarazzo | Township of Verona |
| Pen Tao | North Jersey District Water Supply |
| Peter Messina | Bernards Township |
| Tom Mazzaccaro | Montville Municipal Utilities Authority |
| Michelle Burke | Morris County Municipal Utilities Authority |

Key TAC Recommendations to the Highlands Council:

1. Collect and develop adequate baseline data on water allocation, water usage, untapped/available water and wastewater capacity. Data, data, data!!

The Highlands Council is currently collecting and developing data that includes water availability statistical analyses (discussed in more detail with the water resources TAC), HUC14 level sub-basin characteristics and water use. Other data compilation related to water demand, ground water recharge, safe yield, well and stream withdrawals, ambient water quality and impacts on water resources is also being completed under contract to USGS and others. More specific information related to water and wastewater service areas and actual areas served has been gathered through NJDEP records and from the purveyors and dischargers themselves. Data on allocation and discharge limits, and several other data sets that support the overall utility capacity analysis is being both developed and collected and added to the GIS database being used in development of the Regional Master Plan.

2. Coordinate water and wastewater policy with potential impacts on growth. For example, we must understand the TMDL process, how it works and potentially impacts growth potential, especially in developing the RMP – in terms of designating growth vs. preservation areas, TDR sending/receiving zones and the policies and implementation steps that will be required to keep things from coming to a screeching halt.

The Council is developing the resource assessment and Land Use Capability Map (LUCM) with the intent of integrating the information on water and wastewater with that related to constraints on these utility systems – both natural (e.g., assimilative capacity of the streams, water available from an aquifer) and man-made (discharge limits, safe yields, TMDLs).

3. Participate in Development of the Statewide Water Supply Master Plan Update

The Highlands Council has been invited to participate in the Statewide Water Supply Plan Update process.

4. Analyze interbasin transfers and allocations

The issue of interbasin water transfers, particularly the difference in potential impact from transfer of water withdrawn from ground water sources versus water taken from surface water storage reservoirs, should be reviewed in terms of the potential for increasing water utility capacity in areas deemed appropriate for growth without unacceptable impacts to the water resource.

5. Review the potential for innovative technology to increase treatment plant capacity.

The Council will be reviewing the natural, regulatory and physical plant constraints involved in wastewater utility capacity determinations. How innovative technology could be used, following the lead of successful local examples, is a natural extension of these analyses in cases where wastewater treatment capacity is the factor restricting growth in otherwise appropriate areas.

Comprehensive Responses to Highlands Council Problem Statements:

Problem Statement 1: What are the critical factors to determine ground and surface water limits and capacity for pollution assimilation?

- Need to monitor static water levels over the long-term under varying climatic conditions.
- Evaluate drawdown on neighboring systems
- Analyze and identify unused allocations
- Evaluate GPD/square mile as an areal analysis
- Review safe/sustainable yield data for both surface and ground water sources
- Consider DEP/NJGS/USGS and OTHER data sources
- What's the right volume/capacity to use to be safe? The safe yield, currently calculated on the drought of record, was felt to be over-designed and that there is much more water "available". Need to look at conjunctive use.
- Mandatory conservation decreases – need to assess conservation policy impacts on purveyors.
- Water conservation vs. curtailment of outdoor uses
- Indoor use of water/standard operating procedures for conservation in new construction

- Evaluate basis of capacity determinations, historic methods. Have built in safety factor incorporated under drought conditions, more than enough water for other times, need wiggle room/margin of safety.
- Evaluate greywater reuse
- Reservoir sizing
- Evaluated feasibility of treating contaminated ground water and using other untapped sources

Problem Statement 2: What are the critical factors for pollution assimilation?

- Answer the following: What is the designated vs. intended vs. current use of the stream? Is the use of the stream being attained? What is the allowable limit to keep things kosher?
- Evaluate point vs. non-point source loadings, TMDL load vs. wasteload allocation.
- Assess the potential application of pollutant trading
- Stream hydrological volume – use of 7Q10 or some other value? to assess dilution
- Need to evaluate impacts on downstream receptors
- Evaluate innovative operations and technology ability to increase capacity
- Improve 303(d) and 305(b) database – statewide water quality inventory report
- Evaluate ownership of water and wastewater utilities as Homeland Security issue

Problem Statement 3: What is the best means to expand capacity?

- System integration
- Conjunctive use
- Decreasing the amount of water leakage in the system
- Decrease water loss – BPU considers 15% to be normal loss.
- Need consistent and accurate approach to determine loss. Work toward continuing improvement in decreasing losses.
- Institute “big lawn” tax, increase block rate structures and consider conservation rate structure.
- Evaluate “purple pipe” reuse of water for irrigation
- Evaluate indirect reuse – where sewerage is the water supply (Passaic River) – understand that water supply and wastewater are directly connected.
- Evaluate impacts and feasibility of interbasin transfer of groundwater withdrawals vs. transfer of surface water reservoir storage
- Consider other limiting factors in Highlands – T&E species, ecological needs, etc. – need to share the water.

