

# **Final Report**

## Recommendations for Governor Christie

New Jersey Workshop  
Governors' Institute on Community Design  
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on community design



## **Acknowledgements**

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\* **The Governors' Institute on Community Design**® is a national, nonpartisan program that helps governors, cabinets, and their senior staff to guide growth and development in their states. Harnessing the policy expertise of leading practitioners in a range of fields—including land use, design, transportation, economic development, and regional planning—the Governors' Institute provides each state's executive team with practical solutions to the issues they face in order to enhance communities and build places where companies and people want to invest. Visit [www.govinstitute.org](http://www.govinstitute.org) for more information.

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# preface

The recommendations contained in this report build on discussions and expert recommendations made at the Governors' Institute workshop held on May 18 and 19 for New Jersey Governor Chris Christie, Lieutenant Governor Kim Guadagno, members of the New Jersey cabinet and staff, and other select state officials. Governor Christie invited the Governors' Institute to provide expert advice on New Jersey's economic development priorities and implementation, to engage senior state leadership, and to inform the ongoing State Strategic Planning Process (as part of Step C-2 in the diagram below). The Governors' Institute designed the recommendations in this report to fit into the state strategic plan and to provide strategic direction for a new State Development and Redevelopment Plan.

On the first day of the workshop, the Governors' Institute's expert panelists gave a series of presentations on regional- and city-level economic development and placemaking strategies, as well as tools to align state agencies. Throughout the workshop, discussions focused on how the Christie administration can use its leadership skills, control over infrastructure, discretionary funding (in the broadest sense), and incentive programs to create jobs and the types of places where individuals and companies want to invest.

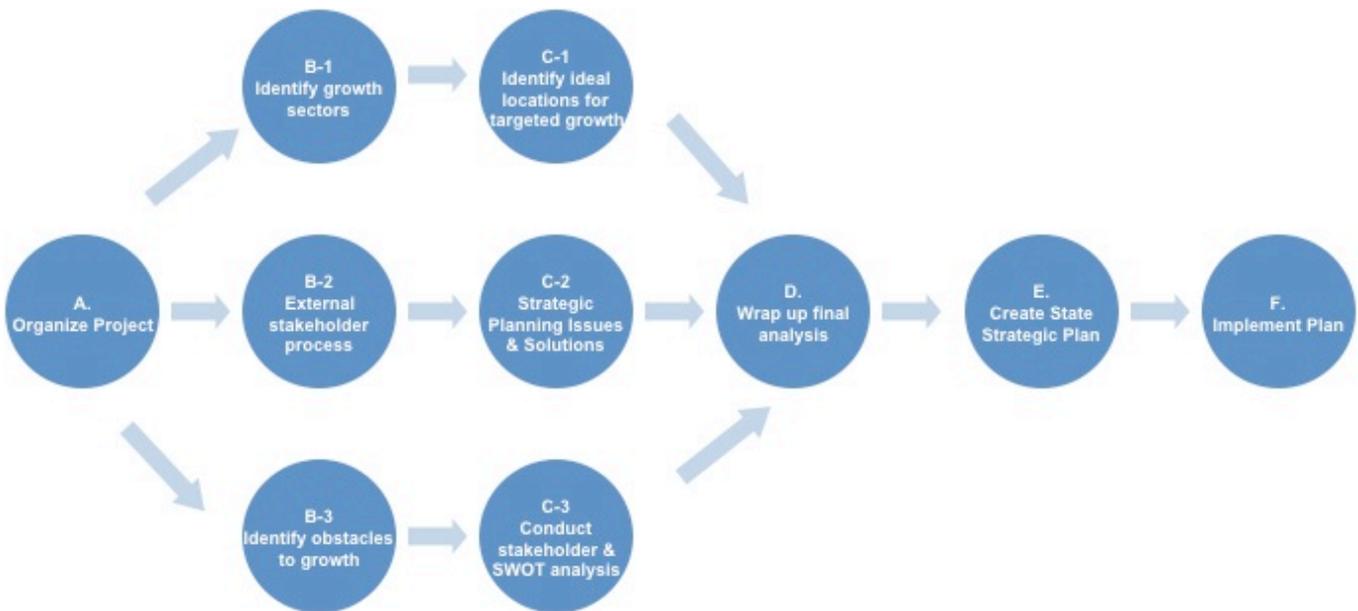


Exhibit 1: New Jersey's State Strategic Planning Process

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# introduction

To attract and retain people, industry, and investment, and to live within the State's means, the Christie administration must lead the State in a new approach to economic development. New Jersey has many assets, including an educated and skilled work force, access to large markets, elite universities, medical and research facilities, and cultural and natural amenities that make New Jersey a desirable place to establish or grow a business. However, nationally, New Jersey is a State with comparatively high costs—high taxes, high housing prices, congested transportation, and high labor costs.

