

NEW BRUNSWICK TOMORROW

Correspondence, memoranda, and notes



(201) 246-0603
246-0728

January 26, 1977

Mr. Alan Hogleund
I.M. Pei and Partners
600 Madison Avenue
New York, New York 10022

Dear Mr. Hogleund:

I am pleased to inform you that the Central Business District Subcommittee of the New Brunswick Tomorrow Board of Directors and the New Brunswick Tomorrow staff have selected your firm for final consideration to provide architectural design and planning services for our Central Business District project.

The Subcommittee has indicated that they would like you to address a number of questions to be discussed with you at an interview to be held at 5:00 p.m. on Wednesday, February 16. The questions are as follows:

- 1) What geographical scope do you see the New Brunswick Central Business District revitalization process encompassing (i.e., citywide, local, regional)?
- 2) How do you view present and future retail activity in the New Brunswick Central Business District, and, in light of your views, on what factors would you base decisions as to the future of retailing activities?
- 3) What relationship do you see between your proposed planning and design services and such factors as, traffic, parking, and pedestrian movement?
- 4) What do you see as the limitations of physical design in the Central Business District revitalization effort?
- 5) What city-municipal services do you see as essential to the successful implementation of your design efforts?
- 6) How do you feel your firm's experience in drafting legal controls, such as zoning ordinances and renewal plans will positively impact a successful design for this effort?

390 George Street, New Brunswick, N.J. 08901

Working together for a New New Brunswick

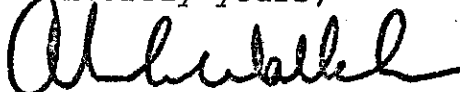
- 7) How do you propose to relate the new Johnson & Johnson development to the Central Business District design effort?
- 8) How do you feel the physical design that you will propose, will be translated into implementable projects?
- 9) How do you perceive your working relationship with local merchants, the community at large, and the New Brunswick Tomorrow staff?

The above questions present some of the areas of concern that the Subcommittee would like to explore with you. Since we anticipate that the Chairman of the Board of Directors of New Brunswick Tomorrow, Mr. John J. Heldrich, will be present at this final interview, we would like to offer you the opportunity to make a short, 15-20 minute presentation, relating your firm's relevant experience to this proposed project.

We look forward to meeting with you and sincerely appreciate all the effort that you have put forth in your proposal, and your interest in participating with us in our revitalization program.

If you have any questions please do not hesitate to phone me or Alan J. Segan at your convenience.

Sincerely yours,



Abraham Wallach
President

AW:s

DRAFT

→ Hax file NKT

I. M. Pei FAIA
Eason H. Leonard FAIA
Henry N. Cobb FAIA

I. M. PEI & PARTNERS Architects

January 18, 1977

Associate Partners
Leonard Jacobson AIA
James I. Freed AIA
Werner Wandelmaier AIA

Mr. Abraham Wallach,
President
New Brunswick Tomorrow
390 George Street
New Brunswick, New Jersey 08901

Dear Mr. Wallach:

As a result of our discussion with you on January 5, we have revised our proposed scope of services for the next phase of the downtown revitalization program. That part of our initial proposal dealing with the plan for George Street remains unchanged. The portion dealing with Development Controls for the rest of the downtown core has been modified and amplified in two respects.

First, it is in somewhat greater detail and is organized in relation to the general requirements for an urban renewal plan. Secondly, it calls for the participation of local architectural, engineering and planning consultants in the initial stages of the project to assemble and analyze required data.

SCOPE OF SERVICES

The proposed services are divided into two parts: (1) The George Street Plan and (2) Development Controls.

The George Street Plan

We will develop a detailed design for George Street between Albany Street and Livingston Avenue, and the adjacent side streets - Church, Paterson, and Bayard - between Neilson Street and Spring Street/Elm Row.

The design will include standards for the treatment of existing facades, street and building signs and graphics, landscaping, tree planting, street furniture, pavement patterns, lighting, fountains, plazas and/or other appropriate environmental elements.

Mr. Abraham Wallach
New Brunswick Tomorrow
January 18, 1977
Page Two

It will include a design for the modification of the street right-of-way and utilities to enhance the street for pedestrians, encourage bus transit and control the use of private vehicles. It will include design concepts for new infill development of retail and office space in selected locations.

From the start of the design process, we will work closely with NBT to evolve a development and financing mechanism and estimate a budget for the overall program upon which the design will be based. Detailed cost estimates of the design elements will be prepared and will be included in a plan for staging and implementation.

Development Controls

1. **Project Boundaries:** Development and design controls will be formulated for the downtown core area surrounding the George Street spine bounded by the Raritan River, the railroad viaduct, Joyce Kilmer Avenue, and New Street.
2. **Land Use:** The controls will use as a basis the general land use plan prepared in the earlier phase of our work. The land use plan will be augmented to indicate in greater detail thoroughfares and street right-of-way, public and institutional uses, and private uses including residential, retail and office.
3. **Building Requirements:** The controls will establish for these various uses maximum densities, land coverage, setbacks, off-street parking and loading, building height or bulk, and standards for the restoration of buildings of historic or architectural significance.
4. **Land Acquisition:** The controls will identify properties to be acquired and/or reused for clearance and redevelopment, supporting facilities and project improvements (including underground utilities), rehabilitation, and historic and architectural preservation.
5. **Development Standards and Objectives:** We propose to formulate a set of written and graphic development goals, standards and policies to provide clear but flexible guidelines for new development.

I. M. PEI & PARTNERS Architects

Mr. Abraham Wallach
New Brunswick Tomorrow
January 18, 1977
Page Three

CONSULTANTS

We propose that the collection and analysis of required base data be undertaken by local consultants under a separate agreement with NBT. A list of required data is attached.

For circulation and parking planning and design standards, we shall coordinate our work with Raymond, Parish, Pine and Weiner, Inc., under separate contract with NBT.

For development and financing mechanisms and strategies we expect to work closely with the NBT technical staff and appropriate City and County officials.

For analysis of utilities we will retain the services of Panero-Tizian Associates, Inc. The inventory of existing utilities would be performed by a local consultant. For cost estimating, we will retain the services of John Meadows, Cost Estimator. The cost of their services are included in our fee.

PRESENTATION MATERIAL

The George Street Plan will be presented with appropriate detailed plans, elevations and sections.

The Development Controls will be presented in a separate report with appropriate explanatory text and graphics to provide the information base for a legal document which will guide future downtown development.

TIME OF PERFORMANCE

We propose to complete this work program in four months with a tentative starting date of May 1, 1977. This will allow a substantial but required lead time for both the assembly of the data base and the early stages of the master planning currently being undertaken in the adjacent Second and Fifth Ward neighborhoods. The work program schedule is contingent upon the availability of the data base outlined on the attachment.

I. M. PEI & PARTNERS *Architects*

Mr. Abraham Wallach
New Brunswick Tomorrow
January 18, 1977
Page Four

Prior to our formal starting date, we would expect to participate in progress and review sessions with both the data collection task force and the neighborhood planning team to assure the adequacy of base information and to be informed of the traffic and parking planning in progress.

We are pleased to have this opportunity to submit this proposal. We look forward to discussing it with you.

Very truly yours,

I. M. PEI & PARTNERS

Eason H. Leonard

Draft
Enclosure
EHL/nr

Data to be Assembled and Analyzed by Local Consultants

1. Land Use: detailed use inventory floor by floor.
2. Building Condition: sound, deteriorating, dilapidated.
3. Assessed Value: land and improvements.
4. Historic Buildings: survey of structures, sites and their significance and pertinent facts.
5. Environmental Analysis: survey of environmental assets including views, open spaces, building groupings, natural features.
6. Land Ownership: ownership patterns and land assembly potential.
7. Pedestrian Movement: pedestrian counts and movement patterns.
8. Utilities: inventory and adequacy of existing utilities.
9. Population: inventory of day-time (employee) and night-time (residential population).
10. Topography and Sub-surface: including flood control regulations.
11. Governmental Expansion: inventory of all projected office and agency expansion plans -- city, county, state and federal.
12. Public and Institutional Plans and Programs: URA, HA, School Board, hospitals, libraries, community centers, parks and recreation, etc.
13. Private Expansion Plans: inventory of any growth plans of utility companies, banks, offices, retail, etc.
14. New Facilities: status and potential of any new downtown uses such as performing arts, entertainment, etc.
15. Relocation Plans: up-date of relocation plans and potential for J & J properties.
16. Codes and Ordinances: analysis of adequacy of existing zoning and building codes.
17. Development Strategies: investigation of funding sources and administrative mechanisms for the implementation process.
18. Transportation and Circulation: determination of rights-of-way, sidewalk widths, capacities, signalization, channelization, street closures, standards for George Street, public transportation, etc.

