

## *NJAPA Conference State Strategic Plan Session*

- Plan Development Process
- Conditions Driving Need for Changes
- Vision & Mission
- Guiding Principles for State Decision Making
- Goals, Objectives & Strategies
- Supporting Documents & Next Steps

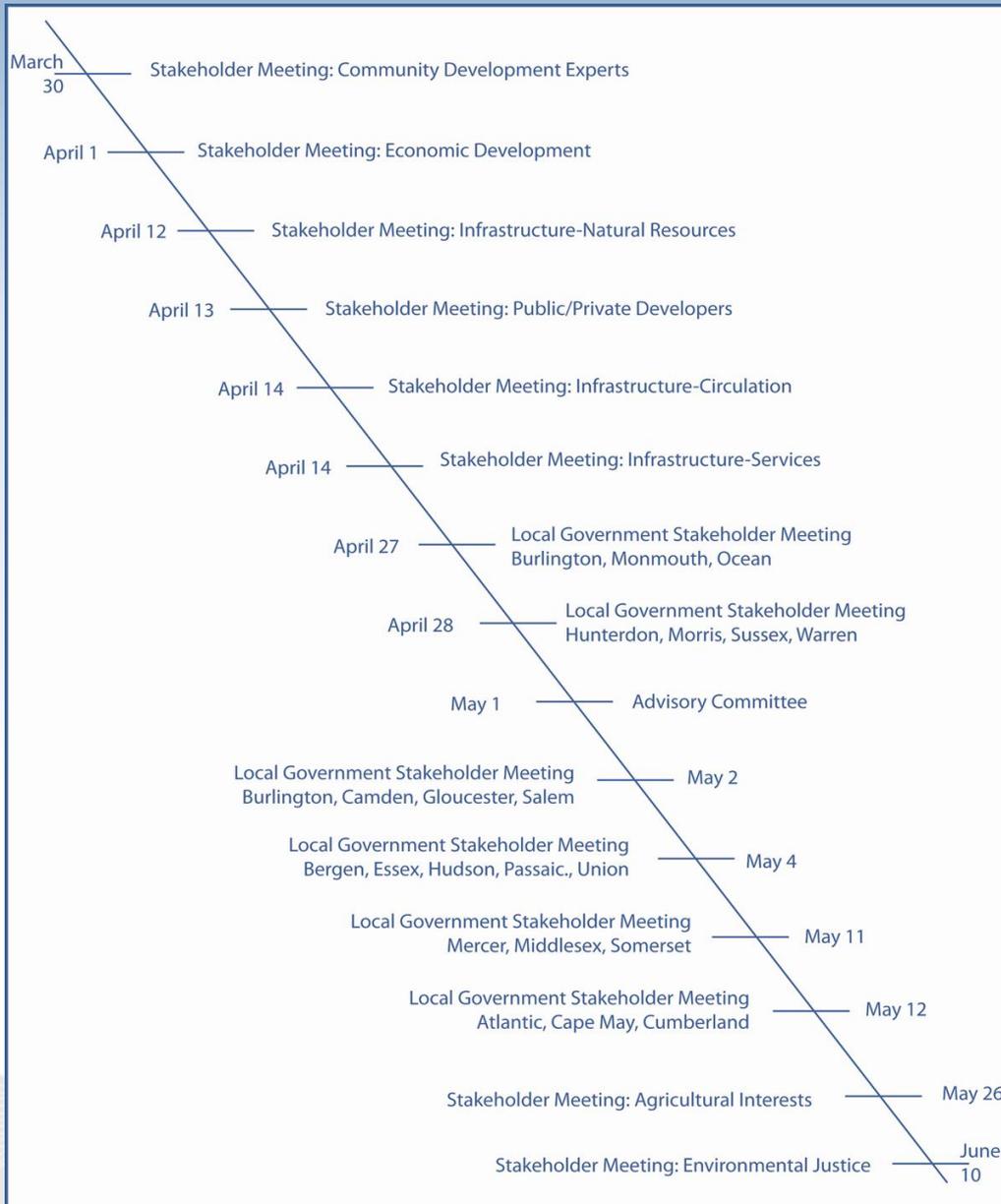


## “Strategic Planning”?



## Plan Development Process

- CROSS ACCEPTANCE was never formally completed and the SPC did not take required actions to proceed to the “FINAL DRAFT” phase of Plan development
- High level of disagreement existed prior to 2010 (as documented by the SAD / SWIRT Reports)
- Transition Reports / Red Tape Commission Findings & Recommendations
- SPC / OPA Reorganization
- Continued cross-acceptance (Strategic Planning Process) managed by OPA with the goal of “working with internal and external stakeholders to understand the opportunities for responsible growth and redevelopment in New Jersey and create a strategic implementation plan that capitalizes on these opportunities by better coordination of capital improvement investments and regulatory regimes of state agencies. “



## A Focus on New Jersey's Strengths & Assets... Our "Locational Advantages"

- Talented & Well Educated Workforce
- Extensive Physical Infrastructure
- Geography, a Unique & Diverse Landscape
- Prosperous Industry Clusters
- Strong & Committed Leadership



## Conditions Driving Need for Paradigm Shift

- Decreased Prosperity
- Losing Ground
- Monetary Constraints
- Statutory Constraints
- Underperforming Urban Centers
- Changing Demographics
- Broken Statewide Planning Framework



## A “50,000 ft.” Mission & Vision for NJ

### **Vision Statement**

- New Jersey will be the national leader in private and public investment which supports sustainable communities that attract and provide strong economic opportunities, preserve our State’s natural resources, and create 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 the State’s critical resources.



## What the Plan Shouldn't Be...

- A top-down approach to force compliance with a statewide land-use plan
- An additional layer of bureaucracy
