

FINAL PLAN PROPOSED FOR ADOPTION

State Strategic Plan:

New Jersey's State Development & Redevelopment Plan



New Jersey State Planning Commission

Adopted on ___/___/12 by Resolution No. 2012-___

New Jersey State Planning Commission

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About the State Planning Commission

The State Planning Act of 1985 (N.J.S.A. 52:18A-196 et seq.) created the New Jersey State Planning Commission. Detailed and current information pertaining to the State Planning Commission can be found at:

<http://www.state.nj.us/state/planning/spc.html>

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Executive Summary

The 2012 State Strategic Plan (the Plan) is New Jersey's revised and readopted State Development and Redevelopment Plan designed to meet the statutory charges of the State Planning Act. The overall goal of the Plan is to guide future growth by balancing development and conservation objectives best suited to meet the needs of New Jersey.

This updated planning document is not a land-use regulatory tool, but a strategic framework to coordinate and channel public and private investments. The framework prioritizes key existing assets and industries, workforce development and retention, and infrastructure and quality of life factors, such as access to and benefits of protecting and preserving open space.

State implementation requires strong leadership and will be driven from the Executive Branch through a cabinet-level Steering Committee. The Committee recognizes State agency coordination as a key factor to successful implementation of the Plan and addresses a major shortcoming of past statewide planning efforts.

This Plan outlines an incentive-based strategy that tactically aligns government entities and resources, building on existing economic and quality of life assets and establishes clear goals to better position New Jersey to compete for and capitalize on growth opportunities.

The four goals of the Plan will be achieved through a combination of administrative actions, legislative and regulatory reforms, and public investment prioritization. These practical goals and guidelines aim to strengthen job creation efforts in a long-term manner. The goals include:

Goal 1: Targeted Economic Growth: Enhance opportunities to attract and grow industries of statewide, regional and international importance.

Goal 2: Effective Regional Planning: Guide and inform regional planning to enable each region of the State to experience appropriate growth, preservation and protection based on its assets and desires.

Goal 3: Preservation, Protection and Enhancement of Critical State Resources: Ensure that strategies for growth include preservation, protection and enhancement of our State's critical natural, agricultural, scenic, recreation, and historic resources, recognizing their role in economic growth and the quality of life for New Jersey residents.

Goal 4: Tactical Alignment of Government: Prioritize effective resource allocation, coordination, cooperation and communication among entities that play a role in meeting the Plan's mission.

To ensure the effective delivery of these goals, there are five key guiding principles that serve as the foundation for State agency implementation of the Plan, including:

- Creating a growth environment with greater regulatory predictability at the State level;
- Leveraging government assets with the private sector and higher education;

- Incentivizing development and redevelopment in areas where infrastructure already exists to avoid escalating costs of expanded services;
- Institutionalizing effective programs and approaches to ensure adaptability and an understanding of changing market conditions; and
- Planning for, and responding to, future challenges through adaptive decision-making that accounts for community, economic and environmental outcomes.

This Plan also establishes best management practices referred to as “Garden State Values.” These values help address the statutory requirements of the State Planning Act to coordinate planning activities, establish statewide planning objectives, and promote development and redevelopment consistent with sound planning. Additionally, these values reflect the appropriate balance of channeling growth toward existing infrastructure, promoting development and redevelopment initiatives throughout the State, protecting critical natural resources, promoting healthy lifestyles and creating an environment for the market to flourish.

Throughout the process of developing this Plan, one message was clear: New Jersey’s past framework for statewide “*land use*” planning did not achieve the desired results. An integrated approach to workforce, physical and economic development in concert with strategic preservation and protection of natural resources is necessary and long overdue.

Vision Statement

New Jersey establishes itself as a national leader in coordinated private and public investment that supports sustainable communities, attracts and provides strong economic opportunities, enhances cultural assets, preserves and protects our State's natural resources, and creates healthier communities to work, reside and recreate.

Mission Statement

To focus New Jersey's policies and investments on vibrant regions by fostering targeted job growth, supporting effective regional planning, and preserving and protecting the State's critical resources.

Section 1: Introduction

In order for New Jersey to capitalize on its strengths and assets, strong leadership with a focused plan must be in place to coordinate the partners and programs whose authority, funding and talents can be leveraged to move the State forward. This type of coordinated investment, starting at the State government level, is the foundation for this new statewide planning framework. (*An assessment of New Jersey's strengths, assets and challenges is included as Supporting Document A.*)

This Plan meets the intent and requirements of the State Planning Act (N.J.S.A. 52:18A-196-1, et seq.) (the “Act”) and also complements on-going efforts to cut red tape and lower the cost of doing business in New Jersey.

By leveraging New Jersey's inherent strengths and resources, building on successes and institutionalizing a commitment to attract and retain businesses, the State has implemented a comprehensive initiative that is promoting innovation and jobs creation. Known as the “Partnership for Action,” this initiative includes:

- A “one stop” business model for job creation and retention is established in the Business Action Center (BAC) within the Department of State. The former Office of Smart Growth is now a division within the BAC and is renamed the Office for Planning Advocacy (OPA). This Plan positions OPA as a key strategic player in State Government, so that permitting and capital investment decisions can be coordinated with planning.
- The Economic Development Authority (EDA): the State’s “bank for business” providing capital for project development and offering incentive programs to attract and retain business.
- Choose New Jersey, Inc.: an independently funded and operated 501(c) (3) nonprofit corporation created by New Jersey’s business leaders to position the State as a world-class leader in the competitive global marketplace. The organization’s mission is to encourage and nurture economic growth throughout New Jersey, including a focus on transforming the State’s most distressed cities into engines for growth and opportunity.

A key distinction of this Plan is its focus on providing incentives for appropriate growth and not placing additional financial burden on local governments through unfunded mandates or duplications in government services. The Plan also prioritizes protecting and preserving open space as critical components while recognizing well-planned “greenfield” development may be necessary at times. A balanced approach to growth and preservation and protection of resources can deliver economic return and environmental benefits for all residents.

While this Plan outlines priorities for development and redevelopment, it is not a substitute for existing municipal or regional planning and zoning authority or a top-down approach seeking compliance with a statewide land-use plan. Implementation of the Plan is voluntary and not intended to be the basis for taking private property for a public purpose, which would require due process and compensation as outlined in the U.S. Constitution and in the New Jersey State Constitution.

Past Statewide Planning Efforts

Development patterns show that merely having a statewide plan has not resulted in effectively mitigating sprawl in New Jersey's sensitive planning areas nor stimulated development and redevelopment in urban centers and other areas planned for growth.

Under past State planning efforts, sound and integrated statewide planning and coordination with local and regional governments was not fully achievable because State agencies and departments existed in legislative, functional and regulatory silos. Existing linkages between the State Planning Act, the 2001 State Plan and the State Planning Rules, as well as enabling statutes and regulations of State departments and agencies, were cumbersome and not fully understood even at the State level. (*Supporting Document B identifies and describes these linkages.*)

Public and private development projects were caught in conflicting State regulations. Local governments found it difficult to plan for growth due to constantly changing rules and standards. Towns often chose a path of inaction or allowed for unplanned development to avoid the expense of adopting plans and ordinances.

The initial intent of the State Plan Policy Map was to give the goals and policies of the State Plan a geographic context. However, the State Plan Policy Map became a land use regulation tool due to subsequent links established between the map and regulatory programs. As a result, essential local and regional planning priorities, such as public facilities and economic growth, often were stalled in complex regulatory conditions.

While center-based development was, and remains, a preferred development pattern of the State Plan, the regulatory process that was created to "designate" centers failed to recognize that centers exist regardless of whether they are designated. Further complicating matters is that existing regulations include a sunset provision for center designation. The result is that many true centers around the State are not currently designated as such.

Current State Planning Rules require that centers are designated through a complex and expensive process known as "Plan Endorsement."¹ The intention of Plan Endorsement was to provide private and public development projects in designated centers a streamlined regulatory path and preference for funding for such things as infrastructure. These benefits, however, have not truly materialized. To date, only 17 municipalities and three "regions" have approved petitions. Stakeholder input suggested a minimum cost of \$100,000 to receive Plan Endorsement with costs in some cases escalating to over \$300,000. State funding previously available to offset some of this expense is no longer available.

Engaged local government feedback in response to a recent OPA survey (*see Supporting Document D*) shows a clear commitment to good planning yet reluctance to participate in Plan Endorsement due to the time, complexity and expense of the process.

¹ Supporting Document C outlines the current requirements for a municipality to achieve Plan Endorsement

Section 2: Plan Development Process

This Plan is the culmination of several years of research, data collection and public outreach. It builds on a long history of planning efforts in New Jersey that dates back at least as far as the 1920s. Even at that time, leaders in State government realized that New Jersey, although a relatively small state, featured strong assets in its diverse landscape and growing population. New Jersey was ranked 21st in population in the United States in 1860, and rose to an astounding ninth in population by 1930.

In May 1934, a temporary state planning board was created and the first State Planning Act passed. The following year, the temporary state planning board was made permanent and expanded to nine members, with five citizens joining four elected officials. In 1951, the first State Development Plan was published. Among the more notable proposals in the Plan were the construction of the Garden State Parkway and New Jersey Turnpike, the Round Valley Reservoir site, and the acquisition of Island Beach to be developed into a State Park. In the 1960s, open space and the expansion of the State's park system became integral parts of the State's planning objectives. In 1961, the voters approved the 1961 Green Acres Bond Act, followed by the creation of the New Jersey Outdoor Recreation Plan in 1965 and the New Jersey Open Space Policy Plan in 1967.

Finally, in 1985, the present State Planning Act was passed, which codified the need and process for planning at the state level. Through the Act, the Legislature created a process that it referred to as "cross acceptance" to ensure that multiple levels of government as well as the public-at-large participated in a periodic revision of the State Development & Redevelopment Plan.

The Act describes the cross acceptance process in the following way: "*... a process of comparison of planning policies among governmental levels with the purpose of attaining compatibility between local, county and State plans.*"

Revising & Readopting the State Plan

As outlined in the Act, cross acceptance follows a set of statutorily prescribed steps that include an initial comparison phase, negotiation, and public hearings. It also mandates commissioning of an independent assessment to examine the economic, environmental, infrastructure, community life and intergovernmental coordination aspects of a plan.