Problem Statement 4: Integrate water quality and quantity in determining water supply and wastewater flow strategies.

- Re-energize the watershed management plan process.
- Full evaluation of types of development within Planning and Preservation Areas
- Utilize local environmental presence (ANJEC, enviro commissions, watershed and other groups)
- Do cost analysis and put price tags on both water and sewer to get whole picture. Input and output, short and long-term.

- What drives the decision process/what's the starting point? Do we meet market demand vs. determine/limit demand?
- Need to know the existing unused capacity
- Develop water budgets using DEP or other protocols
- Integrate watershed management process into regulatory/planning framework, e.g., WQMPs
- WQMP cross-acceptance, integration and coordination
- EO 109 – depletive/consumptive uses – expand into water supply arena
- Exports of water – what portion of Highlands water is exported/implement replenishment back in to streams
- Water Supply Master Plan process – scheduled to complete by 12/06. Highlands Council should participate, work on disconnect between Master Plan and allocations.
- Integrate organizational structure of various plans and programs
- Perform literature search of all current planning documents, characterization reports, etc.
- Evaluate TMDL impacts on capacity, impacts on TDR and other development/redevelopment opportunities.
- Capacity assurance – modifications to meet growth where and if appropriate.
- Compliance and treatment considerations
- Firm capacity – use by DEP vs. Highlands Council in determining overall capacity
- Peak resource demand vs. peak flows/stream condition
- Re-evaluate safe yields
- Involve counties

Additional Issues and Comments to the Highlands Council:

1. Use attainability analysis – mentioned but not really discussed. Council staff researching as part of TMDL process.
2. Highlands protected waters (C1-like) in Planning and Preservation Areas
3. Allocating remaining capacity based on RMP
4. Expand overall education
5. Replenishment and critical need water resources plan
6. Variable use capability – cost comparison analysis, quality vs. quantity integration, how much and who pays?

HIGHLANDS COUNCIL TAC CHARRETTE
WORKGROUP REPORT

Water Resources

Participants:

| | |
|---------------------------|---|
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| Dr. Kenneth Najjar | Delaware River Basin Commission |
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| Steve Balzano | Highlands Council Staff |
| Tracy Carluccio | Highlands Council Member |
| Tim Dillingham | Highlands Council Member |

Key TAC Recommendations to the Highlands Council:

1. Test, compare and evaluate a broad range of methods to assess remaining capacity and deficits for water availability for both ecological and human water needs. (Both currently feasible and long-term method).

The Highlands Council is currently using several methods (Low Flow Margin of Safety, Base Flow Recurrence Interval, Hydro-ecological Integrity Method). Additional methods should be tested to determine their appropriateness for either immediate or future use. Case testing would be useful – including field testing of some methods that involve ecological analyses. Methods suggested included Range of Values Analysis, New England Aquatic Base Flow, Tennant, R2 Cross and Stream Wetted Perimeter.

2. Improve surface and ground water monitoring systems to support sound science, modeling and methods from #1, including flow, quality and ecological indicators. *The current monitoring system is part of a statewide network developed for statewide purposes. USGS has identified a number of watershed and subwatershed areas that lack*

sufficient water flow or quality data to draw direct estimates of water availability and quality, for both ground and surface waters. The Highlands Council should engage in a science agenda including a regional monitoring system that is developed to meet regional needs.

3. Protect critical areas related to water resources, including through the use of model ordinances.

The Highlands Act requires the Highlands Council to develop implementation methods, including model municipal ordinances, which are needed for the protection of regional resources. The TAC emphasized the need for such tools.

4. Develop a Highlands-specific aquifer and ground recharge method for delineation and quantification of recharge from various land areas.

The NJGS GSR-32 method estimates ground water recharge by land polygon. It does not actually connect its estimate of ground water infiltration (the movement of water past the root zone) to recharge of underlying aquifers, and it was developed using a statewide approach. TAC members want the Highlands Council to pursue a method that is specific and appropriate to the Highlands and results in estimates of aquifer recharge by land polygon.

5. Increase water supply system storage and capacity to increase yields.

This strategy focuses on the increase of water supply availability through enhanced surface or ground water storage, whether related to new facilities or the enhancement of existing facilities.

Comprehensive Responses to Highlands Council Problem Statements:

Problem Statement 1: Is the subwatershed-based screening approach to water resource assessment adequate to identify the most critical water resource issues for planning purposes? What other approaches can we utilize/develop to quickly improve the assessment of water resources and develop a water resource management strategy that addresses water supply, ecological, recreational and other critical, and sometimes competing, water concerns over time?