- A substitute for local and/or regional comprehensive plans nor will it take away local and/or planning and zoning authority
- A “silver-bullet” that will solve all of our problems
- A "one size fits all" approach.
- An unfunded mandate imposed upon municipal governments



## Guiding Principles for State Decision Making

- ❑ **Predictability:** The State of NJ will offer a clearer path and quicker answers. The path and the answers offered by one Department / Agency will not conflict with those of another.
- ❑ **Spatial Efficiency:** The State of NJ will place value on the economic, social and environmental benefits of investing in areas where infrastructure already exists in an effort to control long-term costs of public services, reinvigorate existing communities, and protect important natural resources.
- ❑ **Leveraging Assets:** The State of NJ will work with the private sector, higher education and all levels of government to ensure that State assets are leveraged in strategic locations.
- ❑ **Sustainability:** The State of NJ will plan for and respond to current and future challenges and opportunities through adaptive decision making that accounts for social, economic and environmental protection and enhancement.
- ❑ **Institutionalizing Change:** The State of NJ will ensure that progress made is institutionalized in a way that can transcend time without perpetual recasting.



## Goals, Objectives & Strategies

### **Goal 1: Targeted Economic Growth:**

Enhance opportunities for attraction and growth of industries of statewide and regional importance.

### **Objectives:**

Map Priority Industry Clusters of Sectors of Statewide Significance

Improve Conditions for Sectors of Statewide Significance

Support of Land and Water Based Industries

Align Partnerships & Working Groups

### **Key Strategies:**

Industry Cluster Economic Development Model



## Goals, Objectives & Strategies

### **Goal 2: Effective Planning for Vibrant Regions:**

Guide and inform regional planning so that each region of the state can experience appropriate growth according to the desires and assets of that region.