In establishing this Plan, a process was followed in accordance with the provisions of the Act. The required independent assessments were prepared and informed the development of this Plan. (*See Supporting Document E (Impact Assessment) and Supporting Document F (Infrastructure Needs Assessment).*)

The process for the current updated version of the Plan began in 2004. It resulted in a written statement specifying areas of agreement or disagreement and areas requiring modification by parties to the cross acceptance process. (*See Supporting Document G - Statements of Agreements and Disagreements, and Supporting Document H Statewide Issues Response Team Report.*)

Twenty-one public hearings were noticed and held according to the provisions of the Act, providing opportunities for local officials, property owners and other stakeholders to engage in the process. The initial effort launched in 2004, but was hindered by starts and stops and paralyzed by competing public interests. Circumstances and conditions faced by New Jersey were quickly evolving. The magnitude of the pending economic crisis, housing issues, and budget constraints were either not fully known at the time or underestimated by policy makers.

The required “Impact Assessment” and the “Infrastructure Needs Assessment” were successfully completed in 2009. Both assessments, based on relevant data that largely reflect conditions faced by New Jersey today, were used in establishing the Plan. This analysis, titled “Sustainable and Economically Regenerative New Jersey: The Impact Assessment of the New Jersey State Plan,” was performed by the Center for Urban Policy Research at Rutgers University. Two growth scenarios were compared in the assessment:

- TREND - A continuation of current development traditions under “sprawl” conditions; and
- PLAN - A new model based on implementation of physical development strategies and policies that capitalize on existing infrastructures in urban, suburban and rural areas that are appropriate for development and redevelopment.

Under the PLAN scenario, urban communities experienced population increases compared to TREND development patterns. PLAN would increase jobs and income in New Jersey’s cities, inner suburbs and rural towns. The 2009 analysis is relevant because physical development patterns assumed under PLAN scenario are the same intended outcomes of this Plan.

At the end of 2009 when the assessments were completed, the State Planning Commission purposely chose not to formally adopt the previous draft as “Final” and left open the opportunity for the incoming administration to review the status and circumstances before moving forward. During this transition period, a high level of disagreement persisted between the State and local governments and between State agencies.

Governor’s Institute on Community Design

As part of the efforts to reinstate the State planning process and ultimately adopt an updated plan, the Governor’s Institute on Community Design (the “Institute”) was invited to hold a workshop. The workshop’s goal was to inform leaders about “best practices” and priorities for statewide planning, to identify proven tools for its implementation, and to provide recommendations on State agency alignment.

The Institute’s mission is to assist governors and their cabinets and staffs as they seek to guide growth and development in their states. A central goal of the Institute is to give governors practical solutions to the issues they face and a better understanding of how community design can be used to increase the social and economic well-being of their states and citizens. Funding from the Environmental Protection Agency and the National Endowment for the Arts enables the Institute to provide their expertise pro bono, which includes nationally recognized professionals in the fields of economic development and planning.

A workshop was held on May 18 and 19, 2011 for representations of the State Planning Commission and the Executive Branch leadership. During the workshop, the Institute's panelists gave a series of presentations on regional and city-level economic and physical development strategies as well as tools to align State agencies. Discussions focused on how an administration can use its significant leadership skills, authority over infrastructure, available funding and incentive programs to re-define statewide planning.

The report from the Institute (*see Supporting Document I*) provides details on policy recommendations, references to best practices from other states, and information on follow-up assistance available through the Institute and other sources.

As summarized, the report recommended New Jersey:

- Create a vision and shared guiding principles for economic development to create places that attract and retain people, industry, and investment;
- Direct investment to priority areas, such as innovation corridors, major cities, transit-served communities and ports, to capitalize on existing infrastructure and deliver jobs;
- Deliver three to five flagship economic development projects, such as an innovation corridor linking New Jersey's universities and industry, through direct State coordination and investment;
- Protect areas that are an integral part of New Jersey's value proposition to corporate and individual residents: working landscapes, preservation areas, and open spaces; and
- Incentivize municipalities to create compact, livable communities that meet the needs of companies and knowledge workers and efficiently use infrastructure.

The Institute's report, along with the State agency and stakeholder input and public comments received throughout cross acceptance, informed the development of this Plan.

Resolving Disagreement and Increasing Effectiveness

This Plan was developed, in many ways, with a focus toward increasing the likelihood and effectiveness of implementation and toward decreasing, to the greatest extent feasible, the amount of disagreement with local government and between State agencies.

OPA was charged with managing the planning process with the goal of setting a new direction for statewide planning efforts. Stakeholders were advised throughout the process that the updated plan would include a set of recommendations designed to transform the existing statewide planning framework into one that prioritizes and supports targeted economic growth and preservation and protection of resources that will not place a financial burden on local governments.

OPA worked with internal and external stakeholders (e.g., local officials, business leaders, developers, environmental and agricultural advocates and property owners) to better understand the opportunities for development and redevelopment in New Jersey. This input helped establish the goals and objectives identified in Section VI.

There was a wide scope and range of stakeholder input received during this extended phase of cross-acceptance (*see Supporting Document J*). In addition to formal stakeholder meetings, OPA staff attended and presented at multiple meetings and conferences throughout the State and delivered a consistent message of the intent and scope of these efforts. An invitation to provide written suggestions regarding the scope and direction of statewide planning was extended to the entire statewide community. In October 2011, the State Planning Commission approved and released an initial updated draft of this Plan for public review and input. Six public hearings were held across the State as required by statute with an additional two hearings held for public comment opportunities. Approximately 375 written comments also were received and considered in preparing the final plan proposed for adoption.

Section 3: Values, Goals, Objectives, and Strategies

This Plan sets forth specific goals that are critical components of the State’s blueprint for success. These goals help ensure that economic growth initiatives, economic and physical development efforts, and land preservation are well-coordinated.

This coordination is intended to provide protection for State investments, discourage public expenditures on infrastructure encroaching on critical resource areas and, instead, encourage investment in areas most suitable for growth.

For each of these goals, this Plan establishes objectives and initial strategies. Implementation will include identification of responsibilities and an implementation timeline with State departments and agencies through the “Agency Implementation Plan” framework contained in Goal 4. As new funding and partnership opportunities arise, additional strategies can be developed and multiple strategies can serve to advance more than one goal (*detailed below*).

Goal 1: Targeted Economic Growth: Enhance opportunities to attract and grow industries of statewide, regional and international importance.

Goal 2: Effective Regional Planning: Guide and inform regional planning enabling each region of the State to experience appropriate growth based on its desires and assets.

Goal 3: Preservation, Protection and Enhancement of Critical State Resources: Ensure that strategies for growth include preservation, protection and enhancement of the State’s critical natural, agricultural, scenic, recreation, and historic resources, recognizing their role in economic growth and the quality of life for New Jersey residents.

Goal 4: Tactical Alignment of Government: Prioritize effective resource allocation, coordination, cooperation and communication among entities that play a role in meeting the mission of this Plan.

To address the statutory requirement of the Act to “coordinate planning activities and establish statewide planning objectives” and to “promote development and redevelopment in a manner consistent with sound planning where infrastructure can be provided at private expense or with reasonable expenditures of public funds” this Plan focuses on developing best management practices. These best management practices help ensure that those engaged in planning and execution have a roadmap to success and predictability regarding the type of development and redevelopment behind which the State will invest resources. To that end, this Plan establishes “Garden State Values.” These values reflect the appropriate balance of channeling growth toward existing infrastructure to promote development and redevelopment initiatives while protecting critical natural resources and promoting healthy lifestyles. These values are the basis for future discretionary State investment through the project and municipal scorecard systems discussed under Goal 4.

Garden State Values

Concentrate Development and Mix Uses - Promote mixed-use development in Priority Growth and Alternate Investment Areas that is compact, conserves land, offers shopping and services, and provides culturally enriching experiences within convenient walking distance of home and jobs. Build with suitable designs and densities that support walking, biking and public transportation.

Prioritize Redevelopment, Infill, and Existing Infrastructure - Strengthen cities, towns and neighborhoods by prioritizing redevelopment, the reuse and remediation of existing sites and structures, and construction on infill sites that are compatible with surrounding uses. Upgrade existing infrastructure where needed, before adding new capacity. Encourage development that incorporates green design and construction principles and opportunities for clean and renewable energy and efficiency measures.

Increase Job and Business Opportunities - Provide opportunities for investment near housing, infrastructure and transportation. Support economic growth by addressing the land use and infrastructure needs of targeted industries and areas, consistent with these principles.

Create High-Quality, Livable Places - Work with communities to offer an environmentally healthy place to live, work and recreate. Enhance community character and design, especially in historic areas, by reusing significant buildings, reinforcing architectural styles, incorporating art, and providing pedestrian-friendly streetscapes. Improve community plazas, public performance spaces and parks and connections to waterfront areas.

Provide Transportation Choice and Efficient Mobility of Goods - Maintain and enhance transportation options that improve access, safety, affordability and air quality for all users: pedestrians, bicyclists, transit-users, ride-shares and drivers. Improve strategic freight and public transportation infrastructure that supports sound economic growth. Encourage options for low emission and alternate fuel vehicles.

Protect Equity - Consider the impact to equity for property owners. Where the goals, objectives and strategies of this Plan implemented by county and local governments affect the reasonable development potential of private property or is determined to disproportionately affect the equity of other citizens, government agencies at all levels should identify feasible remedies, including, for example, compensation programs, that help mitigate such impacts as appropriate.

Diversify Housing Opportunities- Support construction and rehabilitation of homes that meet the needs of households of all sizes and income levels, located near jobs, transit and where services are available.

Provide for Healthy Communities through Environmental Protection and Enhancement - Protect and restore the environment, sensitive lands, ecosystems and natural resources. Ensure healthy places through an increase in the quantity and quality of preserved land. Reduce energy use, carbon emissions, water degradation and other impacts of development.

Protect, Restore and Enhance Agricultural, Recreational and Heritage Lands - Support agriculture and locally-grown food consumption through protection and preservation of farmland. Protect agricultural lands, and historic sites and landscapes. Provide accessible neighborhood parks and recreational systems.