I. M. PEI & PARTNERS *Architects*

22: 10/15/77/2/24
I. M. Pei FAIA
Eason H. Leonard FAIA
Henry N. Cobb FAIA

Associate Partners
Leonard Jacobson AIA
James I. Freed AIA
Werner Wandelaar AIA

January 4, 1977

Mr. Abraham Wallach
President
New Brunswick Tomorrow
390 George Street
New Brunswick, New Jersey 08901

Re: Detailed Design Services, Central Business District

Dear Mr. Wallach:

We are pleased to submit our proposal for downtown design services. Our letter to you of December 7, 1976 outlines thoughts and concerns about the general scope and conceptual approach to the project. We attach a copy of that letter as the preface to the detailed scope of services outlined below.

SCOPE OF SERVICES

The proposed services are divided into two parts: (1) The George Street Plan and (2) Development Controls.

The George Street Plan

We will develop a detailed design for George Street between Albany Street and Livingston Avenue, and the adjacent side streets — Church, Paterson, and Bayard — between Neilson Street and Spring Street/Elm Row.

The design will include standards for the treatment of existing facades, street and building signs and graphics, landscaping, tree planting, street furniture, pavement patterns, lighting, fountains, plazas and/or other appropriate environmental elements.

It will include a design for the modification of the street right-of-way and utilities to enhance the street for pedestrians, encourage bus transit and control the use of private vehicles. It will include design concepts for new infill development of retail and office space in selected locations.

PageTwo

January 4, 1977

Mr. Abraham Wallach

From the start of the design process, we will work closely with NBT to evolve a development and financing mechanism and estimate a budget for the overall program upon which the design will be based. Detailed cost estimates of the design elements will be prepared and will be included in a plan for staging and implementation.

Development Controls

We will establish a set of development controls for the downtown core — the area surrounding the George Street spine bounded by the Raritan River, the Railroad viaduct, Joyce Kilmer Avenue, and New Street. The controls will consist of design controls for specified key sites, (see December 7, 1976 letter), and environmental controls for the remaining areas.

The design controls will include general objectives, circulation, building location, site coverage, set-backs, height, massing, landscape, open space, materials, and other standards and controls to assure that subsequent development on those sites enhances the physical fabric of the downtown core, and is compatible with the George Street design.

The environmental controls will establish a framework for subsequent development to provide for adequate street rights-of-way, parking, pedestrian walkways, preservation of views and vistas, compatible land uses, buffer zones, open space, plazas and other public amenities.

Presentation Material

The George Street Plan will be presented with appropriate detailed plans, elevations and sections.

The Development Controls will be presented in a separate report with appropriate explanatory text and graphics to provide the information base for a legal document which will guide future downtown development.

Time of Performance

We propose to complete this work program in three months. The starting and completion date will be coordinated with the master planning currently being undertaken in the adjacent Second and Fifth Ward neighborhoods (which also includes a review of downtown circulation). Also, we understand that NBT wishes to complete and announce the neighborhood proposals

Page Three

January 4, 1977

Mr. Abraham Wallach

before those of the downtown design. Therefore, the neighborhood planning effort should have a lead time of two or more months so that by the start of the George Street design period, the general downtown circulation system, the specific George Street traffic parameters and a realistic program for their implementation shall have been established.

Prior to our formal starting date, we would expect to participate in progress and review sessions with the neighborhood planning team to be informed of their traffic and parking analysis and to assure compatibility with our own assessment of downtown needs.

Consultants

For circulation and parking planning and design standards, we shall coordinate our work with Raymond, Parish, Pine and Weiner, Inc., under separate contract with NBT, as noted earlier.

For development and financing mechanisms and strategies we expect to work closely with the NBT technical staff and appropriate City and County officials.

For analysis of utilities in the George Street corridor we will retain the services of Panero-Tizian Associates, Inc. For cost estimating, we will retain the services of John Meadows, Cost Estimator. The cost of their services are included in our fee.

Fee

We propose to perform the work outlined herein for a professional fee of \$10,000, plus expenses not to exceed \$60,000, computed as follows:

1. Time card cost of our technical staff at the rate of 2.0 times Direct Personnel Expense. (Direct Personnel Expense includes the cost of salary plus mandatory and customary benefits such as statutory employee benefits, insurance, sick leave, holidays and vacations, pensions and similar benefits.) There will be no charge for the time of principals (Messrs. Pei, Leonard, Cobb).
2. Cost of Consultants' services at their regular rates. A schedule of these rates will be incorporated in the contract.
3. Expenses (materials, reproduction, travel, etc.) at cost as incurred.

I. M. PEI & PARTNERS *Architects*

Page Four

January 4, 1977

Mr. Abraham Wallach

We estimate that the \$60,000 will be allocated in the following manner: \$35,000 for George Street including consultants' costs, and \$25,000 for Development Controls.

If a model of George Street is deemed desirable for promotional purposes, we would prepare a demonstration model of a portion of the street at an appropriate scale. Such a model would be the subject of a separate agreement as an extra service.

We are pleased to have this opportunity to submit this proposal. We look forward to discussing it with you.

Very truly yours,

I. M. PEI & PARTNERS

A handwritten signature in cursive script, reading "Eason H. Leonard". The signature is written in dark ink and is positioned below the typed name "I. M. PEI & PARTNERS".

Eason H. Leonard

EHL:omk
attachment



(201) 246-0603
246-0728

December 28, 1976

Mr. I. M. Pei
I. M. Pei & Partners
600 Madison Avenue
New York, New York 10022

Dear Mr. Pei:

I am in receipt of your letter dated December 23 relative to the article in The Home News titled, "NBT Retains Consultants for Action Program." Please be advised that there was no intent to in any way deprecate the effort or abilities of the firm of I.M. Pei and Partners. Having worked extensively in the public sector I am sure you realize that you don't use newspaper articles as your primary source for information. In addition, I am sure you can appreciate the very delicate position that any public or quasi-public agency is in when hiring consultants and, therefore, the vagueries and limitations of what can be said to a reporter.

As to the characterization of your work program as "only...a conceptual plan", I stand by my statement. Until a plan provides me with a thorough analysis of the existing physical, social and economic conditions, a detailed knowledge of the number of families that might have to be relocated, the condition and capacity of the utility system, the architectural quality of existing structures and analysis of land values in relation to structures, etc., and provides me with the overall economic implications of a development program, it is, in my mind, conceptual. While I recognize most clearly that your job was not to develop a detailed program based on economic, engineering, zoning and other factors, but rather to provide urban design strategies, a circulation program, etc., until such time as these concepts are tested as to economic, engineering and relocation implications, community receptivity, involvement of State and other affected agencies, I, again, repeat they are conceptual in nature.

I didn't and still do not suggest that your fee was inflated because you are "leading architects." When a reporter asks you a leading question you try and respond in a way that is least problematic for the organization you represent. My first obligation is to New Brunswick Tomorrow.

As for comparisons made by your downtown design effort and the neighborhood planning study, the linkage was made by the reporter and not by myself. As one well versed in the planning process, I would see no purpose to link them as it relates to consulting fees, scope of services, etc.

390 George Street, New Brunswick, N.J. 08901

"Working together for a New New Brunswick"

cc JMC Stone Wood
ELIZABETH REILLY MOYNAHAN AIA ARCHITECT

RECEIVED

I M Pei A I A
600 Madison Ave. N.Y.C.

JAN 8 - 1977

J. M. PEI AND PARTNERS

December 28, 1976.

Dear Mr. Pei,

Johnson and Johnson are about to tear down their buildings in and around City Alley in New Brunswick to prepare the way for the building project for which you are the architect.

I am writing to you to ask you to consider saving one of the buildings in this group. You may not be aware of its existence because it is underground.

It is a vaulted cellar belonging to a brewery that dates back to the 1730ies. It was owned by Peter Ballantine. The brewery was torn down a few years ago and the cellar left only because the demolition man found it too tough to break in. It is situated parallel to Washington St. and between Neilson St. and City Alley. The structure is 130 feet long and a semi circle 16 feet high. It is very sound and wonderful to go into. At the moment cars park on top of it and the opening is almost invisible.