#### **Objectives:**

Establish “Priority Growth Investment Area” Criteria

Increase Readiness and Availability of Redevelopment Sites

Invest in Growth Infrastructure

Influence Implementation of “Priority Growth Investment Area” Development

Assist Urban Center Evolve into Components of Healthy Metropolitan Areas

Strengthen County Planning Role to Facilitate Regional Collaboration

**Key Strategies:** Priority Growth Investment Area Criteria, Garden State Values & Performance-based “Scorecard”

## The “Garden State Values”

- Concentrate Development and Mix Uses**
- Prioritize Redevelopment, Infill, and Existing Infrastructure**
- Increase Job and Business Opportunities in Appropriate Places**
- Create High-Quality, Livable Places**
- Provide Transportation Choice**
- Advance Equity**
- Diversify Housing Opportunities**
- Provide for Healthy Communities through Environmental Protection and Enhancement**
- Protect, Restore and Enhance Agricultural, Recreational and Heritage Lands**
- Make Decisions within a Regional Framework**



## Goals, Objectives & Strategies

### **Goal 3: Preservation and Enhancement of Critical State Resources:**

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

#### **Objectives:**

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

Coordinate Functional Plans

Coordinate State Preservation and Economic Development Initiatives

Strengthen and Expand Regional and Municipal Land Use Tools

**Key Strategies:** Advocacy for Revisions to Municipal TDR and long-term funding solutions for land preservation



## Goals, Objectives & Strategies

### **Goal 4: Tactical Alignment of Government:**

Enable effective resource allocation, coordination, cooperation and communication among those who play a role in meeting the mission of this Strategic Plan.

### **Objectives:**

Cohesive State Government

Connect Spending to the State's Goals and Values

Re-focus the State Planning Commission for Local Government Coordination

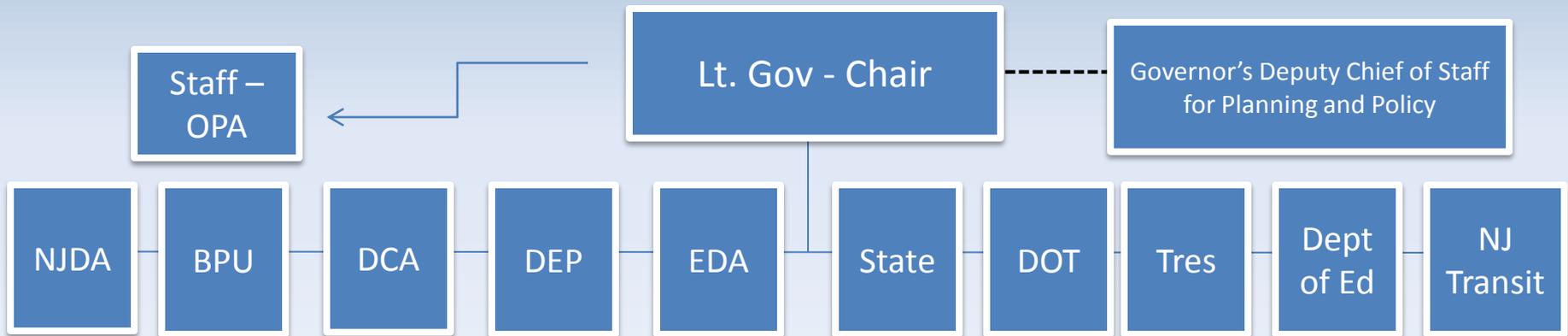
Reposition the Office for Planning Advocacy

**Key Strategies:** State Implementation Steering Committee (EO),

Garden State Fund, Development and Implementation of Department Strategic Plans



## State Strategic Plan Steering Committee Proposed Organizational Chart



### Proposed Actions

#### POOL FUNDS FOR STRATEGIC INVESTMENT

Discretionary Funding Will Be Directed to Areas / Projects that Meet High Level Goals

