



Project Management in Large-Scale Redevelopment

Lessons from Riverton

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Purpose & Learning Objectives

Purpose: Understand what makes redevelopment projects different and identify practical project management approaches that can improve outcomes.

By the end of this session, attendees will be able to:

01

Recognize key differences between redevelopment and greenfield projects

02

Identify risks unique to redevelopment work

03

Understand strategies for managing stakeholders and uncertainty

04

Apply lessons learned from Riverton to future projects

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Meet the Presenter



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Today's Discussion

- 1 Why redevelopment projects are different
- 2 Managing complexity and uncertainty
- 3 Riverton project case study
- 4 Practical lessons for PMs

“
Existing conditions
create uncertainty.
”

Redevelopment is not a blank slate.

- Existing infrastructure and utilities
- Environmental and regulatory requirements
- Multiple stakeholder interests
- Evolving site conditions



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Why Redevelopment Projects Feel Different

**Unknown
conditions**



**Stakeholder
coordination**



**Regulatory
complexity**



**Phased
implementation**



**Long project
timelines**



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Building the Right Team Early

Redevelopment success depends on coordination
as much as technical expertise.

Involve the right
disciplines from
the start

Leverage local
knowledge and
site history

Clarify ownership
and decision-
making

Create consistent
communication
pathways

CASE STUDY

Riverton Project



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Riverton Project Overview

Key elements

- Mixed-use development
- Public waterfront access
- Environmental remediation
- Infrastructure improvements
- Greenspace preservation

418

Acre waterfront redevelopment



APPROVED CONCEPT PLAN

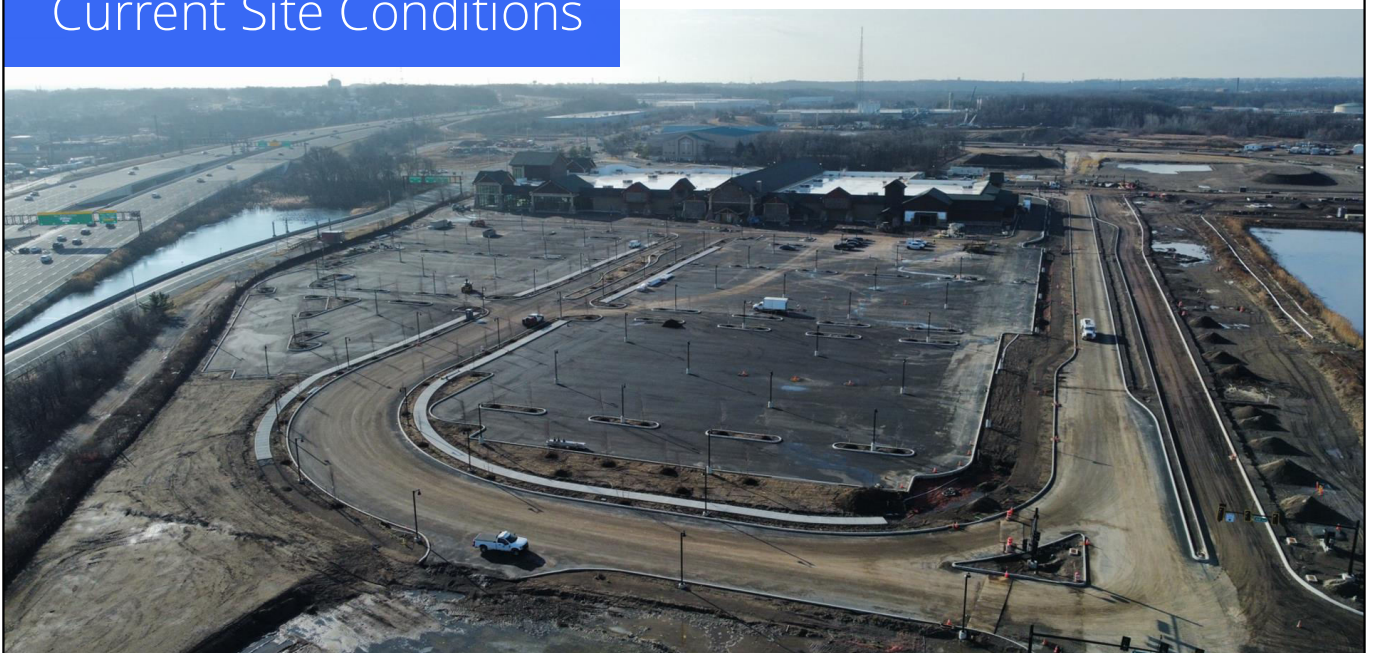
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-  Retail / Entertainment
1,320,000 SF
-  Hotel / Conference
622,000 SF
-  Office / Other Commercial
2,042,000 SF
-  Residential Townhomes
 Residential Apartments
2,000 Units
-  Ground Floor Retail
-  Structured Parking





Current Site Conditions



RIVERTON CASE STUDY

Challenges Encountered



Environmental remediation



Multiple stakeholders



Phased approvals



Infrastructure coordination

RIVERTON CASE STUDY

How the Team Approached Complexity

01

Started with existing conditions

Understand site history, environmental factors, and infrastructure constraints before advancing design.

02

Create alignment early

Bring owners, agencies, consultants, and stakeholders together early and often.

03

Planned for phased execution

Structure the work to allow for progress while accommodating evolving conditions.

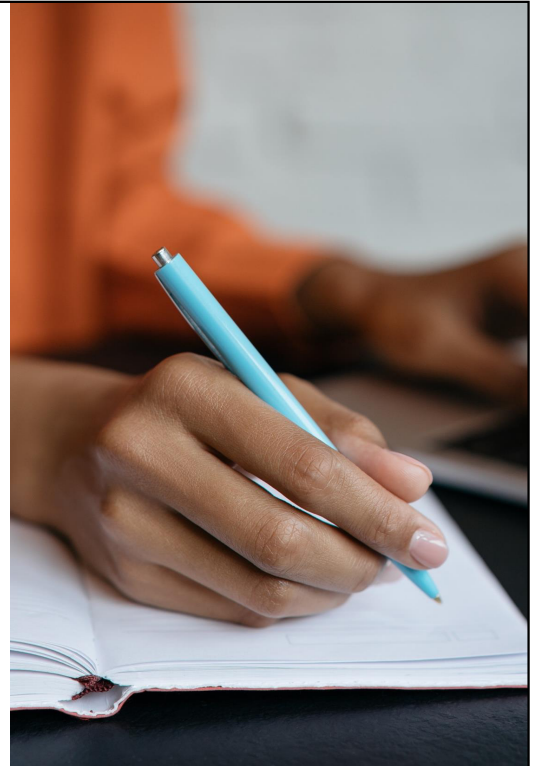
04

Adjusted as new information emerged

Build flexibility into schedules, priorities, and decision making.

Lessons PMs can take forward

- **Unknowns become expensive later**
Invest time upfront to uncover issues before they impact cost and schedule.
- **Communication prevents rework**
Consistent communication keeps teams aligned and avoids disconnects.
- **Flexibility beats rigid planning**
Redevelopment projects rarely follow a perfectly linear path.
- **Stakeholder relationships matter**
Successful outcomes often depend as much on trust and coordination as technical execution.



What PMs Can Apply Tomorrow

- ✓ Ask more questions upfront than you think you need to
- ✓ Bring stakeholders in early
- ✓ Expect unknowns and plan contingencies
- ✓ Document decisions as conditions evolve
- ✓ Build flexibility into schedules and expectations





Thank you for
joining us.

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QUESTIONS & DISCUSSION



AEC PM Connect New Jersey 2026