I am particularly interested in saving this sort of structure as I am now one of the five architects on the steering committee of the national AIA's Committee on Historic Resources. This vault is a historic resource and should not be destroyed. It extremely hard to get things like this great old vault documented partly because historic organizations are underfunded and partly because owners prefer to work in privacy, which is understandable to anyone who attempted to build in neighborhoods in the sixties but still reprehensible if historic resources are lost because no one takes time to reflect on their importance and design for their preservation.

Perhaps you could use this old treasure in your development plans and convince J&J of its value to them and the community.

Thankyou,

Elizabeth Moynahan
Elizabeth Moynahan

cc Preston Moore

I. M. PEI & PARTNERS Architects

A. Preston Moore AIA
Senior Associate

I. M. Pei FAIA
Eason H. Leonard FAIA
Henry N. Cobb FAIA

Associate Partners
Leonard Jacobson AIA
James I. Freed AIA
Werner Wandelmaier AIA

January 13, 1977

Ms. Elizabeth Moynahan
3439 Lawrenceville Road
Princeton, New Jersey 08540

Re: Johnson and Johnson

Dear Liz:

Mr. Pei has asked me to reply to your letter to him dated December 28th. Sorry I have delayed in responding. We are certainly very interested in your comments about the underground vaulted cellar, which has historic value in New Brunswick. We will research the possible ways of using it in the new plans for Johnson and Johnson. We certainly agree with you in saving historic architectural buildings and facilities. Thank you for writing to us in this regard.

My very best wishes. Hope to see you soon when you are in New York.
Happy New Year!

Very truly yours,

I. M. PEI & PARTNERS

A. Preston Moore
APM:kod
cc: Mr. I. M. Pei

bcc: H. Cobb (w/encl.)
A. Høglund "
S. Wood "

I. M. PEI & PARTNERS *Architects*

December 23, 1976

Mr. Abraham Wallach
President
New Brunswick Tomorrow
390 George Street
New Brunswick, New Jersey 08901

Dear Mr. Wallach:

A recent, "Daily Home News" article (December 9, 1976) announcing a neighborhood planning study and referring to our downtown urban design effort has come to our attention. The article, in our judgment, presents several misleading views of the work we completed for New Brunswick Tomorrow last spring. We would like to correct any misunderstandings.

The characterization of our work product as "only.... a conceptual plan" is, we feel, erroneous and somewhat depreciatory. As you know, we developed in addition to a downtown landuse concept, very specific circulation proposals and detailed urban design solutions for the Albany Street Corridor, George Street, the Hiram Market Residential Neighborhood and Commercial Plaza. Our work was far more than conceptual. In fact, the main thrust of our effort was to go beyond generalized planning into the definition of specific immediate action projects.

The suggestion that our fee was inflated because we are "leading architects" is similarly in error. The reality is quite the opposite. The services we performed were without profit for the time of our professional staff with no charge for the time of principals of our firm.

Also, we are concerned by the fee comparisons made between our downtown design effort and a neighborhood planning study. The two are not comparable and we see no constructive purpose that can be served by linking them.

I. M. Pei FAIA
Eason H. Leonard FAIA
Henry N. Cobb FAIA

Associate Partners
Leonard Jacobson AIA
James I. Freed AIA
Werner Wandelmaler AIA

I. M. Pei FAIA
Eason H. Leonard FAIA
Henry N. Cobb FAIA

I. M. PEI & PARTNERS Architects

H. Alan Heglund AIP
Associate

Associate Partners
Leonard Jacobson AIA
James I. Freed AIA
Werner Wandelmaier AIA

December 7, 1976

Mr. Abraham Wallach,
President
New Brunswick Tomorrow
390 George Street
New Brunswick, New Jersey 08901

Dear Mr. Wallach:

We are pleased to submit a preliminary proposal for the next phase of the Downtown New Brunswick revitalization program. Our approach to the project outlined below is in response to your letter of November 17, 1976 and the subsequent discussions we have had with you and Messrs. Segan and White.

We understand that the legal context for this next phase of detailed design will be a downtown development district resulting from the blight designation proceedings now in process. While the project is, in fact, an urban renewal effort, we understand that it need not be approached in the traditional renewal manner. It can, and indeed should, be more flexible.

Our proposal responds to this, and is also in the context of the earlier master planning and conceptual design work that we completed for NBT in the Spring of 1976. Our previous efforts, we feel, have provided us with knowledge and insights that can be of considerable value in the next phase of work.

As we understand your program, you envision two key development strategies for the downtown:

The first is to provide a realistic and manageable detailed design for the George Street retail spine that can proceed quickly into implementation. The second is to provide a set of development controls and guidelines for the core area surrounding George Street so that as new development becomes feasible, NBT and the City can respond quickly to assure that functional and environmental standards and goals will be met.

Mr. Abraham Wallach
New Brunswick Tomorrow
December 7, 1976
Page 2

1. The George Street Plan

We concur with NBT's decision to concentrate detailed architectural design efforts on the George Street spine. It is, however, a perilous course. To state the problem baldly, downtown New Brunswick has been overplanned. Over the past few decades, it has been the subject of many master plans and area plans offering the promise of a new Downtown, a new Commercial Plaza, a new Hiram Market, a new Route 18, etc. To offer up yet another plan to remain delayed or unimplemented could in our judgment strain, if not destroy, the credibility of NBT.

The chief priority of the George Street plan, therefore, is that it be realizable on a short-term basis. A prime emphasis should be the financing and implementation process. We would recommend, in fact, that a development and financing mechanism together with project cost budgets be largely established as a first step before the design is completed.

Another concern is that the George Street design program, by its nature, will be essentially cosmetic although the transformation of the street is important functionally and symbolically. The specific improvements that will emerge -- street repaving, facade treatments, lighting, tree planting, street furniture, landscaping, graphics, pedestrian amenity -- will serve as a framework and catalyst for substantive change in the form of new office and retail construction. They should not be looked upon as the end product. The challenge is to use the design for maximum economic stimulation. The monies available will probably be quite modest and they should be used wisely to provide the greatest physical impact for the least expenditure, and to promote more substantive new physical development.

A third concern is the importance of traffic and parking planning. Before George Street can be deemphasized for cars, the downtown traffic morass must be resolved. The construction of Route 18 will relieve some congestion but the decades-old problem of poor circumferential traffic flow on the western edge of the downtown will

Mr. Abraham Wallach
New Brunswick Tomorrow
December 7, 1976
Page 3

remain. Our earlier circulation planning, confined to the CBD, dealt with this and other issues. It is fortunate that a separate planning and traffic study is now beginning in the Second and Fifth Ward areas adjacent to the CBD for the solutions to downtown traffic will most certainly have an impact on these neighborhoods and visa versa. The detailed design for George Street should not take place until traffic planning is fairly well complete and a realistic implementation program is established.

In addition to these considerations, we would use as the basis for our approach to the George Street plan, the specific planning guidelines and urban design recommendations of our recent downtown study.

2. Development Controls

The second strategy, that of design and development controls for the areas outside of the George Street spine, is complicated by a lack of specific program information. The existing concept plan defines general uses for these areas: mixed-use office development to the north and south, residential community to the east, and government center to the west. With the exception of the Johnson & Johnson properties, a portion of upper Commercial Plaza and the proposed hotel site, there is no clear indication of the type or density of building uses that are now economically feasible for much of the core area.

The intent, as we understand it, is to provide a set of controls that can flexibly respond to a wide variety of development programs yet to be defined. For example, the Hiram Market area might eventually prove feasible in any one of three approaches: maximum preservation and adaptive reuse, low to medium density infill, or clearance and fairly high density housing construction. Accordingly, development controls should be able to respond to any of these possible eventualities.

However, to evolve a comprehensive set of design controls -- building height, massing, setback, open space, etc. -- for such a variety of possible densities and uses for the whole downtown would be extremely time-consuming and expensive. In addition, major new uses may prove feasible that cannot yet even be identified.



→ GWC file
NBT

(201) 246-0603
246-0728

November 17, 1976

RECEIVED

NOV 18 1976

Mr. Alan Hوجلund
I.M. Pei & Partners
600 Madison Avenue
New York, New York 10022

I.M. PEI & PARTNERS

Dear Mr. Hوجلund:

New Brunswick Tomorrow is currently in the process of selecting a firm to provide architectural services for the detailed design of the Central Business District.