The Christie administration can and should work to reduce the State's costs, but it is clear that New Jersey's value proposition for attracting, retaining, and growing business should not simply focus on being the lowest cost provider. Rather, New Jersey's value proposition should be that the benefits of locating in New Jersey are well worth the costs. To deliver on this promise, the State's approach to economic development must change.

The Governor's Institute recommends that the Christie Administration usher in a new economic development strategy that:

- creates great communities that meet the needs of individuals and businesses – often referred to as placemaking;
- encourages industry and businesses to cluster physically;
- emphasizes quality of life as a factor in economic competitiveness;
- addresses local governments' role in achieving the State's economic development strategy; and
- acknowledges that all state agencies are critical to implementing the State's economic development strategy.

This new approach seeks to reverse the patterns that contributed to New Jersey's high cost base and compromised the State's economic competitiveness. The new strategy also addresses the changing market demand from individuals and companies.

- State and local budgets in New Jersey are under serious pressure, raising the prospect of tax increases and service cuts. This situation has been exacerbated over the past decade by development that has spread across New Jersey's remaining land at a rate four times greater than population growth. State and local governments have funded the development infrastructure capital costs and committed to significant ongoing maintenance costs, often without the revenue needed to cover it. When maintenance of existing infrastructure goes underfunded, existing cities and communities face higher long-term costs, effecting their fiscal position and competitiveness.
- New Jersey's cities, e.g., Newark, Trenton, Camden, Paterson, and Elizabeth are underperforming assets, yet these are the locations with existing human and infrastructure capacity. City-based metro areas are the economic engines in other states, creating a disproportionate share of state tax revenue, economic activity, and

job creation. Cities also typically provide the critical mass to create and maintain cultural and arts offerings and amenity-rich neighborhoods that are important to executives and recent graduates. New Jersey's overall population density and location may mean supporting some of these offerings on a smaller scale in the State while citizens travel to New York City or Philadelphia for the rest. If the State's major cities, however, continue as they are, the State will underperform on delivering economic productivity and the amenities required to attract and retain companies and individuals.

- Changing demographics mean that amenities are now a significant factor in attracting a talented workforce. The employees whom many companies seek (the knowledge workers, recent college graduates, and the millennials) place a high priority on communities that fit their lifestyles—urban, walkable communities with a variety of activities, amenities, and housing options. According to the U.S. Census, 64% of college-educated 25- to 34-year-olds looked for a job after they chose the city where they wanted to live. The impact of this shift is significant; the millennial generation is larger than the baby boom generation that populated the suburbs. For New Jersey to compete for this workforce, it should supply the types of communities they want.
- Companies are also making location decisions in a new way. Similar to their workforce, and in part to attract this workforce, companies are prioritizing quality of life—meaning safe, convenient, and high amenity places—in their location decision-making. UBS Bank's recent decision to move back to New York City from Connecticut was because the bank's current suburban location was a liability in recruiting the best and brightest young bankers. Similarly, Andrew Basile, the CEO of a patent law firm with offices in Michigan recently stated: "The fundamental problem it seems to me is that our region has gone berserk on suburbia to the expense of having any type of nearby open space or viable urban communities, which are the two primary spatial assets that attract and retain the best human capital." Companies also seek out community in terms of location and business clusters. New Jersey has many business parks and research campuses and, for some companies, these will suit their requirements. Other companies, however, find these formats outmoded and seek new locations that allow for clustering and provide more connected, walkable, and mixed-use environments. To meet this market demand, many business centers, such as Tysons Corner (VA), Crystal City (VA), and Research Triangle Park (NC) are reinventing themselves to incorporate these amenities.

These trends, i.e., constrained budgets and growth patterns that drive up costs, underperforming cities that depress rather than drive regional economies, and the need to reposition the State to better attract a new wave of workers and companies, suggest that New Jersey needs to break from the State's past approach to economic development.