Make Decisions within a Regional Framework - Maintain up-to-date, coordinated local, regional and State functional plans that reflect these principles and can provide a regional framework for making decisions about capital investments, programs, regulations and development applications. Gather and consider public input during planning and implementation.

Goal 1: Targeted Economic Growth

Enhance opportunities to attract and grow industries of statewide, regional and international importance.

Retaining and attracting firms that will innovate and invest in New Jersey is at the core of this goal.

From a State planning perspective, experience has shown that common tools for job retention and creation, such as tax credits, research and development, training programs, and physical infrastructure investment, can be strengthened by focusing on regional strategies and the cultivation of cluster-based development.

The Brookings Institute offers a useful organizing definition for this new development called “Regional Innovation Clusters” or RICs. RICs are defined by the Brookings Institute as a “regional assemblage of firms along with suppliers, trade associations, educational institutions and related coordinating organizations working in the same field.” This definition offers an organizing geography to economic activity. Properly designed cluster strategies are a low-cost way to stimulate innovation, new-firm start-ups, and job creation by helping to link and align the many factors that influence individual firm and regional growth.

Firms can often achieve greater success when they group together geographically due to information spillovers, local non-traded inputs (e.g., personnel costs, media and information, education and communication operating costs, transportation operating costs, utilities, building capital costs, transportation capital costs) and a skilled local labor pool. Of particular note is the relationship between RICs and the location of higher education institutions and institutions that deliver workforce development programs, which are often located within and often lead to private / public partnerships resulting in innovation and economic growth. As such, any RIC strategy must include the State’s higher education and workforce training providers.

RICs, by their nature, tend not to follow geographic boundaries created through land use plans, environmental regulations or government jurisdictional borders. The Brookings Institute recognizes that “cluster thinking” places the policy focus on regions, drawing attention to the real-world dynamics of regional economies. As such, cluster strategies provide a vehicle for coordinating fragmented policies and improving efficiencies. To do so, hard data must drive the process in order to provide decision makers information to make objective assessments about the nature, competitive prospects, and anticipated needs of firms of statewide significance, which are often those entities that take risks and invest in innovation to spur economic development. These investments result in new and better products, new services, new efficiencies and new experience, which translates into the retention of existing jobs and the creation of new ones.

Regional Innovation Clusters

To stimulate targeted economic growth, the State will identify pilot RICs and develop strategies that align State agencies and other resources to encourage and assist current and future industries flourish in New Jersey. These RICs and the implementing State strategies must be coordinated with the local agenda to make those places attractive investments for current and future firms.

A key component of a successful RIC is to ensure that it is connected with the State's workforce development strategy. Detailed "place-based" strategies will be developed as part of the pilot RICs through a collaborative process with the State Planning Commission working within the new criteria-based system described in Goal 2 (*detailed below*). Criteria, for example, would include local infrastructure, industry locations, workforce and natural areas.

For the purpose of this Plan, a "Regional Innovation Cluster" means an *"area that includes an interrelated assemblage of businesses of statewide significance, along with suppliers, trade associations, and higher education / workforce training facilities with existing or planned infrastructure to support the expansion of existing businesses along with the recruitment of new businesses and other related development with a focus on adapting to new market opportunities."*

The preferred location for pilot RICs is at or in close proximity to assets such as commuter transit hubs, freight lines, nautical ports, airports, higher education facilities and existing corporate campuses where adequate infrastructure exists. Studies have documented that high-technology businesses, research and development firms, and corporate headquarters rely on "knowledge" or "talent" workers who strongly consider quality of life and recreational resources in particular, when making employment decisions. Therefore, investments related to "quality of life" should be considered in the development of strategies, including, but not limited to, access to housing in close proximity ideally with options for public transportation and accessible areas to recreate. Identifying preferred locations for pilots RICs is often accomplished with a geographic concentration of assets described above, interconnected businesses, suppliers, and associated institutions in a location.

Clusters are considered to increase the productivity with which companies can compete, nationally and globally. Geographic cluster characteristics, specific to each sector or combination of sectors, must be identified in establishing pilot RICs. For example, agricultural-based RICs may rely on characteristics such as access to markets, synergy with transportation, distribution and logistics sectors, and existing or planned processing / packaging / storage facilities. Potential RICs for green energy may rely on access to ports and rail infrastructure.

Sectors of Statewide and Regional Significance

An important factor in implementing Goal 1 and targeted economic growth is to identify existing industry clusters already contributing to New Jersey's economy.

The following table includes industries recognized for their statewide and regional importance in light of the economic benefits they are providing to the State. These industry "clusters" are largely consistent with the "talent networks" recently established by the Department of Labor and Workforce Development (DOLWD) for delivering strategic workforce development. A review of New Jersey's strengths and assets (*see Supporting Document A*) reflects the critical role these industries play in New Jersey. However, this list is not inclusive of all important industrial sectors to the State. Success of these core industries also will create secondary benefits that will contribute to the growth of other industries.

NJ Industry Sector Employment and Wages 2011 Annual Averages

Industry Cluster (1,2)	Employment	% of NJ Employment	Total Wages (B)	% of NJ Wages
Bio/Pharma & Life Sciences	121,655	3.9%	\$15	8.1%
Transportation, Logistics and Distribution	355,349	11.3%	\$24	13.2%
Finance	183,754	5.8%	\$20	11.0%
Manufacturing	251,454	8.0%	\$19	10.5%
Technology	311,869	9.9%	\$32	17.9%
Health Care	426,178	13.5%	\$22	12.2%
All Cluster Industries (3)	1,466,584	45.8%	\$107	59.8%
	All Industries	3,155,405	\$180	

Source: New Jersey DOLWD, Quarterly Census of Employment & Wages (QCEW) 2011 Annual Averages

Prepared by: NJLWD, Division of Labor Market & Demographic Research, Bureau of Labor Market Information, October 2012

Note 1: Industry Cluster component industries are not mutually exclusive and therefore may be included in more than one Industry Cluster

Note 2: Industry Cluster component industries do not include all New Jersey industry sectors.

Note 3: "All Cluster Industries" totals are the sum of all mutually exclusive component industries. That is component industries are only counted once in the "All Cluster Industries" totals. Therefore, the sum of individual industry cluster annual averages will not equal "All Cluster Industries" annual averages. In addition, the sum of individual industry cluster percentages of totals will not equal the "All Cluster Industries" percentage of total.

These industry clusters represent approximately 46 percent of New Jersey's total employment and approximately 60 percent of the total wages earned. (*A general description of each industry grouping and maps are included as Supporting Document K*). The maps identify the areas where these firms are geographically located today. Further analysis will be conducted to narrow the geographic focus to the core areas of the State where these industry clusters have the greatest location advantages, can be supported efficiently with limited public resources and infrastructure, and have firm market opportunities to spur innovation.

The State will also focus on other industries and create strategies for growth in strategic locations within the geographic vicinity of existing industry sector clusters, if possible. This will help ensure that investments (e.g., infrastructure) made by the public sector benefit multiple interests

in the short term and are available to meet changing dynamics of the market in the future. The following key economies provide additional growth opportunities for New Jersey:

The Green Energy Economy

- Innovation from within the advanced manufacturing, technology and transportation / logistics / distribution sectors.
- New Jersey is ranked 2nd in the country for installed solar, with 689MW as of February 29, 2012, powering over 14,000 homes and businesses. Over 200 solar energy businesses contribute an estimated 3,000 annual jobs to the local economy.
- New Jersey has invested in the redevelopment of ports to enable “build-to-suit” manufacturing and supply chain facilities that could complement other advanced manufacturing, technology and transportation sectors.

The Tourism Economy

- The tourism economy, including direct, indirect and induced impacts, generated GDP of \$38 billion in 2011. Tourism spending directly supports 312,000 jobs in New Jersey and 486,000 jobs including indirect and induced impacts. All sectors of the New Jersey economy benefit from tourism activity directly and/or indirectly.
- Beach tourism in Atlantic, Cape May, Monmouth and Ocean Counties and arts and cultural tourism are nationally-recognized parts of New Jersey’s strong tourism industry.
- In total value, tourism is the 3rd largest industry in the State with room to grow considering new opportunities for gaming, sports and entertainment, arts and culture and heritage (environmental, agricultural and historic) tourism.
- Heritage-based tourism is one of New Jersey’s inherent economic strengths. Capitalizing on its rich cultural and historical heritage, the State generates millions of dollars in revenue annually, supporting local and regional hospitality, retail and food industries.

The Farming, Fishing and Food Economy

- New Jersey has more than 10,000 farmers who produce products valued at \$1 billion per year. Food production and processing (food and beverage manufacturing) contribute roughly \$2 billion annually to the State’s economy
- New Jersey’s agricultural producers and enterprises help maintain over half of New Jersey’s remaining unrestricted land. This land is owned and operated by farmers who wish to continue in the industry if it remains economically viable for future generations. Keeping the agriculture industry viable is a strategy that meets both economic development and environmental protection goals
- As a national leader in the production of many agricultural products, New Jersey farmers and aquaculturalists have a local advantage over out-of-state competition due to rising transportation costs. Access to locally grown products helps residents hedge against rising food costs and increases options to obtain healthful food).
- New Jersey’s commercial and recreational fishing industries have unique advantages over fishing industries in other east coast states due to their proximity to numerous fisheries resources encompassing northern, mid-Atlantic and southern species. Our five large ports (Atlantic City, Barnegat Light, Belford, Cape May, and Point Pleasant), along with smaller ports and inlets that span the entire shoreline, allow for easy access to the vast

fisheries resources. These increased opportunities historically allowed the State's fishing industry to land a greater share of available resources. Prosperous commercial and recreational fishing industries help retain other industries like boatbuilding, maintenance and repair, bait and tackle shops, tourism, seafood processing and distribution services.

The State and National Defense Economy

- The partnership between the State and the national security and homeland security sectors is substantial, and mutually beneficial.
- Many of the military and civilian jobs related to military and homeland security installations in New Jersey are technology, advanced manufacturing and logistics related.
- Expansion of these sectors in New Jersey, which contribute an estimated \$4 billion in income to State residents, can foster economic growth.