#### TASK WORKING GROUPS, AS NEEDED

Examples Include Redevelopment, & Transit-Oriented Development

#### ENSURE CONSISTENCY OF AGENCY PLANS

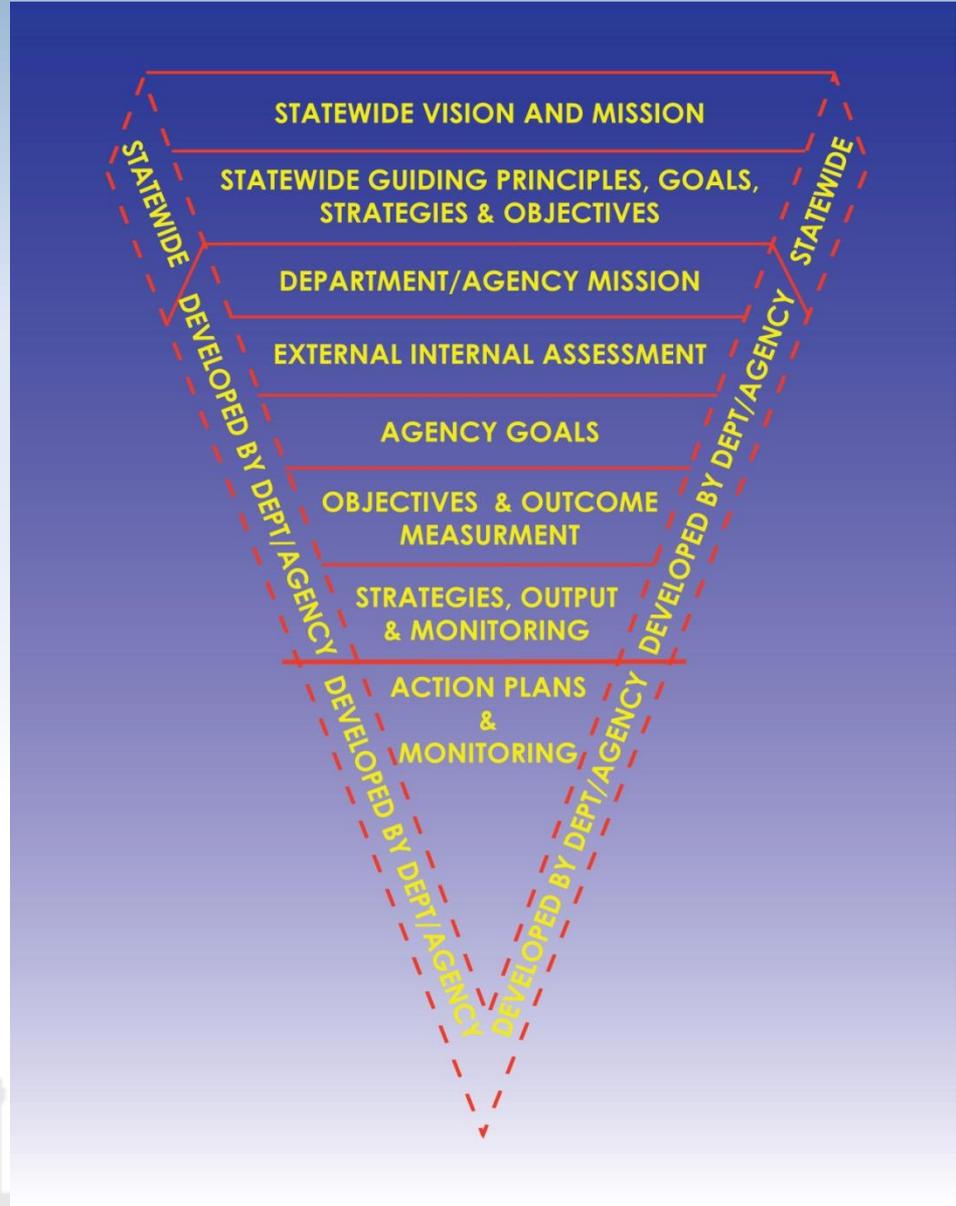
Agency Strategic Plans Tie Function Plans and Regulations to High Level Goals

#### MONITOR PROGRESS

Identify Metrics, Track Attainment of Goals & Objectives

# State Strategic Plan

2011



2012



## Supporting Documents

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

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

## Next steps?

- SPC Action on PDC Recommendations
- Notifications, Public Hearings / Public Comment
- SPC Final Action