Despite these challenges, New Jersey is well positioned for success and has already taken some critical steps toward the new economic development strategy. The Christie administration can help to deliver the new approach by creating a guiding vision for New Jersey, focusing the State's investments, aligning the efforts of the state agencies, and incentivizing local government to support the State's economic development strategy. In this report, the Governors' Institute provides ten recommendations to help the State implement the new strategic direction.

# placemaking for economic development

New Jersey needs to create more places that will attract and retain companies and knowledge workers as a core component of the State's economic development strategy. The types of places where people want to live, work, and play has changed to reflect demographic trends, such as the rise of single person households and millennials (see Exhibit 2). Corporations are also increasingly focused on delivering quality of life for their employees as a competitive advantage. With the State's new residency law, New Jersey, like any other employer, will need to evaluate whether the State has the places needed to retain its talented workforce.

To lead New Jersey in placemaking for economic development, the State should:

- create a vision and shared guiding principles on placemaking for economic development that will create places to 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 offer 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.

## Demographic Trends

- The graying and browning of America
- The rise of the single person households
- The rise of the "millennials"
- Change in the traditional family
- Changes to labor force
- Shift in market preferences for livable communities
- Generation Y, talent workers choose place before job
- Seniors will seek tax relief and will start to draw down on equity

### Exhibit 2: Demographic trends

(Source: Mitchell Silver, Chief Planning and Economic Development Officer & Director, Department of City Planning, Raleigh, NC)

The State needs to use all the above approaches to change the face of New Jersey. This strategy is a dramatic change from current state practices, found to some extent in New Jersey, that passively allocate resources to municipalities without prioritizing investments to one area over the other.

**RECOMMENDATION 1: Create a vision and shared guiding principles on placemaking for economic development.**

The Christie administration should lead the State in establishing a broadly accepted vision for New Jersey's future. The State needs the vision in order to align the combined will and resources of the agencies and other state stakeholders (local officials, developers, companies, etc.).

**Creating a Vision**

The State should develop a vision of placemaking for economic development that highlights New Jersey's commitment to:

- focusing on business and job creation;
- managing state resources well and leveraging existing infrastructure;
- delivering places that attract and retain people, industry, investment, and jobs, i.e.:
  - vibrant towns and cities that offer quality of life, including transportation choices, housing options, and amenities such as shopping and recreation; and
  - economic hubs, located in or near vibrant towns or cities, that cluster and support businesses and improve competitiveness.

**Creating Guiding Principles**

New Jersey's vision should be captured in a set of actionable guiding principles that clearly convey the State's commitment to placemaking for economic development. These "Garden State Principles" should serve as the foundation for state agency decisions and guide the pattern of New Jersey's placemaking for economic development.

The Garden State Principles should be concise, limited to no more than ten principles, and encompass the key elements of placemaking for economic development. The principles should be drafted as a standalone document that sets goals such as the following.

- Create high quality, healthy places.
- Increase jobs and business opportunities in strategic places.
- Prioritize redevelopment, infill, and existing infrastructure before new development.
- Concentrate development within priority areas and focus on mix uses.
- Provide transportation choices that connect people to jobs.
- Advance equity in housing, jobs, and transportation.
- Expand housing opportunities to respond to market demand.
- Protect, restore, and enhance environment quality.
- Preserve, restore, and enhance open space, agricultural, and recreational lands.
- Encourage regional cooperation and decision-making.

Appendix A highlights examples of guiding principles developed by Pennsylvania and

Massachusetts.

Senior members of the administration, such as the sub-cabinet recommended later in this report (Recommendation 5) should lead the process of developing the Garden State Principles. Both the state strategic plan and a new State Plan (Recommendation 7) should incorporate the principles. The State should engage regional and local representatives, business leaders, real estate developers, planners, environmentalists, community advocates, and other members of the public to ensure the guiding principles accurately reflect state needs and goals, foster buy-in for the State's new direction, and build a supportive constituency.