Goal 1 Objectives & Strategies:

1.1 Identification of Pilot RICs and Development of Tailored Strategies

- OPA, using existing resources within State government and other outside experts, will identify pilot RICs through a collaborative and transparent process. Once identified, OPA will partner with industry leaders within the pilot RICs, local government, regional planning entities and higher education institutions to identify needs (physical/regulatory/fiscal) to spur growth in these regions and meet future market opportunities. This may include recommending additional “Priority Investment Areas,” as discussed under Goal 2. The goal is to apply what is learned in the pilot RICs and consider expanding the program to additional critical areas of the State.

1.2 Improve Conditions for Sectors of Statewide Significance

- For the identified sectors of statewide significance, the Partnership for Action, along with other State agencies, will investigate and assist with physical and economic development challenges and opportunities, infrastructure needs, and a "critical path" regulatory analysis to encourage growth. The DOLWD “Talent Networks” will be used as a framework to identify these statewide planning challenges and opportunities.

1.3 Support of Land- and Water-Based Industries

- Relevant State agencies will review regulations that impact the growth of tourism, farming / fishing and green energy sectors. Through department and/or agency actions, within the framework of the Steering Committee (see Goal 4), the State will identify actions where appropriate and share with local governments.

1.4 Align Partnerships and Working Groups

- OPA will create working groups to bring together industry leaders from the identified sectors and officials from government and higher education to identify actions and resources needed to foster physical and economic development.

Goal 2: Effective Regional Planning

Guide and inform regional planning, enabling each region of the State to experience appropriate growth, preservation and protection based on its assets and desires.

New Jersey is comprised of a collection of unique regions influenced by in and out-of-state urban centers and driven by evolving and shifting global trends. The State's planning for physical development must take these shifting trends into account.

Today's skilled labor force is looking to work in safe communities, with access to quality education, housing, public transportation, parks, recreation and other urban amenities. Consumer preference appears to transcend the conventional urban, suburban or rural classifications with the demand shifting to quality mixed-use neighborhoods situated near local jobs accessible by mass transit. Urban amenities are now a significant factor in job choice, and the State must ensure that the appropriate amenities are geographically aligned with job opportunities.

Based on this demand, expenditure of public funds to meet recreation, historic preservation and natural resource-related goals should be considered in growth areas to complement development and/or redevelopment strategies. Preservation investments must be planned for, not on a case by case basis or as a reaction to development proposals, but through careful planning and prioritization to achieve the greatest benefit to the resource. Opportunities should be captured in order to achieve preservation goals without spending taxpayer resources by working with privately funded development and redevelopment projects to foster landscape reclamation and critical habitat restoration.

Recognizing and working within a regional context will also allow New Jersey to capitalize on location advantages and align its economic growth goals with goals for physical development. To identify these advantages and opportunities, each region must honestly assess its strengths and weaknesses to establish a vision for its future.

Investment Areas

The State Planning Act includes a statutory requirement to "identify areas for the growth, agriculture, open space conservation and other appropriate designations." This Plan will address this requirement through a criteria-based identification of areas for related investments. As this Act does not regulate the use of land in the State of New Jersey, this role is fundamentally limited to State agency decisions on public investments, incentives, and State-level regulations.

The State Planning Rules will formally establish criteria and a process to identify areas that meet the following four designations:

- **Priority Growth Investment Area**
- **Alternate Growth Investment Area**
- **Limited Growth Investment Area**
- **Priority Preservation Investment Area**

To assist local and regional governments in analyzing the viability of these four investment areas, the State must continue to maintain and improve statewide mapping including the most up-to-date information on infrastructure, such as water, wastewater, roads, transit, energy transmissions, fiber optics and communications, and significant regional facilities. The State must also consider critical natural resources located in these areas and understand how those resources either support growth through contributions to livability factors or limit growth to provide environmental protection.

The new criteria-based system will support implementation of the strategic framework and will encourage connections with existing or new county / regional plans with this Plan. The State Planning Commission will work with Regional Planning Entities, counties and municipalities to ensure that current regional planning efforts are respected to the greatest extent feasible.

In lieu of including static geographic maps within this Plan, a dynamic, web-based tool managed by the State called the Site Evaluator will be enhanced and utilized as the official State portal for plan-related geographic information. This geographic information can be utilized to support and create up-to-date localized planning maps.

The Policy Map for the 2001 State Development and Redevelopment Plan remains in effect throughout the transition to the new criteria-based system described in this Plan. During this transition, the Commission will judiciously exercise its existing authority to make technical changes and updates that result from the approval of Plan Endorsement petitions. Statewide, county and regional versions of the existing Policy Map and planning area definitions can be found online at: <http://www.state.nj.us/state/planning/resources-maps.html>

Identifying Areas for Growth and Preservation

The State Planning Commission may approve requests for additional areas to be recognized within the four designations identified above. To accomplish this, the State Planning Commission will adopt rules with requirements and an approval process for county requests. The rules to add new areas will require counties to work with municipalities to tailor criteria to individual circumstances/projects and identify solutions to resolve conflicts if any exist. Municipal endorsement of a county request must be achieved prior to State Planning Commission consideration. If counties choose not to serve this function, the rules will allow municipalities to engage directly with the State Planning Commission. In areas where compliance with a plan or rule of a regional planning entity is required, the approval of the regional planning entity will be required.

The following is an illustrative list of county / regional plans that could serve as the basis for counties to request State Planning Commission approval of areas to be connected to this new system. Requests supported by plans of this nature will be streamlined and prioritized if there is support from impacted municipalities. Examples include:

- Sussex County Strategic Growth Plan
- Central Jersey Transportation Forum – Rt. 1 Regional Growth Strategy
- Somerset County Investment Framework

- Rt. 130 / Delaware River Corridor Strategic Plan
- Joint Land Use Study (Burlington and Ocean Counties)
- South Jersey Economic Development District
- Western / Southern Cumberland Regional Strategic Plan

It should be noted that the State Planning Act does not provide the State Strategic Plan with authority over land use decisions currently made by municipalities or counties, nor does it affect plans and regulations of the Pinelands Commission (see N.J.S.A. 52:18A-206), the Meadowlands Commission, the Highlands Water Protection and Planning Council within the Preservation Area as defined in section 3, of P.L.2004, c.120 (C.13:20-3) and voluntarily confirming Planning Areas. It has a statutory and regulatory relationship with coastal planning policies of the rules and regulations adopted by the DEP's Coastal Area Facility Review Act (CAFRA) pursuant to subsection b of section 17 of P.L.1971, c. 185 (C.13:19-17) and recognizes the master plan developed by the Fort Monmouth Economic Revitalization Planning Authority pursuant to section 5 of P.L. 2006, c. 16 (C.52:271-5).

Priority Growth Investment Areas

Core criteria for a Priority Growth Investment Area includes being within one or more of the areas identified in **Table 1** and within the regional planning entity areas described below.

A “**Priority Growth Investment Area**” means: “*an area where more significant development and redevelopment is preferred and where public and private investment to support such development and redevelopment will be prioritized. Areas that meet one or more of the criteria identified in the State Planning Rules will meet this definition (unless requested to be removed by a municipality on technical grounds) along with areas identified by counties that meet conditions through an application approved by the Commission.*”

Table 1

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| <ol style="list-style-type: none">1. Former State Plan Policy Map Metropolitan Planning Areas (PA 1) and Nodes2. Unexpired Commission Approved Centers, Urban Complexes and other areas designated for development or redevelopment as the result of the Commission formally endorsing municipal or county plans3. Municipally Designated Transfer of Development Rights “Receiving Areas”4. Municipally Designated “Urban Enterprise Zones”5. Municipally Designated “Areas in Need of Redevelopment” or “Areas in Need of Rehabilitation”6. Approved “Foreign Trade Zones”7. Land within Higher Education Campuses suitable for development / redevelopment8. NJDOT Certified Transit Villages9. “Urban Transit Hubs” as defined by EDA’s Urban Transit Hub Tax Credit Program10. Land owned by the New Jersey Sports and Exposition Authority11. Commission approved requests for additions areas, for example, sites that have been historically utilized for large-scale commercial, research or industrial uses, that meet Commission requirements may be submitted for inclusion by a county with the support of relevant municipalities and if relevant, the advice and consent of a regional planning entity. If a county declines to serve this role, requests will be accepted by a municipality or other appropriate entity. |
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As the Act requires, this Plan must treat land within the jurisdiction of a regional planning entity based on the adopted plans and regulations of that entity. As such, the following areas are also recognized as Priority Growth Investment Areas:

Meadowlands Commission

- Lands identified for development and/or redevelopment within the “Land Use Map and Map of the Meadowlands District Master Plan” and the “Hackensack Meadowlands District Official Zoning Map” as amended and supplemented

Pinelands Commission

- Lands identified by the Comprehensive Management Plan (CMP) as amended and supplemented as a “Regional Growth Area,” a “Town” and developed sections of a “Military and Federal Installation Area”

Highlands Water Protection and Planning Council

- Planning Area / Areas Not Conformed - Default to Table 1
- Planning Area / Areas in Conformance – Highlands Council Designated Centers and Redevelopment Areas

Fort Monmouth Economic Revitalization Planning Authority or its successor:

- Lands identified for development and/or redevelopment within the “Fort Monmouth Reuse and Redevelopment Plan” as amended and supplemented

Alternate Growth Investment Areas

Criteria for an Alternate Growth Investment Area includes being within one or more of the areas identified in **Table 2** and within the regional planning entity areas described below.

An “**Alternate Growth Investment Area**” means:

“an area that has existing or planned infrastructure that will lead to development and redevelopment opportunities. State investments related to the efficient development and redevelopment of previously developed sites and optimization of existing settlement patterns should be encouraged but as a lesser priority than areas considered Priority Growth Investment Areas. Lands that meet one or more of the criteria identified by the State Planning Rules will meet this definition.”