Since your firm has developed the initial concept and master plan for the Central Business District we would like to inquire as to whether you would be interested in submitting a proposal for services necessary to bring that concept to the detailed design stage. We envision this project as necessitating the development of detailed architectural plans taking into account historic preservation, commercial revitalization, new retail uses and the proposed new Johnson & Johnson corporate facility. We anticipate that this project will detail a design approach including possible street repaving, lighting, tree planting, street furniture, facade treatment, and other pedestrian and vehicular improvements. We also expect that accurate cost estimates will be provided for any proposed improvements.

If your firm is interested, we would be happy to discuss this project with you in anticipation of your presenting a detailed proposed scope of services for our consideration. If you would like to arrange a meeting to discuss our current activities as well as this specific project, please call Mr. Alan J. Segan, Project Manager, at 201/246-0603.

We look forward to hearing from you soon.

Sincerely yours,

Abraham Wallach
President

AW:ns

Johnson & Johnson

(C/TNC)
NEW BRUNSWICK, N. J. 08903

July 20, 1976

Mr. I. M. Pei
I. M. Pei & Partners
600 Madison Avenue
New York, New York 10022

Dear Mr. Pei:

I am pleased to forward you a half-dozen copies (enclosed herewith) of a New Brunswick Tomorrow brochure that summarizes your proposed downtown renewal plan.

The new brochure is intended to serve primarily as background information for developers and others who are concerned with New Brunswick's revitalization.

With best personal regards,

Sincerely,



Robert V. Andrews
Corporate Public Relations

It
enclosure

June 7, 1976

Miss Irene Sidun
New Brunswick Development Corporation
390 George Street
New Brunswick, New Jersey 08903

Dear Miss Sidun:

Thanks so much for sending me the names of those persons attending
the presentation at Prudential/Newark on the 1st of June. It was
thoughtful of you to do this again.

With best wishes,

Leicia Black
Secretary to Mr. Pei



JHC

June 3, 1976

Miss L. Black
I. M. Pei & Partners
600 Madison Avenue
New York, New York 10022

Dear Miss Black:

The following individuals attended the presentation at Prudential/Newark on Tuesday, June 1:

Donald S. MacNaughton	Chairman of the Board
Donald Knab	Vice President, Real Estate Department
Charles Reynolds	Real Estate Manager i/c Northeast
Arnold Rebholz	Real Estate Manager/ New Jersey
Thomas Alsop	Vice President, Public Affairs
Anthony Urick	Assistant, Public Affairs
R. B. Sellars	
J. J. Heldrich	
D. Nesbitt	

With warm regards,

Sincerely,

Irene Sidun

Irene Sidun

/s

OFFICE BUILDING NO. 2
 COMMERCIAL PLAZA, NEW BRUNSWICK
 FLOOR AREA TABULATION

<u>FLOOR</u>	<u>GROSS FLOOR AREA (covered areas at 50%)</u>	<u>NET RENT-ABLE AREA (Single Tenancy)</u>	<u>NET/GROSS</u>	<u>NET RENT-ABLE AREA (Multiple Tenancy)</u>	<u>NET/GROSS</u>
Basement	11,880 sq. ft.	-	-	-	-
Ground	22,411	17,032 sq. ft.	.76	17,032 sq. ft.	.76
2nd Floor	22,746	21,287	.93	20,615	.90
3rd Floor	22,746	21,287	.93	20,615	.90
4th Floor	22,746	21,287	.93	20,615	.90
5th Floor	22,746	21,287	.93	20,615	.90
Mechanical	400	-	-	-	-
Roof Enclosure					
Totals	125,675 sq. ft.	102,180 sq. ft.	.81	99,492 sq. ft.	.79

I. M. PEI & PARTNERS *Architects*

H. Alan Hoglund *AIP*
Associate

April 30, 1976

Mr. David Nesbitt
New Brunswick Tomorrow
390 George Street
New Brunswick, New Jersey 80903

Dear Dave:

As you suggested yesterday, I would like to restate our recommendation that our presentation to the combined NBT-NBDC Board take place the week of May 24th. Your intent, as we now understand it, was that the May 3rd date would have been our final presentation to your Board and that the following few weeks were to be devoted to refining and putting together a presentation package for NBT's use thereafter.

We suggest that the week of the 24th has several clear advantages. Firstly, a presentation to some 30-plus persons is a formal event and therefore requires substantial preparation time. The earlier date would require us to stop all urban design work and spend our remaining study period essentially on presentation materials.

Secondly, we feel it would be more useful for all concerned to give to the Board the fullest possible development of our proposals rather than to settle for a preliminary review of work-in-progress as our last communication.

Also, we understand that there will be some form of announcement to the press immediately following the NBT presentation, and that you will want from us a written summary of the plan as well as graphic material. In terms of the time constraint, it would be most difficult to provide you with material suitable for publication until close to the end of our study period.

continued.....

I. M. Pei *FAIA*
Eason H. Leonard *FAIA*
Henry N. Cobb *FAIA*
Araldo A. Cossutta *AIA*

Associate Partners
Leonard Jacobson *AIA*
James I. Freed *AIA*
Werner Wandelmaier *AIA*

I. M. PEI & PARTNERS *Architects*

Mr. David Nesbitt
New Brunswick Tomorrow
April 30, 1976
Page Two

Our goal, simply, is to make the most effective use of our remaining time, and to provide you with a work product that will be the most useful for you. We believe that the 24th date allows us to do that.

With best regards,

Sincerely,

I. M. PEI & PARTNERS

H. Alan Hoglund

HAH:kod

cc: I. M. Pei
H. N. Cobb

DOWNTOWN NEW BRUNSWICK:

Hiram Market Development Area

Preliminary Statistics: April 16, 1976

- Phase 1 Clearing all land
- Phase 2 Greening of all park land
- Phase 3 Hotel: 300 Rooms plus amenities
- Phase 4 Low-rise Housing:

Block A @ 90 D. U. on approximately 1.8 acres = 60 D. U./acre
Block B @ 60 D. U. on approximately 1.2 acres = 50 D. U./acre
150 D. U. total Phase 4

- Phase 5 Mixed Housing:

Low Rise @ 60 D. U.
Tower A @ 180 D. U.
Tower B @ 150 D. U.
390 D. U. total Phase 5 on approximately 5.5 acres
including park = 70 D. U./acre

Total Low-rise Units = 210

Total High-rise Units = 330

540 D. U. total on approximately 8.5 acres = approximately
63 D. U./acre average

To Henry N. Cobb
From Alan Høglund
Date April 7, 1976 (Revision: April 9)
Re: Downtown New Brunswick Work Program
copy to NB Team

WORK SCHEDULE

1. Week of April 5, 12, 19, 26:
 - A. Refine circulation and parking concept
 - B. Refine downtown concept
 - C. CBD/neighborhood relationships study
 - D. Commercial Plaza continuing work
 - E. Albany Street urban design and development study.
 - F. Hiram Market urban design and development study.
2. Friday, April 16:
 - A. Progress review here with Dave Nesbitt: especially Hiram Market and Albany St.
3. Week of April 19:
 - A. In-house review (HNC out-of-town 4/22-5/16).
4. Week of May 3:
 - A. Preliminary presentation/review with NBT and NBDC staff.
5. Week of May 10, 17:
 - A. Design refinement and final presentations.

PRESENTATION PRODUCT

1. Downtown Circulation and Parking Concept

Downtown base: 1" = 100' (40" x 40")
City base: 1" = 400'
Presentation: Technifax

GEORGE STREET

OFFICE BLDG.

PARKING

NEW STREET

NIELSON STREET

PARKING

PRISON II 1500 10000

III 400 400,000

500,000

200 (Estimate)

Proposed

WOLFSON PARKING DECK

LIBERTY STREET

LIMITED
MEMBER
CHURCH

SUNDAY SCHOOL

OFFICE BLDG.

6571
09,000

6571
10,000

NIELSON STREET

COMMERCIAL
FOUR STORY
REHABILITATION
CONG.
MEM.
ACHT.
REHABILITATION

RICHMOND STREET

PLAYGROUND

PARKING

FUTURE DEVELOPMENT OPPORTUNITY
(Interim Surface Parking: 800 Spaces)

200,000

Proposed future parking
2000 spaces

00000000
00000000
26,000 H

NEW STREET

**Henry N. Cobb's notes for presentation of report to New Brunswick Tomorrow board
March 11, 1976**

→ Have file
New Brunswick CRD plan (1)

New Brunswick Report 3/11/76

Purpose: To report on our appraisal of the downtown, and to define the broad outlines of a strategy for ~~the~~ future development.