**Best Practice: Pennsylvania Keystone Principles**  
*Pennsylvania adopted a concise set of guiding principles, which aligned the agencies' goals and objectives for economic development and resource conservation. See Exhibit 3 at right and [www.newpa.com](http://www.newpa.com) for details of Pennsylvania's principles.*

**Commonwealth of Pennsylvania, Keystone Principles & Criteria for Growth, Investment & Resource Conservation**

1. Redevelop first
2. Provide efficient infrastructure
3. Concentrate development
4. Increase job opportunities
5. Foster sustainable businesses
6. Restore and enhance the environment
7. Enhance recreational and heritage resources
8. Expand housing opportunities
9. Plan regionally; implement locally
10. Be fair

Exhibit 3: Pennsylvania Keystone Principles

**RECOMMENDATION 2: Identify New Jersey's priority investment areas, and direct catalytic investment to three to five priority areas.**

**Identify priority investment areas**

The State should identify areas that have existing infrastructure and the other necessary components for economic development so that these areas can become the (1) major economic hubs that attract and cluster corporations or (2) vibrant cities and towns that attract companies and knowledge workers. The State should formally identify these areas as priority areas for investment and receipt of preferential state support and funding.

New Jersey should identify the following types of areas:

- innovation corridors with universities and higher education facilities;
- centers that are served by existing or planned infrastructure, water and sewer systems, and within walking distance to public transportation;
- New Jersey's major cities, including Newark, Trenton, Camden, and others;
- port areas that already serve national and international markets; and
- clusters of companies operating in the same industrial sector.

To assist with the identification of these areas, the State should map existing developed land, as well as existing infrastructure, such as water, wastewater, roads, transit, energy transmissions, and significant regional facilities.

The State's goal should be to make a discrete list of areas featuring places that are capable of achieving their significant potential with appropriate state investment and support. The

State can direct funding through agency programs, the discretionary funding pool (Recommendation 4), and direct state investment. The State should also locate appropriate state facilities, both owned and leased, in priority investment areas.

**Best Practice: Maryland Priority Funding Areas**

*Recognizing the connection between state investment and economic growth and development, Maryland passed the Priority Funding Areas Act in 1997. Under the Act, Maryland has been directing state spending to existing communities and industrial areas. The State collaborated with local government to designate the areas, which include:*

- *every municipality, as they existed in 1997;*
- *areas inside the Washington Beltway and the Baltimore Beltway; and*
- *areas already designated as enterprise zones, neighborhood revitalization areas, heritage areas, and existing industrial land.*

*Maps of the Priority Funding Areas are available at the Maryland Department of Planning's website (<http://www.mdp.state.md.us>), as well as in Appendix B of this report.*

**Direct catalytic investment to three to five priority areas**

Truly transformative change occurs where the scale or ambition is sufficient to change expectations about an entire region or state, triggering a quantitative shift in private investment. By focusing its efforts and investments on a few strategically selected areas, New Jersey can begin the process of transforming regions and the State.

New Jersey has valuable assets that, with state leadership and catalytic investment, could anchor the type of places that can change the State's positioning as a destination for economic development and knowledge workers. During the workshop, New Jersey's leadership expressed significant interest in the idea of creating an innovation corridor linking the State's universities and industry. To create the type of city-based metro areas that are economic engines in other states, New Jersey should also focus on redeveloping an urban area within one of New Jersey's major cities.

The State will need to commit staff and funds across multiple state agencies to these projects over the long run to ensure their delivery. The Governors' Institute recommends that Lieutenant Governor Guadagno use her discretion to identify the coordinating entity. In some areas, organizations may already exist to help with on-the-ground delivery. The State can direct funding through agency programs, the discretionary funding pool (Recommendation 4), and direct state investment.

**Best Practice: North Carolina Research Triangle Park**

*In 1959 the State of North Carolina partnered with local governments, universities, and local business interests to form Research Triangle Park (RTP). This collaboration, along with focused State investment, led to what is today a thriving research complex that is home to some of the world's leading corporations. While undoubtedly successful, the workforce has changed dramatically since RTP's inception. Today, RTP is undergoing significant redevelopment to meet the changing demands of knowledge workers and corporations by incorporating more walkable streets, housing, amenities, and public transportation.*

**RECOMMENDATION 3: Identify preservation areas to protect: working landscapes, rural areas, and open space.**

New Jersey wants to attract and retain people and industry, and part of its attraction is having open spaces, recreational, and agricultural areas within the State. These areas:

- serve the vital role of safeguarding New Jersey's water supply and biodiversity;
- provide economic benefit in terms of increased property value and tax to the State; and
- underpin New Jersey's tourism industry.

These landscapes are especially important because New Jersey is currently one of the nation's most developed states. The State's development has been rapid in recent years, with urban land increasing at over four times the rate of population growth between 2002 and 2007 according to a Rutgers University report.