Table 2

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| <ol style="list-style-type: none">1. Land within current or planned sewer service areas that are not within areas listed in Table 1 or recognized regional planning areas2. Commission approved requests for additional areas that meet the requirements set forth by the Commission by a county with the support of impacted municipalities and if relevant or necessary, the advice and consent of a regional planning entity. If a county declines to serve this role, requests will be accepted by municipalities or another appropriate entity. |
|---|

As the Act requires, this Plan must treat land within the jurisdiction of a regional planning entity based on the adopted plans and regulations of that entity. As such, the following areas are also recognized as Alternate Growth Investment Areas:

Pinelands Commission

- Lands identified by the CMP as amended and supplemented as a “village.”

Highlands Water Protection and Planning Council

- Planning Area / Areas Not Conformed – Default to Table 2
- Planning Area / Area in Conformance – Existing Community Zones with planned or existing infrastructure
- Preservation Area – Highland Council Designated Centers, Redevelopment Areas, and Existing Community Zones with planned or existing infrastructure

Priority Preservation Investment Areas

The Act includes a statutory requirement to “identify areas for agriculture.” This Plan will rely on the identification of “Agricultural Development Areas” under the authority and process already established by the State Agriculture Development Committee (SADC) within the Agricultural Retention and Development Act. This partially addresses the statutory requirement to “protect the natural resources and qualities of the State.”

To address the statutory requirement of the Act to “identify areas for open space conservation” this Plan relies on the identification of existing open space (federal, state, local and non-profit) and areas identified by local, state, regional and federal government for future preservation. This addresses, in part, the statutory requirement to “identify areas for limited growth” and to “protect the natural resources and qualities of the State.”

For the purpose of this Plan, a “**Priority Preservation Investment Area**” means:

“an area where land preservation, agricultural development and retention, historic preservation, environmental protection and stewardship is preferred and where investment to support land preservation, agricultural development and retention, historic preservation, environmental protection and stewardship is encouraged. Large scale state investment that may lead to additional development should not be prioritized in these areas. Areas that meet one or more of the criteria identified by the State Planning Rules will meet this definition (unless requested to be removed by a municipality on technical grounds) along with areas identified by counties that meet conditions through an application approved by the Commission.”

Criteria for a Priority Preservation Investment Area includes being within one or more of the areas identified in **Table 3** and within the regional planning entity areas described below.

Table 3

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| <ol style="list-style-type: none">1. Agricultural Development Areas endorsed by County Agricultural Development Boards and certified by the SADC2. Land permanently preserved through easement, fee simple, or a density transfer / clustering mechanism authorized by a municipal or regional planning entity3. Land targeted for preservation by County Open Space Master Plans or the State Comprehensive Outdoor Recreation Plan4. Land targeted for preservation by municipalities through approved Planning Incentive Grant applications5. Commission approved requests for additional areas that meet the requirements set forth by the Commission by a county with the support of impacted municipalities and if relevant or necessary, the advice and consent of a regional planning entity. If a county declines to serve this role, requests will be accepted by municipalities or another appropriate entity. |
|---|

As the Act requires, this Plan must treat land within the jurisdiction of a regional planning entity based on the adopted plans and regulations of that entity. As such, the following areas are also recognized as Priority Preservation Investment Areas:

Meadowlands Commission

- Lands identified for recreation, conservation and/or preservation within the “Land Use Map and Map of the Meadowlands District Master Plan” and the “Hackensack Meadowlands District Official Zoning Map” as amended and supplemented

Pinelands Commission

- Lands identified by the Comprehensive Management Plan (CMP) as amended and supplemented as a “Preservation Area”, “Forest Management Area”, “Agricultural Production Area” , “Special Agricultural Production Area” or undeveloped areas of a “Military and Federal Installation Area”

Highlands Water Protection and Planning Council

- Planning Area / Areas Not Conformed – Default to Table 3
- Planning Area / Areas in Conformance – Protection Zone, Conservation Zone, Conservation Zone Environmentally Constrained Sub-Zone, and Environmentally Constrained Sub-Zone of the Existing Community Zone
Preservation Area – All lands except for Highland Council Designated Centers, Redevelopment Areas, and Existing Community Zones

Fort Monmouth Economic Revitalization Planning Authority or its successor:

- Lands identified for recreation, conservation and/or preservation within the “Fort Monmouth Reuse and Redevelopment Plan” as amended and supplemented

Limited Growth Investment Areas

To address the statutory requirement of the Act to “identify areas for limited growth” this Plan recommends that areas of the State that do not meet the criteria listed in Tables 1, 2, and 3 will be identified as Limited Growth Investment Areas. In addition, the regional planning entity areas described below also will be identified as Limited Growth Investment Areas.

For the purpose of this Plan, a “**Limited Growth Investment Area**” will mean:

“an area that does not have existing or planned infrastructure that will lead to a significant degree of additional new development, development and redevelopment opportunities. Large scale investment that may lead to additional development should not be prioritized in these areas. Though to a lesser degree than Priority Preservation Investment Areas, state investments in land protection, and supporting and enhancing the agricultural or tourism industry will be encouraged. Areas that meet one or more of the criteria identified by the State Planning Rules will meet this definition “

Criteria for inclusion into a Limited Growth Investment Area includes being within one or more of the areas identified in **Table 4** or within the regional planning entity areas described below.

Table 4

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| 1. Areas not within current or planned sewer service areas and not in areas listed in Table 1, 2 or 3 or recognized regional planning areas |
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As the Act requires, this Plan must treat land within the jurisdiction of a regional planning entity based on the adopted plans and regulations of that entity. As such, the following areas are also recognized as Limited Growth Investment Areas.

Pinelands Commission

- Lands identified by the Comprehensive Management Plan (CMP) as amended and supplemented as a “Rural Development Area”

Highlands Water Protection and Planning Council

- Planning Area / Areas Not Conformed – Default to Table 4
- Planning Area / Areas in Conformance – Existing Community Zones without planned or existing infrastructure
- Preservation Area – Existing Community Zones without planned or existing infrastructure

Goal 2 Objectives & Strategies:

2.1 Establish “Investment Area” Criteria

- The Commission will amend the State Planning Rules to replace Subchapter 8 (the State Plan Policy Map) with a criteria-based process for determining whether certain land qualifies as specific "Investment Areas." State agencies with land use or investment decision authority will connect to this designation starting within their Agency Implementation Plans and eventually within their own regulations, programs and operations. OPA and DEP will work together to establish a clear connection between this criteria and the water quality management planning process where areas with existing infrastructure, desire for economic development and the absence of significant regulated environmental features remain within sewer service areas.

2.2 Increase Readiness and Availability of Redevelopment Sites

- EDA and partners will continue, where needed, to assist property owners with identifying and potentially assembling land in Priority Growth Investment Areas.
- The Brownfields Redevelopment Interagency Team (BRIT) / BAC will investigate a program that recognizes industrial sites as ready for redevelopment.
- The Department of Treasury and NJ Transit will assess opportunities for long-term job producing economic development through public and private partnerships on appropriate vacant and/or underutilized State-owned land.

2.3 Invest in Growth Infrastructure

- The New Jersey Department of Transportation (NJDOT) will identify improvements that will allow for the lessening of weight restrictions on existing freight lines. NJDOT will continue full engagement with the State’s three Metropolitan Planning Organizations (MPOs) as they develop the State Transportation Improvement Programs and will connect project priorities to this Plan.
- DEP will identify opportunities for community water treatment facilities that would support higher density development in lieu of expanding regional wastewater systems and/or continued sprawl and review and identify changes to existing regulations related to Water Quality Management Planning regulations.
- The Board of Public Utilities (BPU) will identify regulatory policies that encourage investment by regulated utilities to ensure essential services are available at the capacity/ levels of reliability necessary to support growth.
- OPA will review and recommend solutions to regional planning entities regarding infrastructure needs in targeted growth areas within the Meadowlands, Pinelands, Highlands and Fort Monmouth planning areas.
- State funding will be prioritized for infrastructure relying on performance-based outcomes within first Priority and then Alternate Growth Investment Areas except for emergencies or in situations where public health and safety are a serious concern.

2.4 Influence Implementation of Priority and Alternative Growth Investment Area Development and Redevelopment

- Relevant agencies will clarify regulations and requirements that relate to growth infrastructure, for example sewer service capacity, public water capacity, road access permits and Residential Site Improvement Standards (RSIS).
- Coordinate with organizations to assist in educating municipalities on planning and design standards that can help them meet new growth opportunities at various scales including but not limited to urban centers, older and newer suburbs and rural communities. OPA's 2000 document "Designing New Jersey" should be updated and redistributed.

2.5 Assist Urban Centers to Evolve into Components of Healthy Metropolitan Areas

- OPA will participate in regional / statewide partnerships (e.g., DOT Transit Village Working Group) and identify strategies and resources needed to spur "Transit Oriented Development."
- Identify solutions and resources within the framework of physical and economic development strategies for improved access to healthy, safe and reliable food and active and safe communities.

2.6 Strengthen County Planning Role to Facilitate Regional Collaboration

- In collaboration with partners, OPA will work with local governments to identify amendments to the County Planning Act to better position county government to partner with municipalities to meet existing responsibilities under the Municipal Land Use Law (MLUL) in more efficient and cost-effective ways.

2.7 Provide Guidance to Municipalities for the Development/Updating of Master Plan Housing Elements

- Making housing affordable to people of low and moderate income means occurs in several ways; naturally occurring through the market-place, federally and state-funded incentives, such as Low Income Housing Tax Credits, State Rental Assistance Program, Section 8, and mandated housing that stems from the Mt. Laurel decisions and the New Jersey Fair Housing Act.
- Municipalities have a statutory responsibility to include a Housing Element in their Master Plan pursuant to the MLUL. The Housing Element provides a ten-year plan on housing issues, including provisions for the construction of low and moderate income housing. Both the Housing Element and Master Plan are required to be updated at least every ten years.

Goal 3: Preservation, Protection and Enhancement of Critical State Resources

Ensure that strategies for growth include preservation, protection and enhancement of the State's critical natural, agricultural, scenic, recreation and historic resources, recognizing their role in economic development and improving the quality of life for New Jersey residents.

To protect existing and future State investments, land preservation planning must be well coordinated with economic and physical development efforts and land use regulation. It is recognized that protection of the environment is not a passive process and that growth and environmental protection/enhancement must be joined strategically and holistically.