I Appraisal:

ASSETS:

1. Compactness of downtown.
2. ~~Topo~~ Proximity of residential areas
3. Proximity of major educational institutions
4. Presence of J+J
5. Presence of County ~~Seat~~ Offices
6. Topography: a) River + Canal
b) slope from George St. to River
7. Attractions 19th c. bldgs + sites: rem of history.
- ~~8. Sills and elevated portion of George St.~~
8. ~~Eastern~~ George Street: a) Tradition of retail
b) attractive walk
c) elevated portion

LIABILITIES

- 1) Image of decline, esp. in retail area
- 2) Derelict state of east side - Hiram St. to Drive.
- 3) Proximity of ugly, crime-ridden public housing.
- 4) Too many vacant bldgs and vacant sites: ~~proportion~~
- 5) Traffic congestion - inadequate access, circulation and parking -

Any development strategy for the future must be based on a concept for circulation and parking which will eliminate ~~the~~ existing inadequacies. We therefore begin with a discussion of this problem.

II Access, Circulation, Parking, Transit

Warren Travers report.

III

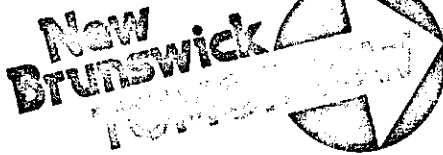
Development Strategy:

Based on circulation concept, we can now define the desirable character of major streets in the downtown:

- a) George Street: retain existing role
improve conditions for pedestrians
reduce through traffic
strengthen retail spine
- b) Albany Street: widen
landscaping to create
boulevard image
- c) Livingston: Retain and strengthen the
boulevard image
- d) "Rib" Streets (Church, Peterman, Bayard):
retain existing role
strengthen activities at street level
- e) Hiram Street: local access traffic only
build image based on
church bldgs + church yard.

George Street is and must remain central to any ^{downtown} ~~future~~ development ~~plans~~. It should be strengthened by four basic strategic concepts:

- 1) Reduce through traffic and improve environment for pedestrian on George
- 2) "Infill" development along George Street and along "rib" blocks
- 3) Major multi-purpose development at or near sites at north and south ends of George St.
- 3) Downtown residential development on east flank - Union Street district.
- 4) Civic center development on west flank north to railroad.
- 5) Intercept parking ^{directly} ~~located~~ ^{at} assemble from perimeter circulation routes.



100-1100-1710-111
Original

(201) 246-0603
246-0728

February 18, 1976

Mr. Henry N. Cobb
I. M. Pei & Partners
600 Madison Avenue
New York, New York 10022

Dear Mr. Cobb:

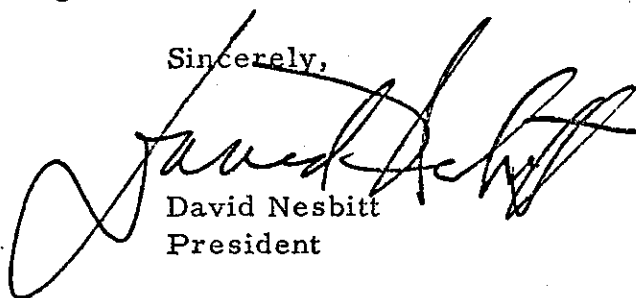
Please find enclosed an executed copy of the contract dated February 11, 1976.

There are two items which have been requested by the Board of Directors of New Brunswick Tomorrow which need to be brought to your attention.

Page 2 - Item 6 - We would like to emphasize that the character and physical organization of the railroad plaza area. While it is important to look at the facilities specifically, we would be looking at alternative sites along the railroad elevation.

Page 2 - Item 10 - In looking at the linkages of the downtown core and its immediate neighbors, we would also want the study to reflect consideration for the potential linkage and impact of the government center area.

Sincerely,



David Nesbitt
President

hal
encs.

390 George Street, New Brunswick, N.J. 08903

NEW BRUNSWICK TOMORROW

To H. N. Cobb
From Al Hoglund
Date February 17, 1976
Re: New Brunswick CBD
copy to A. T. Nakagawa, F. Brezavar, S. Wood. E. Caras, W. Travers

Our first phase of the work program is a "downtown appraisal" which should be completed by the 2nd week of March. I suggest it take the form of a position paper or critiques responding to the 1st priority planning issues as we see them. They are:

I. Route 18 Issues

1. Access modifications: New St. off-ramp; access needs on northern CBD fringe.
2. Alignment modifications: alternatives to pushing highway into canal; implications on J & J land.
3. Elevation modifications: alternatives to elevated highway as barrier along CBD corridor.
4. Fuller use of Rt. 18 (including its service roads) for local CBD circulation.
5. Judgements as to political/financial feasibility of obtaining Rt. 18 modifications.

II. George Street Issues

1. Widening vs. no-widening, one-way vs. two-way.
2. Character as a traffic carrier (local vs. thru); as a public transportation corridor; for parking.
3. Physical character and development strategies: Infill/rehab. vs. clearance; appropriate uses; building scale, materials, amenity, etc.

III. Other Circulation Issues

1. Easing George St.; relation to Neilson/Dennis.
2. Circumferential movement.
3. R. R. Plaza Area.

To

From

Date February 17, 1976

Re: New Brunswick CBD - Page Two (continued.....)

copy to

IV. Commercial Plaza Issues

1. George St. frontage for 1st stage.
2. Low site coverage vs. high coverage, low bldg. vs. high bldg.
3. Marketability of lower block for housing.

V. J & J Site Issues

1. Program elements and resultant land requirements.
2. Related urban functions and uses for on-site.
3. On-site parking requirements.
4. General access and service requirements.
5. Street closure potential/desirability.
6. Required/desired linkages to J & J existing complex and to rest of CBD.

Other issues include housing strategies, hotel location, performing arts, parking, railroad station, etc. but the above five, I believe, are especially intertwined and require early resolution.

AH:KOD

February 11, 1976

Mr. David Nesbitt, President
New Brunswick Tomorrow
390 George Street
New Brunswick, New Jersey 08903

Dear Mr. Nesbitt:

In accordance with our discussion of January 28, the following shall represent an agreement for urban design services for downtown New Brunswick. We cannot overstate the need to move this process forward with all due speed, and secondly to emphasize the need for NEW BRUNSWICK TOMORROW to regularly input, reflect, and decide the direction of the design process. We feel we have a unique opportunity to jointly conceptualize the optimum future of the City of New Brunswick.

As such, our goal is to first provide an early assessment of key projects already in initial planning and their relationship with an eventual urban design concept and image for the overall downtown core. The following shall represent the services to be provided by I. M. Pei & Partners.

1. DOWNTOWN DEVELOPMENT CONCEPT

The Development Concept will consist of an urban design concept and a transportation and parking plan. It will establish downtown land use, circulation, parking and urban design parameters within which architectural design and project implementation can take place.

Specifically, it will include the following:

1. A traffic, circulation and parking plan responsive to the downtown development program and the functioning of the downtown prior to and after completion of the Route 18 Extension.

Mr. David Nesbitt

February 11, 1976

Page Two

2. The spatial, volumetric and functional organization and interrelationships of downtown's two emerging office cores: Commercial Plaza and Johnson & Johnson.
3. The physical image and nature of the uses along George Street as a link between these cores.
4. The location and form of new downtown residential uses and supporting facilities.
5. The location, functional interrelationships and physical organization of new downtown uses including hotel, conference facilities and performing arts center.
6. A concept for the character and physical organization of the railroad plaza area as a transportation center and gateway to downtown, and the uses and image of Albany Street.
7. The location and organization of pedestrian networks, parks, plazas and open space within the downtown.
8. The potential of the riverfront for recreational and other appropriate uses.
9. Concepts for the preservation and enhancement of places and buildings of historic and environmental value.
10. The provision of linkages between the downtown core and its immediate neighbors including the public housing areas, and the university and hospital areas.
11. A staging plan for public and private improvements related to the economic model.

2. STUDY AREA

The study area will consist of the downtown core defined as the area generally bounded by the Raritan River on the east, Commercial Street on the south, Joyce Kilmer Avenue on the west, and Hamilton Street on the north.

Mr. David Nesbitt
February 11, 1976
Page Three

3. PROJECT DOCUMENTATION

The Downtown Development Concept will be illustrated by plans, maps and other drawings that are necessary to adequately explain the urban design, land use, traffic, parking and other elements of the Concept. Supporting and backup data necessary to document the Concept recommendations will be submitted periodically in a series of memoranda. In addition, we feel that a block model (at a scale of 1" = 100') will be an essential tool for presenting the Concept.