As a priority, the State should identify preservation areas to encourage the protection of these landscapes, while discouraging economic development and new growth. The State should limit its infrastructure investment in these areas and encourage local governments to limit development through the scorecard incentive program (Recommendation 4). The State should consider including areas where public sewer and water are prohibited.

The State should continue its purchase programs for open space and farmland preservation. It can also empower municipalities to preserve land using private funds by improving planning tools that facilitate transferring density, including clustering and Transfer of Development Rights (TDR). The State should support statutory updates for these tools as well as facilitating permits for infrastructure in the alternative development areas. The State may also need to allocate funds to maintain infrastructure in the preservation, working landscape, and open space areas.

***Best Practice: Maryland Transfer of Development Rights***

*Montgomery County Maryland, a fast growing suburb of Washington, D.C., is home to the nation's most successful farm preservation program. The County's transfer of development rights (TDR) program, which was instituted in 1979, has led to the preservation of more than 40,000 acres of farmland. When adding county and state conservation easements to this total, Montgomery County has kept over 50,000 acres of its 317,000 total acres in agricultural production.*

**RECOMMENDATION 4: Incentivize and assist local governments with placemaking for economic development.**

Local governments play a significant role in New Jersey's economic development patterns, particularly given their significant powers under home rule. The State must therefore incentivize municipalities to align their policies, programs, and decisions with the State's vision and the Garden State Principles on placemaking for economic development. The Governors' Institute recommends that New Jersey tie state funding to placemaking for economic development scorecards, provide technical assistance to municipalities, and create a small-scale grant fund.

## Tie state funding to placemaking for economic development scorecards

The State should develop scorecards to better direct the State's discretionary funding to municipalities and projects that align with the Garden State Principles. Scorecards are useful in making funding decisions because they add transparency and objectivity to the decision-making process. The State and local governments can also use the scorecard as an annual assessment tool to measure progress.

The Governors' Institute recommends that New Jersey develop and implement two types of scorecards: a municipal scorecard and a project scorecard. The purpose and benefits of each are outlined in the sections below. A sub-cabinet (see Recommendation 5) is the most appropriate entity to develop the scorecards, to ensure that overall state investment is spent on priorities and that individual state agencies integrate the scorecard system into their funding processes. The State should also consult with municipalities and other stakeholders to determine whether the scorecards are measuring the proper elements and to help them internalize the scorecards' goals.

### Scorecard Resources

General information on scorecards:

[www.epa.gov/smartgrowth/scorecards/index.htm](http://www.epa.gov/smartgrowth/scorecards/index.htm)

Arizona's efforts under Governor Napolitano:

[www.azcommerce.com/SmartGrowth/Scorecards/](http://www.azcommerce.com/SmartGrowth/Scorecards/)

North Carolina's scorecard:

[www.climatechange.nc.gov/PDFs/NC\\_Community\\_Practices\\_Assessment.pdf](http://www.climatechange.nc.gov/PDFs/NC_Community_Practices_Assessment.pdf)

Exhibit 4: Scorecard Resources

### Municipal scorecard

The State can incentivize local government by directing the State's significant discretionary funding to municipalities that act in accordance with the Garden State Principles. As previously mentioned, a transparent, objective, and efficient way to do this is through the use of a municipal scorecard. See Appendix C for an example of a municipal scorecard.

The municipal scorecard is not a regulatory tool and does not prohibit any local development decisions or patterns. Rather, it is an incentive and investment tool that ensures that the State spends its discretionary money in ways that support the State's priorities, while not adding to the State's financial burden.

The scorecard should measure how municipalities are supporting the Garden State Principles. For example, if, as suggested previously, "Provide transportation choice" is a guiding principle, then the scorecard should include questions such as the following.

- Does your community have a plan or program to improve pedestrian and bicycle mobility?
- Does your community have requirements for connectivity of new development to the existing transportation network?
- Does your community provide funding or other support for regional or local public transit service?

How a municipality scores on the scorecard should be used to determine the discretionary funds the community receives. New Jersey will need to determine the relative weighting of the municipal scorecard versus other program factors in investment decisions. In Massachusetts, for example, a municipality's performance on the Commonwealth Capital Scorecard accounts for 30% of the possible application points.

Massachusetts awards the remaining 70% of the points based on criteria developed for the program in question.