Under various state and federal statutory authorities, municipalities, regional planning entities and state and federal agencies have clear investment and regulatory authority to protect the State's natural resources and qualities. These include but are not limited to agricultural development areas, fresh and saltwater wetlands, flood plains, stream corridors, aquifer recharge areas, steep slopes, areas of unique flora and fauna and areas with scenic, historic, cultural and recreational values. The State agencies that regulate these resources and make investments to protect them play an important role in supporting this Plan. Functional plans that describe these resources are available from the State agencies (Department of Agriculture and the Department of Environmental Protection) and the regional entities. In implementing the State Strategic Plan, these State agencies and the regional entities will coordinate through the cabinet-level Steering Committee discussed under Goal 4.

In addition to regulatory authority, the State's preservation programs support vibrant regions and improve New Jersey's quality of life in many important ways: they provide residents with a myriad of outdoor recreation opportunities and they permanently protect New Jersey's scenic beauty, agricultural resources, biodiversity and cultural heritage. New Jersey citizens have long recognized these benefits, approving 13 statewide "open space" ballot initiatives since 1961. Voters have also approved local preservation referenda in all 21 counties and in 236 municipalities.

Less widely recognized are the economic benefits offered by New Jersey's preservation programs. The Governor's Institute on Community Design stated, "[I]f New Jersey wants to attract and retain people along with industry, part of its attraction is having open spaces, recreational, and agricultural areas within the State." A strong system of public parks and active preservation programs are vital to an amenities-based economic development strategy that attracts and retains businesses in New Jersey.

Preservation and park development play a key role in implementing "Garden State Values." By creating new parks, rehabilitating existing parks, and preserving land that provides locally grown fruits and vegetables, New Jersey's preservation programs directly support healthy lifestyle choices. New Jersey's preservation programs help avoid the high costs of sprawling growth patterns by channeling growth to developed areas, discouraging high-cost infrastructure extension, and supporting urban and first-tier suburban redevelopment initiatives.

Ecosystem services represent the most notable economic benefit of the State's preservation programs. These services include drinking water protection, flood hazard mitigation, and water body quality protection. Economic values connected with these services, from averted costs of drinking water treatment, flood damage and emergency services, flood reduction and stormwater management engineering projects, and damages to tourism and commercial fishing, have been estimated to save New Jersey governments hundreds of millions of dollars each year.

Moving forward, New Jersey must focus its preservation efforts toward:

- Projects that maximize the benefits of public investments and result in the greatest quality of life improvements for New Jersey residents. Examples include preservation efforts that prioritize the preservation of contiguous preserved lands and critical habitat; strategically protect land for resource protection such as water quality; and support economic development projects through the dedication of open space to create desirable mixed-use development.
- Efforts that enhance the State's existing and substantial preservation investments. For example investing in the stewardship of natural resources on preserved lands and providing protections for owners and operators of preserved farmland so that lands continue to be used as intended, for agricultural production.

Long-term funding is necessary to achieve these goals. State, county, and municipal, foundation funding, federal grants, and nonprofit funds and donations must be leveraged to the greatest extent feasible. Mechanisms that provide for the permanent preservation of land through density transfer also must be encouraged and made easier to implement. By providing better mechanisms for private sector involvement, density-transfer tools such as single-site and non-contiguous clustering and Transfer of Development Rights (TDR) can preserve land with limited public funding.

Goal 3 Objectives and Strategies

3.1 Provide for the Continued Success of the State's Preservation Programs

- The agencies and departments that administer the State's preservation programs will establish strategic goals and implementation strategies to maximize the benefits of preservation. A sustainable source of preservation funding should be identified. Administrators of land preservation, conservation and planning programs shall continue to educate landowners about voluntary conservation options.

3.2 Coordinate State Preservation and Economic Development Initiatives

- The State's preservation and economic development agencies will share plans, supporting data, mapping, and criteria for site selection so that State investments in these goals are coordinated and produce the maximum public benefit.
- Continued protection of open space and natural habitat around our military bases serves an important dual role as a buffer that enhances the ability of the military to carry out its missions related to training and preparedness and to improve the quality of life for New Jerseyans living and working around these bases. Functional planning in these regional areas will continue to be a coordinated partnership between the State, the federal government and the local communities that support these bases.

3.3 Strengthen and Expand Regional and Municipal Land Use Tools

- OPA and State regulatory agencies will identify strategies, including Executive Branch and legislative leadership reforms and remedies that encourage the widespread, effective use of density-transfer in New Jersey. The recommendations of the TDR Statewide Policy Taskforce² will be the starting point for this work. Pinelands Development Credit Program, the Highlands Development Credit Program, and the State TDR Bank should be reviewed with recommendations to strengthen the programs.

² See http://www.dvrpc.org/tdr/taskforce/pdf/2010-08_TDRFinalReport.pdf

Goal 4 - Tactical Alignment of Government

Prioritize effective resource allocation, coordination, cooperation and communication among those entities that play a role in meeting the mission of the Plan.

Feedback through cross acceptance revealed overwhelming agreement that previous attempts to align State government using the mechanism of the Commission and the existing implementation tools failed. This failure was not a failure of vision but of implementation, high-level support and a lack of authority.

Regardless of cause, the effects of unaligned government agencies on New Jersey's planning efforts are real, and could ultimately result in discreet costs passed on to consumers and taxpayers. Conflicting State requirements and regulations make it difficult for local governments to effectively plan and zone. Private property owners often face unpredictable and changing conditions as they pursue the highest and best use of their land under current laws and regulations. This Plan's framework has a "horizontal" implementation (coordination between State agencies) and a "vertical" implementation (coordination with municipal, county, regional entities and MPOs). Executive Branch leadership will work with municipal, county, regional planning entities and the regulated community, to find planning solutions through programmatic, regulatory and, when appropriate, legislative reform. OPA will serve as the professional support needed to move the process of alignment forward at the direction of the offices of the Governor and the Lieutenant Governor.

State Agency Alignment

To address the statutory requirement to "develop and promote procedures to facilitate cooperation and coordination among State agencies" Executive Order #78 (EO) was signed on October 19, 2011 to set the stage for critical aspects of implementing this Plan. The EO created a Steering Committee primarily responsible for coordinating and implementing this Plan at the state level. The Steering Committee is chaired by the Lieutenant Governor. The Steering Committee consists of the following members;

the Secretary of Agriculture; the President of the Board of Public Utilities; the State Treasurer; the Secretary of State; the Commissioner of the Department of Community Affairs; the Commissioner of the Department of Education; the Commissioner of the Department of Environmental Protection; the Commissioner of the Department of Labor and Workforce Development; the Commissioner of the Department of Transportation; and the following non-cabinet members or their designees: the Deputy Chief of Staff for Policy and Planning in the Office of the Governor; the Executive Director of New Jersey Transit; the Executive Director of the New Jersey Economic Development; and the Executive Director of the Housing and Mortgage Finance Authority and any other member determined by the Governor deemed necessary.

EO #78 requires "impacted agencies" to develop Agency Implementation Plans (AIPs) that are coordinated and consistent with the State Strategic Plan. The list of member agencies on the

Steering Committee represents the initial “impacted agencies” required to prepare an AIP and coordinate with the Steering Committee and the Commission. Starting with education and training, a short and effective process will drive successful implementation of these AIPs and as a result, the Plan. This will be achieved through:

- Identifying an agency’s role in implementing the Plan;
- Focusing on a limited number of key priorities and outcomes;
- Setting clear goals and measureable objectives for priority outcomes;
- Analyzing external forces that influence the ability to achieve the mission;
- Assessing internal capacity to deliver services and manage effectively;
- Developing strategies that, upon implementation, achieve the objectives;
- Establishing metrics to determine if goals are being achieved;
- Implementing the Plan through resource and staffing decisions and operational plans;
- Regularly monitoring progress and making changes, when necessary; and
- Involving leaders, managers, employees, and stakeholders throughout the process.

Each AIP will integrate the following guiding principles for state agency decision making related to the implementation of this Plan:

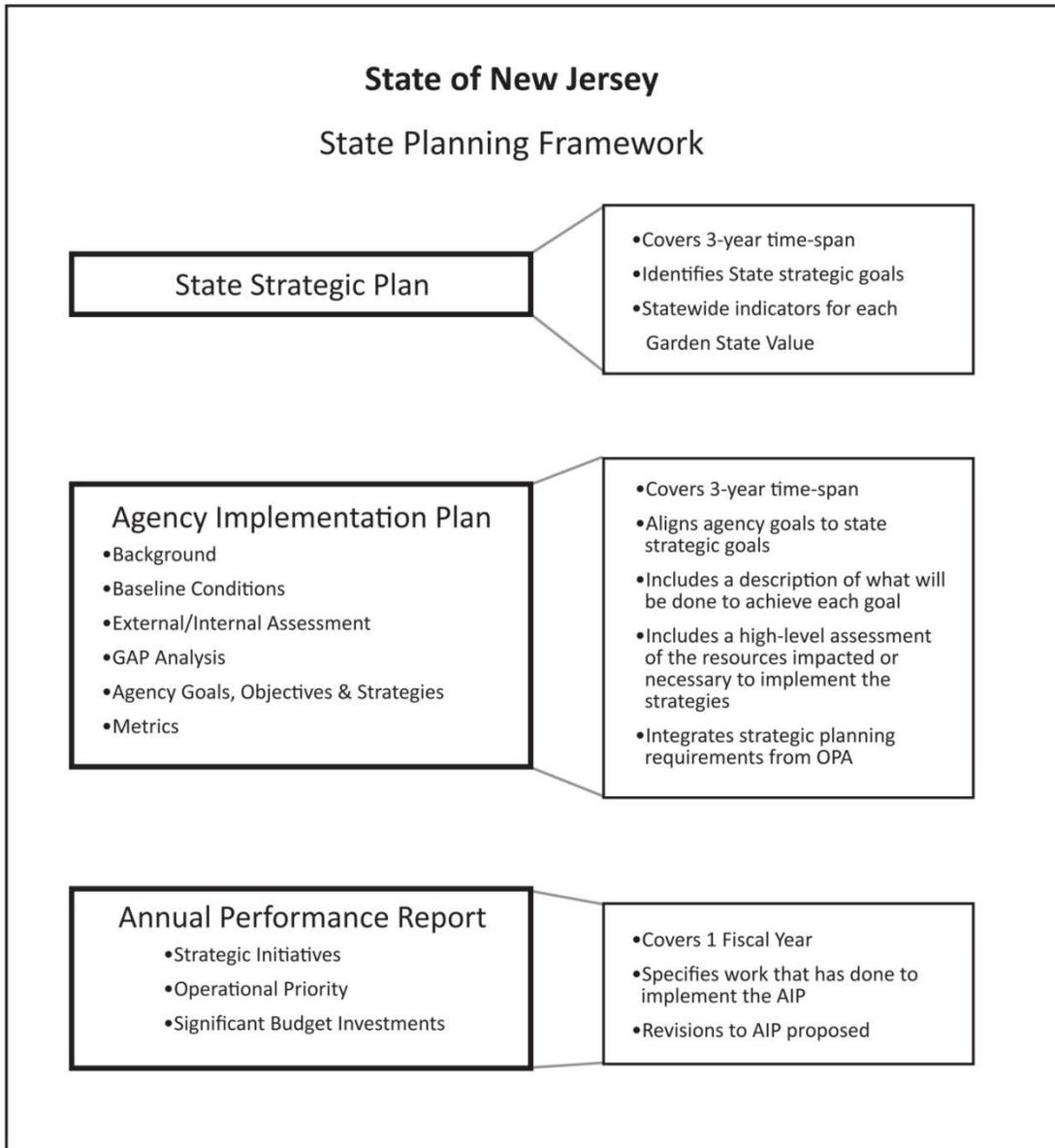
- Creating a growth environment with greater regulatory predictability at the State level;
- Leveraging government assets with the private sector and higher education;
- Incentivizing development and redevelopment in areas where infrastructure already exists to avoid escalating costs of expanded services;
- Institutionalizing effective programs and approaches to ensure adaptability and an understanding of changing market conditions; and
- Planning for and responding to future challenges through adaptive decision-making that accounts for community, economic and environmental outcomes