4. TIME OF PERFORMANCE

We propose to complete the work program outlined herein by June 1, 1976, based on a beginning date of February 1, 1976. We anticipate a one-month period for the collection and evaluation of all background material. At that point, we will meet with you and your staff to present our planning appraisal of the downtown and our recommendations for conceptual design approaches. Following that, we will prepare a preliminary urban design concept for presentation at the end of the third month. The fourth month will be devoted to concept refinement and the preparation of final presentation materials. Throughout the study period, we anticipate a close working relationship on a regular basis with the staff of NEW BRUNSWICK TOMORROW.

5. CONSULTANTS

We will be building on the work prepared to date by Richard P. Browne Associates and understand that their services can be made available during the study period for the evaluation of transportation proposals. However, in addition, we are including in this proposal the services of Travers Associates, Transportation Consultants. We have had many previous associations with Travers on similar projects and would utilize them for the formulation of overall downtown transportation strategies and for the design of traffic and parking elements within various specific project areas.

6. BACKGROUND MATERIAL

The time frame of the proposal assumes that all necessary technical data and background information including land use, traffic, parking, utilities, topography, street surveys, market studies, base maps, subsurface conditions, etc. is readily available and can be provided to us during the first month analysis phase.

I. M. PEI & PARTNERS Architects

Mr. David Nesbitt
February 11, 1976
Page Four

7. FEE

We propose to perform the urban design services outlined herein at cost, with the time of our professional staff charged at the rate of 2.0 times direct personnel expense. There will be no additional fee for the time of principals of our firm (Messrs. Pei, Leonard and Cobb). Consultants' fees and out-of-pocket expenses will be billed at cost. The work outlined above will be completed at a cost not to exceed \$75,000 including all fees and expenses. We estimate that this amount will be divided generally as follows:

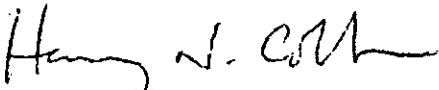
\$55,000 for urban design services, \$5,000 for traffic planning, and \$15,000 for model and presentation materials.

It is understood that the fee shall be paid directly by NEW BRUNSWICK TOMORROW and the NEW BRUNSWICK DEVELOPMENT CORPORATION at the completion of the study period as outlined herein.

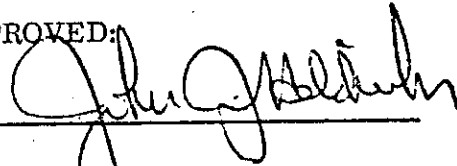
This letter shall serve as a contract between us. If you find the proposal outlined herein satisfactory, you may sign the enclosed copy and return it to our office. We look forward to working with you as we move closer to making revitalization a reality.

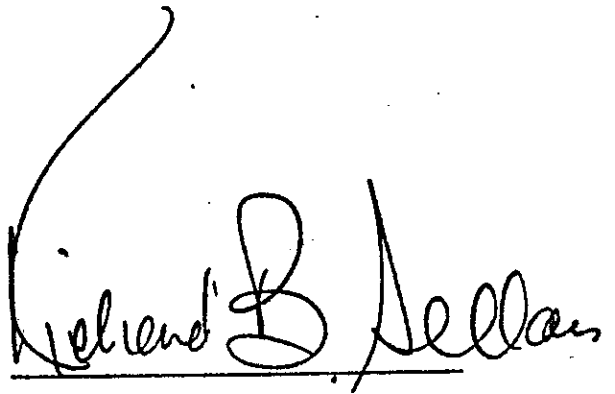
Sincerely,

I. M. PEI & PARTNERS


Henry N. Cobb

APPROVED:

By: 
NEW BRUNSWICK TOMORROW


NEW BRUNSWICK DEVELOPMENT CORPORATION

To New Brunswick Team

From Al Hoglund

Date February 4, 1976

Re: Local Contacts

copy to I. M. Pei, H. N. Cobb, A. T. Nakagawa, F. Brezavar, S. Wood

The following is a starter list of New Brunswick contacts:

New Brunswick Development Corporation (NBDC)

1. Directors list circulated separately.

New Brunswick Tomorrow (201) 246-0603

1. David Nesbitt, President *
2. Alveraze F. Gonsouland *
3. Ray Felton *
4. Robin Brandin *

New Brunswick City Planning Department (201) 745-5044

1. Vincent I. Cassera, Planning Director *

City of New Brunswick (201) 745-5055

1. Robert C. Kane, P. E., City Engineer *

New Brunswick Parking Authority

1. Fred Burke, Executive Director *
2. Jack Gushin, Chairman

Middlesex County Planning Board (201) 246-6062

1. Douglas S. Powell, Director *

New Brunswick Redevelopment Authority

1. Richard M. Keefe, Administrator

New Brunswick Housing Authority

1. ?

To New Brunswick Team
From Al Høglund
Date February 4, 1976
Re: Local Contacts - Page Two
copy to

Richard P. Browne Associates (201) 785-0660

1. William Garro, President *
2. James R. Gage, Vice President *
3. Thomas Hicks *
4. Harvey Yesowitz *

Rutgers

1. Robert C. Totten, Director, Physical Plant

Johnson & Johnson

1. Richard B. Sellars, Chairman, Board of Directors *
2. Norman W. Kempson, Corporate Director, Facilities Planning & Construction Dept. * (201) 524-6357
3. Charles I. Scheidecker * (201) 524-6005
4. Vern Thompson *
5. Rose Wilcox (Mrs.)

* have already met with

AH:kod

AH

To New Brunswick Team

From Al Hoglund

Date February 3, 1976

Re: NBDC

copy to I. M. Pei, H. N. Cobb, A. T. Nakagawa, F. Brezavar, S. Wood

The following have been named Directors of the New Brunswick Development Corporation:

1. Richard Sellars, Board Chairman, Johnson & Johnson
2. Philip A. Campbell, V. P., N. J. Bell Telephone Co.
3. C. Roy Epps, Exec. Director, Urban League of Greater New Brunswick
4. John J. Heldrich, V. P. For Admin., Johnson & Johnson
5. Leonard Hill, Chairman, National Bank of New Jersey
6. Charles H. Marciante, President, New Jersey State AFL-CIO
7. Mayor Richard J. Mulligan
8. William H. Tremayne, V. P. and Asst. Controller, Prudential Insurance Co.
9. Robert C. Totten, Director, Physical Plant, Rutgers University

AH:kod

AH

Henry N. Cobb's notes of his meeting with I. M. Pei and John McDonald
February 3, 1976

John McDonald - Rutgers.

New Brunswick nightingale pop 76000
Dayton " 80000

Rutgers - 6900 men
7600 women) undergraduates
16000 total undergrad - grad

Students sleep mostly in Highland Park
Unsafe to walk through downtown at night.

Inter-campus bus system carries 20000/day
anyone can ride, no charge

sometimes groups of black kids terrorize women dinner, etc

N.B is center for drug traffic in this
area. Comes in from DC and is distributed from here
Main reason is direct bus link to DC.

Downtown merchants are now trying to attract students.

(180000 soldiers)
During WW II Camp (Camp) (Cott) supported and
destroyed downtown retail - brought in school merchants

Most blacks are from Georgia. Some blacks have
been here for 100 years.

5th Ward is largely Hungarian.

Italian district - 2nd generation has moved out
German district - remainder is older + poorer than average

Public schools are 70-80% black in public schools

There is housing

Parochial schools serve ethnics

Putzger prep school (day) - serves upper income K-12.

Condominium - Bryant + Betty Community Service

Development Corp - Walter St. - Sam Herbst
lives there - recycled carriage factory.

Payroll - NB area = \$90M/year.

- Successful stores: Sims jewelry - quality
Gramercy Books - cater to students.
Healthy food store on Clark St. -
does \$300,000/year business

Successful Restaurants: Grand Tavern
Tavern House
Tavernette

Putzger has ~~public~~ student centers, ~~facilities~~ ^{equipment}, on every campus

→ Easton Avenue a good location for student ^{-oriented} business.

- Praised students we all in Pigeonway.
- Put up students in groups, outpiss blue-collar students in competing for close-in housing. City is trying to limit import of students by zoning.
- Student attitude toward City is at low ebb. Mayor's plan to hire students as fireman was fought by professionals + killed by council. 16 student who had been through fireman training are suing for \$200,000. Students are talking of organizing a voting bloc (6700 votes) to take over city govt.
- High quality black Bar - After 5 on Commercial Avenue - below George St. - very successful.

Donald Sinclair

Curator of Special Collections

Putnam Univ. Library

→ see for photo collections.