The sub-cabinet should identify and inventory all discretionary funds, including funds spent on housing, economic development, agriculture, natural resources, water and sewer, and transportation, among others. The inventory should not be limited to state funds but should also include federal funds passed through the State, over which the State has discretionary control. In short, consider all funds that use criteria for eligibility and distribution that the State could revise to support the Governor's priorities. The diagram on the right (Exhibit 5) shows the programs pooled under Massachusetts' Commonwealth Capital program.

**Massachusetts Commonwealth Capital Programs**



Exhibit 5: Fiscal Year 2011 Massachusetts Commonwealth Capital Programs

While state agencies may believe that an insignificant portion of their funding is discretionary, a detailed inventory is likely to indicate otherwise. For example, when Massachusetts initiated the Commonwealth Capital system and inventoried discretionary funds, they identified \$500 million as discretionary within an annual state budget of \$27 billion.

The process of conducting an inventory across agencies illuminates not only the amount of funds available but also the way in which each agency's spending patterns impact other agencies, often revealing opportunities to improve efficiency, coordinate state activities, and cut costs.

The State should annually measure municipalities' implementation of the scorecard program and award bonus points for successful year-on-year implementation.

**Project scorecard**

The State should develop a project scorecard to encourage local governments to undertake and approve projects that support its placemaking for economic development goals. The sub-cabinet should create the project scorecard and ensure that the state agencies incorporate the scorecard into their funding decision-making process.

The scorecard should measure how the Garden State Principles are applied to and integrated into specific projects. For example, if "Provide transportation choice" is a guiding principle, the project scorecard should measure whether the project is close to public transportation. See Appendix C for an example of a project scorecard.

The State can use the project scorecard to help ensure that development projects support the Garden State Principles in two important ways. Firstly, the State should require that projects for which funds are requested from the State be measured against the project scorecard. Secondly, the State should encourage local governments to

incorporate the scorecard into their own planning, decision-making, and permitting processes, by providing points on the municipal scorecard to municipalities that do so. Integrating the project scorecard into local decision-making will ensure that the project scorecard has a broader impact.

### **Provide technical assistance to municipalities**

Due to home rule, local governments play a significant role in how New Jersey grows and develops; yet many of New Jersey's municipalities do not have the capacity or access to resources to successfully create places to attract individuals and businesses. The State should support municipalities by providing direct technical assistance, establishing a circuit rider program, and creating an online toolkit.

In particular, the State should provide direct technical assistance to municipalities that do not perform well on the municipal scorecard and lack planning capacity. This assistance will help those municipalities perform better on the scorecard and be more competitive for future funding. The State will benefit by furthering the State's placemaking for economic development goals.

The Office for Planning Advocacy currently provides limited technical assistance to communities, and these services should be expanded. The State should consider developing a "circuit rider program" that provides direct technical assistance to local governments. The planning and implementation experts, known as circuit riders, assist multiple communities in a given county or region with:

- **planning functions**, such as developing comprehensive plans, evaluating and revising codes and development regulations, analyzing policies, and reviewing project proposals; and
- **accessing the resources of multiple state agencies**, such as the Departments of State, Transportation, Environmental Protection, Agriculture, and Community Affairs, as well as specific divisions or independent agencies including the Business Action Center, Office for Planning Advocacy, and Economic Development Authority.

The State should also develop an online toolbox with information on best practice policies and programs and a list of people and resources to assist municipalities with placemaking for economic development issues. Such a toolbox will be especially useful to small, urban, or rural communities that lack internal planning staff and fewer of their own connections to outside resources. The online toolbox could also list opportunities to apply for technical assistance support from the federal government, for example, through the Sustainable Communities Partnership programs.

Developing and implementing technical assistance will likely require additional funding. The State could dedicate a percentage of the discretionary funding distributed through the municipal scorecard to the circuit rider program and online toolkit.

**Best Practices:****Commonwealth Capital, Technical Assistance**

*Under the Commonwealth Capital Program, Massachusetts offered technical assistance to all municipalities interested in improving their scorecard performance to better compete for discretionary funding. Cross-agency teams provided the assistance to better foster links between agency programs and staff, thus increasing the impact and awareness of multi-agency state funding in each community.*

**Envision Utah**

*Envision Utah developed a toolbox, "Urban Planning Tools for Quality Growth." Using examples of local and national development codes, design standards, and innovative planning strategies, the toolbox is designed to assist communities as they plan for the future through various types and stages of development.*

*Envision Utah Toolboxes: [www.envisionutah.org/eu\\_resources\\_toolboxes.html](http://www.envisionutah.org/eu_resources_toolboxes.html)*