This will include actions such as the alignment of functional plans of agencies and the regulations that flow from these actions, and identifying available fiscal resources and ensuring they are being spent consistent with this Plan. Ultimately, a scorecard system will be developed to facilitate voluntary alignment of local land use plans and policies with this Plan.

While fiscal resources are limited, the State has the ability to coordinate and identify existing available funding sources across State departments and/or agencies that can advance investment in priority areas. An assessment of current economic development and investment programs directly related to this Plan is included as Supporting Document L. The coordinated prioritization of these targeted funding sources at the State level will be known as the “**Garden State Fund**” and will serve as a transparent “menu” of funding mechanisms, such as legislatively established incentive programs, across State government. This will serve as a catalyst for coordinated capital resource investment.

Each State department and/or agency will identify goals tied to implementing this Plan in their annual funding requests in coordination with the Office of Management and Budget. Performance measures will be established for each of the goals.

The “horizontal” implementation at the State agency level has three main components, the State Strategic Plan, Agency Implementation Plans and an Annual Performance Report, as illustrated on the chart on the following page. To align and provide clear direction on the State level, each relevant State department and agency will develop strategies that integrate the mission, vision, goals, and objectives of this Plan into: program and rule changes; annual spending plans; intra- and inter-agency coordination pilots/efforts; and coordinated staff training regarding integration of the State Strategic Plan.



Municipal, County and Regional Planning Entity Alignment

State planning requires cooperation with municipal, county regional planning entities through planning and technical assistance. This “vertical” implementation is imperative to successful implementation of this Plan.

The State’s land management system is the Municipal Land Use Law. Working within this system is the most effective way to move forward recognizing the statutory relationship between State and municipal government. Municipal governments have the obligation to plan, zone and act on development applications that come before them. Regional planning entities have authority that is region-specific and requires close coordination with this Plan. In addition, all county governments have some form of planning programs, have limited but important authority over development applications, and have historically played a key role in developing and implementing previous state plans.

An encouraging trend is the establishment of regional planning partnerships. Some examples include the Somerset County Business Partnership & Regional Center Partnership, Burlington County’s River Route, the Central Jersey Transportation Forum and the Newark Regional Business Partnership. One goal of “vertical” implementation is to create a framework for engagement and the ability to leverage planning entities that are local to the region and managing economic development in their region. Coordination is also essential with the regional entities and existing partnerships and initiatives such as the NJ Scenic Byways Program, DOT Transit Village Initiative, and the Arts Build Communities (A Center of Rutgers, the State University of NJ). The State Planning Commission will work with all municipalities and counties working to integrate this Plan into their local planning and zoning decisions.

Planning authority also takes place at government levels above the State’s direct authority. Federal transportation planning takes place within the framework of New Jersey’s three Metropolitan Planning Organizations (MPOs):

- North Jersey Transportation Planning Authority;
- Delaware Valley Regional Planning Commission; and
- South Jersey Transportation Planning Authority.

In addition, relationships with related federal agencies should be formed or enhanced to increase resources that directly support and advance local or State priorities that help implement the Plan.

The Commission will continue to serve its statutory functions and will prioritize serving as a conduit for vertical coordination. The Commission will utilize the “Garden State Values” to create tools to engage partners. The Commission will work with municipalities, counties, regional planning entities and MPOs to ensure that local and regional decisions coordinate with opportunities for investments that benefit statewide interests.

Goal 4: Objectives and Strategies

4.1 Cohesive State Government

- Executive Order # 78 created a Steering Committee and established its authority as an implementation coordination group. Impacted State departments and/or agencies will establish Agency Implementation Plans to integrate and implement the Plan. Each Agency Implementation Plan will consider the goals, objectives and strategies of this plan along with the principles for impacted agencies, and will assign a senior staff member to serve as the “Strategic Plan Liaison” responsible for transition and implementation. State leadership will identify non-governmental entities relevant to this process and establish a framework for coordination.

4.2 Connect Spending to the Plan’s Goals and Garden State Values

- The Steering Committee will identify a menu of available funding sources known as the “Garden State Fund” to help steer investment toward state growth or preservation priorities. State departments and agencies will be tasked with identifying existing funding sources and mechanisms to serve this purpose.

4.3 Re-focus the State Planning Commission and OPA for Local Government Coordination

The Commission will serve its statutory functions and focus on serving as a forum for public input and as a body that provides tools for vertical alignment with local government and other partners. The Commission will take steps to:

- Establish “Priority Investment Area” system described in this Plan through the State Planning Rules.
- Revise State Planning Rules (Chapter 7) to discontinue Plan Endorsement and position a project and a municipal scorecard system in its place that recognizes and incentivizes voluntary actions taken by local government consistent with the Garden State Values.
- Revise its practice of designating centers by continued advocacy for center-based development working with Regional Planning Entities, counties and municipalities through the “Priority Investment Area” system described in this Plan.
- Revise State Planning Rules (Chapters 2-5) to modernize and streamline future State Plan re-examination and re-adoption processes, and seek changes to revise the reexamination cycle and plan development processes.
- Provide clear guidance to municipalities on meeting the requirement of the Municipal Land Use Law (NJSA 40:55D-28d3) to include consideration of this Plan while acknowledging that the statute does not require consistency between the State Strategic Plan and municipal master plans. OPA will provide technical assistance and tools for decision-making such as model ordinances, FAQs and answers, Transit Score mapping, build out analysis, and economic modeling.

Section 4: Implementation and Monitoring

The Commission and OPA will provide needed flexibility as provided under the State Planning Act rules during the transition and development of “Agency Implementation Plans” and the revisions to the State Planning Rules that will enable the new criteria-based system to be put in place.

The existing State Plan Policy Map will be used for the purpose of evaluating qualification for State aid and incentives consistent with existing use of planning areas and/or “smart growth areas” as an interim measure. This interim measure will stay in place until the “Investment Areas” criteria are formalized through the State Planning Rules and “Agency Implementation Plans” are developed and linked to this new system. The State Plan Policy Map will be used for the purpose of making mapping amendments and designating centers (through Plan Endorsement) consistent with existing State Planning Rules as an interim measure until the new system is in place.

During the development of “Agency Implementation Plans,” indicators related to the “Garden State Values” will be established and the inter-agency data will be collected and reported to OPA. OPA will use this data, in combination with meeting the targets for strategy implementation, to report within the framework of the annual report required by the Act at N.J.S.A. 52:18A-201.b(1). As required by statute, the strategies outlined in the Plan will be reevaluated within three years of adoption. OPA will monitor implementation on an on-going basis. If targets are not being met, the Commission shall evaluate the reasons for the shortfall and determine if changes are warranted.

Mapping Implementation

In lieu of including static geographic maps within this Plan, a dynamic, web-based tool called the Site Evaluator will be enhanced and utilized as the official portal for plan-related geographic information.

As noted previously, the Policy Map for the 2001 State Development and Redevelopment Plan remains in effect throughout the transition to the new criteria-based system described in this Plan. The Policy Map was originally developed through the cross acceptance process reaching completion in 2001. Since that time the mapping has changed through the Plan Endorsement process with a small number of map amendments.

During this transition, the Commission will judiciously exercise its existing authority to make technical changes and updates that result from the approval of Plan Endorsement petitions. Statewide, county and regional versions of the existing Policy Map and planning area definitions can be found online at: <http://www.state.nj.us/state/planning/resources-maps.html>

The State actively manages Site Evaluator to identify statewide assets and potential constraints related to physical and economic development. This system is administered by the State Office of Information Technology with support from various state agencies, including OPA. It can be found online at: http://njgin.state.nj.us/OIT_BusinessMap/index.jsp

The Site Evaluator was created in order to help individuals and businesses assess the potential of a particular geographic area. This free and accessible tool can be used to evaluate a site being considered for locating a business, reviewing planning information, reviewing workforce demographic data, viewing transportation information, and evaluating environmental features or simply for viewing aerial photography or generic mapping for a site.