Downtown New Brunswick Background Material

1. "New Brunswick Economic Model." NBT, 11/21/75
2. "Feasibility Analysis of Office and Retail Potentials, Commercial Plaza Site." Rouse, 6/75.
3. "Design-Build Proposal for Commercial Plaza Office Building I." NBT, 10/22/75.
4. "Market Study & Financial Projections, Proposed Motor Hotel." Laventhol & Horwath, 12/75.
5. "A New Approach to Land Disposition & Development." Prepared for NB Housing Authority, 11/74.
6. "Market Analysis for the Hiram Street Mall." ERA, 1/74.
7. "Transportation Study for New Brunswick Tomorrow." RBA, 10/30/75 & 12/1/75.
8. "New Brunswick Tomorrow." American City Corp., 7/75.

9. "Trends, Issues and Priorities in the Revitalization of New Brunswick, N.J." American City Corp., 1/75.
10. "Hiram Square." Wallace, McHarg, Roberts & Todd, 6/74.
11. "Comprehensive Master Plan, Transportation, Parking and Traffic Report." Division of Planning and Development, City of NB, 12/68.
12. "Master Plan, City of New Brunswick." NB City Planning Dept., 1963.
13. "Economic Feasibility, Proposed Liberty Street Parking Garage." Wilbur Smith, 10/30/71.
14. "Economic Feasibility of the Medical Center Garage." Wilbur Smith, 11/75.
15. "Middlesex County TOPICS Improvement Program for Region IV." Alan Voorhes, 8/73.

16. "Middlesex County TOPICS Improvement Plan Drawings for Region IV." Alan Voorhees, 8/73.
17. "City of New Brunswick Master Plan." Cross Associates, 1/72.
18. "Traffic Study, New Brunswick, N.J." Travers Associates, 7/8/74.
19. Traffic Memorandum. Donald H. Stines Associates, 7/16/74.
20. "The Delaware & Raritan Canal, A Pictorial History." William J. McKelvey, Jr., 1975.
21. "Rutgers, a Bicentennial History." Richard P. McCormick, 1966.
22. "Johnson & Johnson 1974 Annual Report." 3/11/75.
23. "Brief History of Johnson & Johnson."

24. "Statement Submitted Before the Advisory Council on Historic Preservation on the Proposed Route 18 Expansion." Middlesex County Planning Board, 9/18/74.
25. "Regional Health, Education & Cultural Facilities: Needs for the Future; County Building Needs Study." County Master Plan Report #16, 5/70.
26. "Middlesex County Interim Master Plan." County Master Plan Report #20, 11/12/70.
27. "Recommended Water and Sewer Systems: Plans and Programs." County Master Plan Report #23, 10/71.
28. "Plan Alternative Comparisons with the Trends." County Master Plan Report #26, 3/74.
29. "The Future of Middlesex County." Regional Plan Association, 9/69.
30. "New Jersey: Issues and Action." Regional Plan Association, 4/67.

31. "To Move New Jersey Forward." Regional
Plan Association, 10/68.

Richard Browne Associates: Transportation Study

1. Circulation Option #1: CBD Loop
2. Circulation Option #2: Widened George St.
3. Circulation Option #3: George/Neilson Pair
4. Existing One-way Street System
5. Option #3 Signalization and Parking
6. Short Range Street Improvements
7. Route 1B Alternatives
8. Route 1B Impact on CBD Streets
9. CBD Employee Concentration and Commuter Routes
10. Public Transit - Existing

I. M. PEI & PARTNERS Architects

→ HNC file
I. M. Pei FAIA
Eason H. Leonard FAIA
Henry N. Cobb FAIA

Associate Partners
Leonard Jacobson AIA
James I. Freed AIA
Werner Wandelmaier AIA

November 6, 1975

Mr. Richard B. Sellars
Chairman of the Board
Johnson & Johnson
501 George Street
New Brunswick, New Jersey 08903

Dear Mr. Sellars:

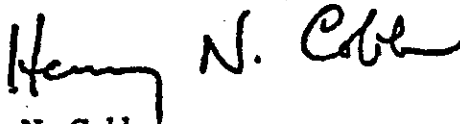
Subsequent to Mr. Pei's letter to you of October 29 we have met once again with Mr. Nesbitt and have had an opportunity to review in greater detail the current downtown planning program for New Brunswick.

As a result, we think it would be appropriate for us to further define our views on the scope of the downtown revitalization effort and, in particular, how it relates to the development plans for Johnson & Johnson.

We offer the following proposal for your consideration. We hope it will provide you with a fuller understanding of how we perceive this assignment and are prepared to fulfill it.

Very truly yours,

I. M. PEI & PARTNERS



Henry N. Cobb

HNC:omk
attachment

INTRODUCTION

The decision by Johnson & Johnson to undertake its new world headquarters development in conjunction with New Brunswick's downtown revitalization program is far-reaching. It highlights the symbiotic relationship that exists between downtown New Brunswick and Johnson & Johnson and underscores the importance of planning these projects concurrently. Johnson & Johnson has a role to play in the life of downtown New Brunswick far beyond that of being simply its largest private employer. It can act as a catalyst for future growth and can establish a standard of excellence for all that will follow.

We are particularly excited by the dual nature of this project, for it brings together many threads of our professional interest and experience. The success of the project will depend in large part on the ability of the consultant to mesh two extremely diverse kinds of activity: a headquarters complex for a large corporate institution, and a multi-faceted plan for downtown revitalization. In many ways, this project represents a mosaic of our past experience. We have worked for cities, for developers, and for institutions. We understand the challenges of developing major office buildings, retail space and hotels. We understand the difficult problems of downtown housing. And we understand the techniques for transforming the urban environment.

DOWNTOWN REVITALIZATION PROGRAM

The planning program for downtown New Brunswick is action-oriented and rightly so. New Brunswick, like most cities, has been the recipient of many dozens of planning studies and reports over the years. For the New Brunswick Development Corporation to commission yet another "paper plan" would be a mistake. The downtown is on the edge of real and dramatic revitalization.

The Johnson & Johnson development is by far the largest single element and will have a profound effect on the character and functioning of the entire downtown core area. At the opposite end of George Street, new office and residential development will be taking place in the vicinity of Commercial Plaza.

The planning response, as we view it, should be two-fold. First, the plan should provide early and accurate judgements that will allow these important projects to proceed quickly and within a sound planning framework and context. These projects should not be delayed to await the conclusion of a long, involved planning process.

Second, the plan should provide an urban design image for the downtown incorporating these new key projects and responding to the existing strengths and market potentials of the downtown.

We see the following as the main planning issues:

1. The implications of Route 18 functionally and environmentally as a major new entry to downtown.
2. The visual character, functions and interface of downtown's two emerging office cores: Johnson & Johnson and Commercial Plaza.
3. The image and uses along George Street as the retail link between these office cores.
4. The role of Albany Street as an adjunct to the George Street spine.
5. The form and character of new downtown residential uses and their supporting needs.

6. The expression of downtown New Brunswick as a governmental center including the location and physical organization of administrative and judicial functions.
7. The response of downtown to the University in terms of mutually beneficial housing, shopping, entertainment and especially cultural activities.
8. The location and urban design implications of potential new downtown uses such as a performing arts center, convention facilities and major hotel.
9. The functional and environmental implications of the railroad and other transportation facilities.
10. The role of parks, plazas and open space within the core area and along the river.
11. The preservation and enhancement of places of historic and environmental value.
12. The linkages and transitions between the downtown core and its fringe areas and neighborhoods.

In all of these issues, the ability to stage improvements in a flexible and coordinated manner is the key to successful revitalization. Downtown growth will be incremental and the plan must provide a strategy and structure that will be continuously responsive to new development opportunities.

Throughout the planning process we intend to work consistently and closely with the leadership and staff of New Brunswick Tomorrow. We view our participation as providing an additional element to an on-going and already effectively organized revitalization program.

We are prepared to be very much present in New Brunswick throughout the study period, and we welcome the opportunity to become part of the downtown planning team.

JOHNSON & JOHNSON WORLD HEADQUARTERS

The plan for Johnson & Johnson will provide a comprehensive development concept for the entire world headquarters site, including the existing office complex west of the railroad viaduct as well as the new properties extending eastward to Albany Street. The plan will also define the relationship of the Johnson & Johnson development to surrounding areas of influence within the city.

As we see it, the development concept must aim at three critical objectives:

First, to provide economical and functionally efficient working space to serve Johnson & Johnson's present and future operational needs.