**Delaware's Local Planning Assistance**

*Delaware's state planning office enacted a program in which a 'circuit rider planner' is assigned to help local governments. Delaware assigned each of its three counties a different circuit rider planner. Circuit riders assist local governments with developing and updating land use plans; creating municipal development strategies for small towns; and providing advice on a range of land use issues, including public participation, population data and analysis, housing inventory, affordable housing, annexation, redevelopment potential, historic preservation, infrastructure, and related issues. The circuit rider planners' services are supplemented by support from University of Delaware's Institute for Public Administration and private sector planning and consulting firms.*

*Delaware's Local Planning Assistance:*

*<http://stateplanning.delaware.gov/services/circuit.shtml>*

**Create a small-scale grant fund**

The State could provide a small-scale grant fund to further assist municipalities, particularly those consistently receiving relatively less state support through the scorecard process. The State could develop such a grant program in two different ways, with each supporting distinct goals.

- **Assisting local government** with planning and implementing programs and policies identified on the municipal scorecard. Under this type of grant fund, grants would assist municipalities with the implementation of specific policy or programmatic changes that directly support the Garden State Principles. For example, if "Prioritize redevelopment, infill, and existing infrastructure" is a guiding principle, municipalities could use the grants to hire consultants to help overhaul zoning codes to provide for higher densities or create downtown revitalization plans.
- **Facilitating regional initiatives** that will help New Jersey create great places. Many aspects of placemaking for economic development naturally work at the regional scale, e.g., transportation infrastructure and economic development. Regional initiatives will also help foster state-and-local cooperation, as the State will struggle to directly engage with all of New Jersey's numerous municipalities but could work with a smaller number of regional organizations. Under this type of fund, the State could provide grants to encourage regional collaboration. As outlined in the

Best Practice below, North Carolina created a regional grant fund. An additional impetus for North Carolina's program was to help communities compete for federal grants, which are increasingly taking regional collaboration into account.

This recommendation will require a small pool of dedicated funding. The State could allocate a percentage of the discretionary funding that it pools for the municipal scorecard (Recommendation 4) to this initiative.

***Best Practice: North Carolina Sustainable Task Force Grant Fund***

*In 2010, the North Carolina General Assembly passed legislation creating a \$250,000 grant program associated with the creation of that state's Sustainable Communities Task Force. The grant program supports regional planning efforts that integrate housing and transportation decisions or improve land use. The funds could also be used as match-funding for Federal Sustainable Communities Planning Grants or other federal grants related to sustainable development. The grant program awarded nine grants of between ten and fifty thousand dollars (\$10,000 - \$50,000).*

*For more information on North Carolina's Sustainable Communities Task Force, see [www.onencnaturally.org/pages/SC\\_SustainableCommunities.html](http://www.onencnaturally.org/pages/SC_SustainableCommunities.html). For their enabling legislation § 143B-344.34-38, see [www.onencnaturally.org/PDFs/GS\\_143b-344\\_34-38\\_Sustainable\\_Communities\\_Task\\_Force.pdf](http://www.onencnaturally.org/PDFs/GS_143b-344_34-38_Sustainable_Communities_Task_Force.pdf).*

# coordinate state government

Recommendations in this report suggest that “the State” identify priority areas, deliver major placemaking initiatives, and pool discretionary funding. In practical terms, the state agencies will do the work of the State. Those agencies will succeed in leading New Jersey’s new approach to placemaking for economic development if they operate in unison as a well-coordinated, decision-making entity.

## **RECOMMENDATION 5: Create a sub-cabinet of placemaking for economic development.**

The State should form a sub-cabinet to coordinate the actions of the state agencies to deliver placemaking for economic development. This sub-cabinet should ultimately report to Governor Christie, have Lieutenant Governor Guadagno and a senior official from the Governor’s Office (perhaps Wayne Hasenbalg) as co-chairs, and include Commissioners of Environmental Protection, Transportation, Community Affairs, Education, Health and Senior Services, as well as the Secretary of Agriculture, the President of the Board of Utilities, and the Chief Executive Officer of the New Jersey Economic Development Authority. Coordinating these agencies and organizations will enable the State to fulfill its leadership role in placemaking for economic development.