Note: there was a general feeling that old or external data should be looked at cautiously.

- Need to look at whole series of HUC levels to get accurate picture (e.g., HUC14 as subwatersheds, HUC11 as watersheds, HUC8 as river basins)
- The HUC14 assessment is a screening method, not a final answer
- Preservation for water supply – balances with accommodating the needs of people for water to use
- Use work already done in other areas to inform process
- Use watershed management criteria for land preservation

- Reevaluate safe yields of surface water supplies

Problem Statement 2: Are there other measures/methods beyond those included to date that could be used to help determine water capacity taking both the need for potable water supply and ecological integrity into account?

AND

Problem Statement 4: What indicators and systems are appropriate to measure and assess progress toward meeting water budget and water quality objectives?

Note: These two problem statements were discussed together, as they were felt to be closely related.

- Range of Variability Approach (RVA) using variability of flows. Test and compare various availability assessment methods (incorporates Strategies 1, 2, 8, 12, 14)
- Tennant method
- USFS 2002 study – includes analysis of base flow as a percent of stream flow
- Flow reconstruction (e.g., USGS project in Passaic River Basin)
- DRBC – uses 25 year base flow recurrence interval (a fairly dry period) as indicator of available water
- Include agricultural water uses as a legitimate use for “available water”
- “Sprawl” vs. undisturbed area water quality comparison – multiple subwatersheds with development of fairly uniform ages, to determine differences in watershed impacts based on improvements in development regulations
- New England Aquatic Base Flow
- Impervious Cover as surrogate indicator
- Recharge capability – Highlands specific method. (Note, DEP rules include use of GSR-32 for recharge)
- Climate change
- Wetted perimeter method
- Stream order – sensitivity of headwaters versus other streams
- R2 CROSS method
- Increase ground water monitoring
- Fracture trace analysis
- Monitoring system to support sound science and modeling
- Water reuse and conservation impact on availability and reintroduction of water
- Approach to deciding acceptable and unacceptable impacts for ecological and water flow/science plus policy

Problem Statement 3: What land use management approaches are appropriate and feasible for ensuring that water uses remain within acceptable levels (as defined through the water capacity analysis)?

AND

Problem Statement 5: What are useful methods for understanding the relationship between land use management and other implementation strategies to protect critical water and water-related resources and environmental change?

Note: These two problem statements were discussed together, as they were felt to be closely related.

This discussion began with an assumption (for the sake of discussion) that the available water capacity would be estimated in a defensible, “correct” manner, and that we were looking for strategies that use the results within the Regional Master Plan. The following strategies were suggested.

- Smart growth (opposite of “sprawl” which is spread out, inefficient use of land)
- Integrate water reuse in new development (e.g., CA Title 22 – purple pipe system)
- Septic system management
- Where a deficit occurs, place a cap on growth
- Municipal participation required -- Master plan should address water supply
- Open space master plan for Highlands aggressive acquisition
- Reexamine safe yields – is the safe yield safe?
- Supply vs. demands – address both among water users
- Water uses within Highlands or exported to other areas – how they fit into RMP
- Highlands water supply plan has to be integrated with State water supply plan
- Impervious cover limits
- Promote recharge (e.g., Low Impact Development, LID)
- Waste water return flow management integrate waste water planning into water supply
- Increase water supply capacity/new and existing storage and infrastructure
- Forest cover/health in developed areas
- Transfer of Development Rights (TDR)
- Redevelopment (low impact redevelopment, or LIRD)
- Reversion to natural state (brownfields to greenfields, reduce impervious cover)
- Ordinances: wellhead protection, stream buffer, stormwater on a regional basis
- Encourage watershed based concept and process
- Educate public
- Include high density growth areas in smart growth
- Farmland preservation
- Farmland management/stewardship
- Redevelopment in urban areas uses more Highlands water by increasing demands
- Right to farm vs. water resources and other regional provisions
- “Green energy” (renewable sources) related to land use

Additional Issues and Comments to the Highlands Council:

1. TAC members felt that the problem statements were mostly water availability and supply in focus, but attention also needs to be focused on water quality. Develop relationship with education/research communities
2. Warren County soil survey is being updated and improved
3. Need to revisit Problem Statement #1

4. Water and waste water inefficiencies
5. Rutgers Eco-complex is a possible partner
6. What's our metric for use – function served vs. gallons delivered?



State of New Jersey

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JON S. CORZINE
Governor

JOHN R. WEINGART
Chairman

DANTE DI PIRRO
Executive Director

March 1, 2006

Dear TAC Committee Member,

On March 28th and 29th, the Highlands Council will be convening a two-day charrette of all the Technical Advisory Committees (TACs) to collaborate on developing and recommending concrete strategies for addressing the issues previously surfaced by the TACs and other key constituents. At this time, TACs will work within their specified technical area as well as within interdisciplinary groups for “cross-pollination” of ideas and expertise.