Currently, the Site Evaluator does not have full functionality related to future scenario planning, site location screening based on user preference, regional / municipal scaled reporting, parcel mapping, or statewide municipal zoning layers. Adding functionality to the Site Evaluator is a critical priority and implementation strategy of this Plan. Geographic based information is presently classified and available under four categories:

Environmental: Land Use & Conservation, Water & Wetlands, Contaminated Sites, and Transportation

Economic Growth / Planning: Brownfield sites, Community Renewal Initiative, Urban Enterprise Zones, Innovation Zones, Urban Aid Communities, New Market Tax Credit Program, Designated Areas in Need of Redevelopment, Municipal Revitalization Index, Urban Coordination Council Qualified Municipalities, Main Street NJ Program Focus Areas, Smart Growth Areas, Endorsed Plans, Designated Centers, Cores, Nodes, Critical Environmental Sites, Historic / Cultural Sites, Planning Areas. Boundaries of CAFRA, Meadowlands District, Pinelands Area, Highlands Area & Sewer Service Areas. Transportation layers- airports, rail stations & rail lines.

Workforce / Demographic: Total Labor Force, Labor Force Unemployed, Employers & Employment Insurance, Total Employment by Local Employers / Establishments Covered by Unemployment Insurance, Average Annual Wages, Population, High School Graduation Rates, College Graduation Rates, Income, Residential Housing Units Authorized, Congressional Districts & Legislative Districts. Transportation layers- airports, rail stations & rail lines.

HMFA: Smart Growth Areas, Live Where You Work Areas, Qualified Census Tracts, Urban Target Areas, Economic Revitalization Zones, Transit Villages, Difficult Development Areas & CHOICE Municipalities. All the HMFA layers are related to specific programs that they work with.

As part of the implementation of this Plan, State government, as a priority, will improve the quality and accessibility of geographic data it manages so that the information can be used by the private sector, local government and the general public to identify opportunities for private and public investment. Relevant State agencies will continue the use of improved statewide mapping tools but evaluate existing connections with land use and permitting programs. State agencies that use these tools will seek appropriate changes to ensure that geographic tools are not used as a primary factor to regulate land without appropriate measures to address potential data discrepancies through a process that is efficient and achievable.

Glossary

Alternate Growth Investment Area - an area with existing or planned infrastructure that will lead to development and redevelopment opportunities. State investments related to the efficient development and redevelopment of previously developed sites and optimization of existing settlement patterns should be encouraged but as a lesser priority than areas considered Priority Growth Investment Areas. Lands that meet one or more of the criteria identified by the State Planning Rules will meet this definition.

Center - an efficient and compact form of development having one or more mixed-use cores, residential neighborhoods and green spaces. Center designations are based on the area, population, density, and employment of the center being considered and features of the surrounding areas. Centers can range in scale from very large, an Urban Center, to the smallest, a Hamlet. Centers range in scale in the following order: Urban, Regional, Town, Village, and Hamlet. Descriptions and criteria for designating each type of center are included as Supporting Document M of the State Development and Redevelopment Plan.

Compact Community - a land development pattern with sufficient development density and proximity among uses and activities to encourage more pedestrian movement and more efficient provision of public facilities and services.

Conservation Easement - a voluntary agreement between a land owner and government or a conservation organization that determines the reserved rights and the extinguished rights of an undeveloped property or site.

County - any board, department, division, office, agency or other subdivision of the county duly authorized by the county governing body, or executive, as appropriate, to carry out the provisions of this Plan.

Cross Acceptance – the process of comparing of planning policies among governmental levels with the purpose of attaining compatibility between local, county and State plans.

Critical Natural Resources – the flora, fauna, water, soil, and landscape features such as ridgelines, gorges and ravines that constitute individual elements of the natural environment.

Density - with respect to human population density is the number of people per unit of area, usually per square mile.

Farmland Preservation Program - a voluntary program as defined in the Agriculture Retention and Development Act (N.J.S.A. 4:1C – 11 et seq.), with its principal purpose of “the long-term preservation of significant masses of reasonably contiguous agricultural land within agricultural development areas . . . and the maintenance and support of increased agricultural production as the first priority of that land,” including programs for the purchase of development rights, easements and deed restrictions and programs for financial assistance.

Infrastructure – the collective physical network of publicly or privately owned utilities, roadways, rail lines and communication systems that serve a particular locality or region.

Limited Growth Investment Area - an area that does not have existing or planned infrastructure that will lead to a significant degree of additional new development, development and redevelopment opportunities. Large scale investment that may lead to additional development should not be prioritized in these areas. Though to a lesser degree than Priority Preservation Investment Areas, state investments in

land protection, and supporting and enhancing the agricultural or tourism industry will be encouraged. Areas that meet one or more of the criteria identified by the State Planning Rules will meet this definition.

Metropolitan Planning Organization - an organization made up of state and local government representatives responsible for maintaining the comprehensive, cooperative and continuing transportation and transit planning processes and programming of federal funds. There are three Metropolitan Planning Organizations in New Jersey in which all 21 of the State's counties participate.

Mixed-Use – an area with two or more uses, such as residential, employment, retail or civic services. Mixed-use could also refer to an individual building, or multiple structures within a given area.

Municipality - any board, department, division, office, agency, or other subdivision of the municipality duly authorized by the municipal governing body, or executive, as appropriate, to carry out the provisions of this Plan.

Priority Growth Investment Area - an area where more significant development and redevelopment is preferred and where public and private investment to support such development and redevelopment will be prioritized. Areas that meet one or more of the criteria identified in the State Planning Rules will meet this definition (unless requested to be removed by a municipality on technical grounds) along with areas identified by counties that meet conditions through an application approved by the Commission.

Priority Preservation Investment Area - an area where land preservation, agriculture development and retention, historic preservation, environmental protection and stewardship is preferred and where investment to support land preservation, agricultural development and retention, historic preservation, environmental protection and stewardship is encouraged. Large scale state investment that may lead to additional development should not be prioritized in these areas. Areas that meet one or more of the criteria identified by the State Planning Rules will meet this definition (unless requested to be removed by a municipality on technical grounds) along with areas identified by counties that meet conditions through an application approved by the Commission.

Public/Private Partnership – a cooperative working agreement between government and the private sector designed to maximize limited funds and create a fertile environment for private investment decisions

Quality of Life – the overall caliber of the New Jersey standard of living that encompasses safe and prosperous communities, a sound natural environment, and a myriad of economic, academic, recreational and employment opportunities.

Regional – an area encompassing land in more than one municipality, a county or counties, that is bound together by shared characteristics and regional systems.

Regional Planning Entity - an agency that performs regional planning for land development, land preservation, infrastructure or capital investment planning for a region and is authorized pursuant to statutory law including the New Jersey Meadowlands Commission pursuant to subsection (i) of section 6 of P.L. 1968, c.404 (C.13:17-6), the Pinelands Commission pursuant to section 7 of the "Pinelands Protection Act," P.L.1979, C. 111 (C.13:18-A-8), the Fort Monmouth Economic Revitalization Planning Authority, or its successor pursuant to section 5 of P.L. 2006, c. 16 (C.52:271-5), and the Highlands Water Protection and Planning Council pursuant to section 11 of P.L., c. 120 (C.13-20-11)

Regional Innovation Cluster – an area designated by the State Planning Commission that includes an interrelated assemblage of businesses of statewide significance, along with suppliers, trade associations,

and higher education / workforce training facilities with existing or planned infrastructure to support the expansion of existing businesses along with the recruitment of new businesses and other related development with a focus on adapting to new market opportunities.

Smart Growth – the type of physical growth that comes as a result of planning and public policy decisions focused on development and redevelopment with access to planned or existing infrastructure that avoids critical natural resources and does not place additional burdens on taxpayers for the costs of additional public services.

Sprawl – defined as a spread-out development pattern frequently characterized by leap-frog development with inefficient access between land uses and/or to public facilities or services. This system often results in an undue financial burden on the host municipality as the cost of services and infrastructure development and maintenance outpaces the return from tax ratables.

Stakeholder – a person or organization that has a particular expertise or empirical knowledge on some aspect of the economy, environment or physical infrastructure. These could include individual citizens, business owners, academics, environmentalists and elected officials.

State Planning Commission – the body created by the State Planning Act of 1985 (N.J.S.A. 52:18A-196 et seq.)

Steering Committee – the body created by Executive Order # 78 put in place to coordinate state level implementation of this Plan including but limited to the creation of the agency implementation plans, the resolution of interagency regulatory conflicts and the pooling of discretionary funds to initiate priority economic growth and preservation investments.

Sustainable Development and Redevelopment – development and growth that will not place a burden on municipal budgets, services and infrastructure. This development will reflect the needs and desires of the community from a combined community, economic and environmental standpoint.

Transit Oriented Development – a mixed-use development that occurs within close proximity to public transit and is designed to encourage mass transit ridership.

Transfer of Development Rights – a program available to local governments and several regional planning entities. It is based upon the transfer of development rights or credits through private market transactions. TDR programs allow landowners to sever development rights from properties in low-density areas (sending zones); and to sell them to private purchasers who want to increase the density of development in areas that local governments have selected as higher density areas (receiving zones).

Supporting Documents

(Available Online at <http://www.state.nj.us/state/planning/df.html>)

- A. Strengths, Assets & Challenges
- B. Statutory Linkage Document (OPA Publication #191)
- C. Current Plan Endorsement - Requirements Tables
- D. Current Plan Endorsement – Municipal Petitioner Survey
- E. Impact Assessment (IA)
- F. Infrastructure Needs Assessment (INA)
- G. Statement of Agreements & Disagreements (SAD)
- H. Statewide Issues Response Team (SWIRT) Reports
- I. Recommendations – Governor’s Institute for Community Design
- J. Stakeholder Input – Continued Cross-Acceptance
- K. Industry Sector Descriptions / Statewide Firm Location Maps
- L. Current Economic Development & Investment Program Table
- M. Criteria for Center Designation

DEDICATION

The State Strategic Plan is dedicated to our friend and colleague Jason C. Goldberg, who passed away unexpectedly during the development of the Plan. Jason's contributions left an indelible mark on the Office for Planning Advocacy and State Planning Commission. This Plan stands as a lasting tribute to a brilliant young man who left this earth far too soon.