Second, to create a distinctive image and an attractive environment appropriate to the world headquarters of a major corporation.

Third, to articulate the key role of the Johnson & Johnson headquarters complex as a catalyst in the revitalization of Downtown New Brunswick.

With these objectives in mind, we propose to undertake a program of site planning and conceptual design studies which will take into account the following major factors:

1. The present and anticipated future space requirements of Johnson & Johnson
2. The Johnson & Johnson construction budget as it may influence the selection of building types, systems and materials
3. Other space use potential within the headquarters site and surrounding area of influence
4. Circulation requirements — pedestrian, vehicular and public transit — into and within the site and surrounding area of influence
5. Parking and trucking requirements to serve the site
6. Public and private utilities serving the site
7. Sub-soil conditions and any other special engineering factors influencing development of the site
8. Zoning regulations and building code requirements insofar as they may affect the development concept

9. Climatic and topographic characteristics of the site
10. Reuse potential of existing structures within the site
11. Urban design factors in and around the site

After assembling and analyzing all information bearing on the problem, we will formulate a development concept or, if appropriate, alternative concepts for consideration by Johnson & Johnson. After review and approval, we will proceed with further design studies and documentation of the development concept so as to provide a sound basis for subsequent detailed architectural and engineering design.

We propose to present the development concept in the form of a topographically accurate scale model encompassing the entire world headquarters site, together with schematic plans and sections as required to show all major elements of the plan. Construction phasing will form an integral part of the development concept and will be shown through the use of removable sections in the model, so that the project may be seen in all of its stages, from existing conditions through to completion.

PROPOSED WORK PROGRAM

The chart on the following page summarizes the work program for development planning and urban design services. It anticipates a concurrent four-month study period for the Johnson & Johnson development concept and the downtown development concept. The time-frame is short and therefore dependent on the early availability of background information. The Johnson & Johnson development program will be formulated by the end of month 1. Concurrently, downtown market data will be updated and refined by New Brunswick Tomorrow. The work schedule assumes that all required land use and transportation data can be made available at the beginning of the study period. The site survey, analysis and appraisal period has been made as short as possible to permit an early start in the design process.

We understand that the initial stage of a downtown traffic and parking study by R. P. Browne will be completed in December. We assume his work will continue through the first four to eight weeks of our program and would be coordinated with our initial planning studies. In addition, we are including in the scope of work the services of our own transportation specialist who will consult with us during the urban design process.

The Development Concept for Johnson & Johnson will take approximately ten weeks. The final month will be devoted to concept refinement and preparation of the report. The Downtown Development design process will begin two weeks before Johnson & Johnson concept work in order to establish planning parameters and a transportation and land use framework. It will conclude at the end of the fourth month.

Staff time has been allocated during the study period for design review of any early action projects which are already in planning. The final month will include the formulation of implementation strategies for future action programs. In both cases we will be working closely with New Brunswick Tomorrow to assure maximum momentum.

In addition to the above mentioned transportation consultant, the proposal includes the services of other specialists to advise us on utility, sub-soil and structural conditions. The early involvement of these specialists is significant. Our experience in many similar projects has shown that early judgments during the concept formulation period can be essential. We assume that these consultants could draw largely upon existing technical data.

We propose to perform the overall work program for the Johnson & Johnson World Headquarters and the Downtown Revitalization Program outlined herein at a cost of \$230,000 including all fees and expenses.

Of this amount, \$140,000 has been allocated for the Johnson & Johnson portion. Conceptual design accounts for \$115,000, and the final report (including a model of the J & J design concept at a scale of 1" = 50') accounts for \$25,000. An appropriate portion of the Johnson & Johnson fee will be credited against later stage architectural design fees.

The Downtown Revitalization portion of the fee is \$90,000. Of this amount, \$75,000 is for development and urban design services, and \$15,000 is for the final report (including a model of the entire downtown study area at a scale of 1" = 100').

PROPOSED WORK PROGRAM SCHEDULE

Johnson & Johnson World Headquarters
Downtown Revitalization Program
New Brunswick, N. J.

	Item No.	Work Performed By:	Pre-Contract	Month Number				
				1	2	3	4	
Combined Studies	1. Site Survey, Analysis & Appraisal	I. M. Pei & Partners		—————* —————				
	2. Traffic, Parking & Transportation Study	R. P. Browne		—————* —————				
Johnson & Johnson World Headquarters	3. Development Program	Johnson & Johnson Staff		————— —————				
	4. Development Concept	I. M. Pei & Partners		—————	Design Process		—————	Final Report
Downtown Revitalization Program	5. Refine Prior Downtown Market Projections	New Brunswick Tomorrow		————— —————				
	6. Development Concept	I. M. Pei & Partners		—————	Design Process		—————	Final Report
	7. Implementation Strategy	I. M. Pei & Partners and New Brunswick Tomorrow		—————	Design Review On-going Projects		—————	Future Action

* Time span subject to availability and suitability of data to be given to I. M. Pei & Partners.

October 29, 1975

Mr. Richard B. Sellars
Chairman of the Board
Johnson & Johnson
501 George Street
New Brunswick, New Jersey 08903

Dear Mr. Sellars:

Our discussion on October 9th about the future development of New Brunswick was most stimulating. I came away with a positive feeling that this city has already made important progress in the direction of mobilizing its strengths and potentials. The announced interest of Johnson & Johnson to undertake its own expansion in coordination with the city's downtown renewal efforts should add impetus to the total effort. This happy conjunction of circumstances bodes well for the future of New Brunswick.

It is in this context that we wish to express our great interest in your project. We see this as a two-pronged planning and development program: one, for the private sector (Johnson & Johnson) and one, for the public sector (New Brunswick Development Corporation). The key to overall success, we believe, lies in the extent to which these efforts can be coordinated to form a coherent entity. Ideally, this can be best accomplished through the administration of a single Urban Design/Master Development Plan for the entire downtown. This process will involve an architect/planner in designing the over-all plan, in setting forth the important planning and design objectives, and in establishing building controls for development. Project execution would be administered by a central coordinating agency (NBDC) under whose direction priorities are established and public infra-structure construction is provided to complement concurrent private developments.

As a first step, Johnson & Johnson should establish a phased development program for the foreseeable future. We understand that much of this is already done. With this information, the architect/planner may then design a development concept which will translate the program into physical form. We estimate that this would take approximately three to four months. Concurrently, the design team would undertake general survey and planning work, traffic and parking studies and economic investigations as prerequisites for the final Master Development Plan. This entire phase could be accomplished in approximately six months. After the plan is approved, Johnson & Johnson could begin the architectural design of its first building while NBDC would be engaged in planning and implementing other portions of the CBD Plan. This, in brief, is our preliminary proposal.

We appreciate your interest in our firm and wish to assure you of our keen interest and capability to fulfill this assignment. The prospects for Johnson & Johnson and the City of New Brunswick are exciting and challenging and we wish you every success.

Very truly yours,

I. M. Pei

IMP/b

bcc/Leonard/Cobb/Nakagawa

JOHNSON & JOHNSON/NEW BRUNSWICK CBD - PLANNING & DESIGN SCHEDULE

<u>Stage</u>	<u>Client</u>	<u>Work Program</u>	<u>Duration</u>	<u>By</u>
I	Johnson & Johnson	Determine Development Program	Month 1	Self or Consultant
IA	NBDC	A. Economic Studies & CBD Market Projections	Months 1, 2&3	Economic Consultant
		1. Basic CBD Market Factors		
		2. Market Projections By Type & By Stages*		
		B. Site Surveys & Appraisal of Existing Conditions	Months 2 & 3	Architect/Planner Traffic & Transportation & Engineering Consultants + City
		1. Land & Building Use		
		2. Building Quality		
		3. Utility Systems, Location & Capacity		
		4. Topographic & Subsoil Conditions		
		5. Street & Traffic Analysis		
		6. Public Transportation Analysis		
		7. Other Factors		
II	Johnson & Johnson	Development Concept Plan for Johnson & Johnson	Months 2, 3&4	Architect/Planner Consultant Team
IIA	NBDC	Development Concept Plan for CBD	Months 4, 5&6	Architect/Planner Consultant Team
III	NBDC	Final CBD Urban Design/Master Development Plan & Report	Months 7 & 8	Architect/Planner Consultant Team

N.B. Sincer this schedule, 1.41. + Rd. Assett we could compress entire effort to 3-4 months by use of 2 teams working concurrently (1 for J+J) (1 for CBD)

* Feed in findings from Stage I.