A charrette is a collection of ideas or an intensely focused activity intended to build consensus among participants. The TAC Charrette is intended to continue the pursuit of expert opinion and input and bring the various committees together to learn from one another. The goal is to provide an opportunity and an outlet for interdisciplinary cooperation which will culminate in integrated strategies for reaching the goals of the Highlands Act.

Because the process will be a cumulative one, please plan to attend on both March 28th and 29th. If you cannot attend both days, you are welcome to attend on the 28th only. Only those who have participated on the 28th will be able to join the work on the 29th. This will allow us to effectively build upon the work generated on the first day. It is also important that you RSVP with your commitment to participate no later than March 10th so that the process can be fine-tuned for the specific expertise represented.

The first day (March 28th) will entail a half-day session for each TAC to provide feedback on work completed to date and develop strategies to address issues raised during the first set of TAC meetings. Half of the TACs will meet in the morning and the other half in the afternoon. Several of the TACs will be combined based on similar issues raised at the first set of TAC meetings. Please review the attached tentative agenda to determine if you are in the morning or afternoon session. The Geographic Information System TAC and Education TAC will not be meeting at this time and members of those TACs are invited to choose to attend one of the other TAC sessions.

On March 29th, TAC members will be assigned to interdisciplinary workgroups to share and test their recommended strategies, learn approaches from other TACs, and develop consensus. The day will end with a plenary session of all participants to share in a discussion of this work.

When you RSVP, please also let us know the following:

1. Are you willing to facilitate a small group on day one, day two or both? If you elect to facilitate a group, you will receive instructions from our event managers.
2. Are you willing to take notes in a small group on day one, day two or both? Note takers will be asked to bring a laptop computer for recording or to transcribe their notes for electronic transmittal to our event managers. Alternatively, please feel free to offer a staff member, intern or volunteer from your organization that you can bring along to fill this role.

The TAC Charrette is being funded by a grant from the Geraldine R. Dodge Foundation to further the goals of the Highlands Act and the development of a Regional Master Plan. The events will be facilitated by Consilience, a professional consulting organization with extensive experience in the subject areas.

To RSVP please complete the attached TAC Charrette Response Form and reply via the following link <http://www.highlands.state.nj.us/charrette.html> or mail to Charrette Response, Highlands Council, 100 North Road, Chester, NJ 07930. You may also fax your response to Charrette Response at (908) 879-4205. Please be aware that we have a limited budget and registration will be on a first come first serve basis.

The TAC Charrette will be held at The Skylands at Randolph on Route 10 West in Randolph. Continental breakfast will be available each morning and lunch will be served on the second day of the charrette. Directions and tentative agendas are included.

I hope you will be able to participate in the TAC Charrette and will continue to be involved as we develop a Regional Master Plan for the Highlands. Thank you again for your continued efforts and commitment to this important endeavor.

Sincerely,



John R. Weingart
Chairman



State of New Jersey

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HIGHLANDS TECHNICAL ADVISORY COMMITTEE CHARRETTE DAY ONE – MARCH 28, 2006

Goal: Identify, prioritize and develop possible approaches and strategies for effective implementation of the Regional Master Plan.

- 8:30 am- 9:00 am** **REGISTRATION AND CONTINENTAL BREAKFAST**
- 9:00 am- 9:15 am** **WELCOME AND INTRODUCTION**
- 9:15 am- 12:15 pm** **INDIVIDUAL TAC MEETINGS**
(Water Resources; Land Preservation; Land Use Planning/Housing/Green Construction (x2); Community Investment/Regional Development/Brownfield Redevelopment; Transportation)
- 12:30pm - 1:00pm** **AFTERNOON REGISTRATION**
- 1:00pm - 1:15pm** **WELCOME AND INTRODUCTION**
- 1:15pm—4:15pm** **INDIVIDUAL TAC MEETINGS**
(Sustainable Agriculture; Ecosystem Management & Sustainable Forestry; Eco-Tourism/Recreation & Cultural/Historic; Utility Capacity; Transfer of Development Rights)

Major Goals of the Regional Master Plan:

- Protect & conserve the quality and quantity of drinking water;
- Protect natural, scenic, recreational, historic, and cultural resources;
- Preserve contiguous lands in a natural state;
- Preserve farmland and farming;
- Promote compatible land use opportunities;
- Discourage incompatible land use practices;
- Promote a sound and balance transportation system;
- Encourage appropriate development, redevelopment and economic growth.

Charrette Groundrules:

- Focus on implementation & solutions, not on methodology and problems.
- Think about the greater good and future generations.
- Work towards consensus.
- Be concise.
- Expect a little chaos; help each other through it.
- Facilitators hold the "trump card."