The sub-cabinet should ensure that the State’s investment efforts are consistent with the Garden State Principles and support the State’s placemaking for economic development goals. The sub-cabinet should have a meaningful degree of authority over the State’s large and small capital investment decisions. To effectively allocate state funding, the sub-cabinet should:

- **inventory state discretionary funds** and federal funds that pass through the State related to placemaking for economic development, including those in housing, economic development, agriculture, natural resources, water and sewer, health, schools, tourism, transportation, and recreation programs (see Recommendation 4);
- **develop municipal and project scorecards** to incentivize local government and various project sponsors to support the Garden State Principles (see Recommendation 4); and
- **review the state agency capital plans** and have a meaningful degree of authority over decisions (see Recommendation 6).

The sub-cabinet should also oversee the agencies' activities to ensure they comply, both individually and collectively, with the State's placemaking for economic development objectives and guiding documents, i.e., the Garden State Principles and the state strategic plan. In particular, the sub-cabinet should:

- review proposed state agency rules and regulations;
- oversee and review the agencies' strategic plans (see Recommendation 6);
- encourage coordination across the state agencies; and
- confirm that agency rules and regulations support the new State Development and Redevelopment Plan, once it is adopted (see Recommendation 7).

The sub-cabinet should meet regularly because frequent meetings are critical to the successful implementation of the placemaking for economic development agenda. It is also important that the cabinet members on the sub-cabinet attend the meetings as opposed to sending designees. The sub-cabinet should submit frequent progress updates to the Governor. To facilitate the work of the sub-cabinet, the State should designate permanent planning staff such as those now in the Office for Planning Advocacy.

***Best Practice: Virginia's Sub-Cabinet on Community Investment***

*In 2008 Governor Kaine created the Sub-cabinet on Community Investment to link transportation and land use in a growing and suburbanizing state. The cross-departmental coordination led to the implementation of innovative policies that supported better community investment.*

**RECOMMENDATION 6: Develop state agency plans that align with the state strategic plan.**

The state agencies will be engaged in both sub-cabinet work and managing on-going intra-agency programs and initiatives. The Christie administration should require each agency to create its own strategic plan that aligns all agency activities, both sub-cabinet and intra-agency, with state placemaking for economic development priorities, as expressed in the Garden State Principles and the state strategic plan.

The agency strategic plans should specifically address how each agency will:

- change the program criteria and rules within existing programs;
- adjust annual capital spending plans;
- coordinate with other state agencies; and
- train staff to highlight the State's vision and the agencies' role in delivery.

As stated in Recommendation 5, the sub-cabinet should review and oversee the agency strategic plans.

**RECOMMENDATION 7: Integrate the state strategic plan and the New Jersey State Development and Redevelopment Plan.**

As mentioned earlier, the Christie administration enlisted cabinet and senior staff to create a state strategic plan to capture the State's land use and economic development approach to create jobs; save money; and attract people, industry, and investment. The administration felt it needed the new, integrated document in part due to the shortcomings of the New Jersey State Development and Redevelopment Plan (the State Plan). The State Plan is overly complex, creates regulatory conflict, and does not sufficiently incorporate economic development.

The State is legally required to create a State Plan. To address the shortcomings of the previous plan, the State Plan should be more narrowly focused, provide overarching guidance, and outline the State's placemaking for economic development goals, while also meeting the statutory requirements. The Governors' Institute recommends that the reformed, vastly simplified State Plan have as its core the Garden State Principles (Recommendation 1) and a simple map of priority areas (Recommendation 2) and preservation areas (Recommendation 3).

The Governors' Institute also recommends that the State amend the statute to extend from three to ten years the time frame between State Plan revisions. Currently, the State Planning Act requires re-adoption of the State Plan every three years. As the current State Plan process has been ongoing for six years, it is evident that updating the Plan is an onerous task. If the document had a narrower, more strategic focus, the Plan would be more manageable and require less frequent updates. The State's implementation strategy, which changes more frequently, could be captured in annual updates to the state strategic plan.

**RECOMMENDATION 8: Repurpose the State Planning Commission.**

In Recommendation 5, the Governors' Institute suggests that the State establish a sub-cabinet to oversee and coordinate state agency activities on placemaking for economic development. The sub-cabinet would assume many of the management and oversight responsibilities typically undertaken by other state planning commissions. The New Jersey State Planning Commission could still play a very important role by engaging the broader public to participate in and ultimately support the State's strategic planning effort by:

- providing a forum for public, private-sector, and local government engagement on the Garden State Principles, the simple map, and the scorecards;
- reviewing and providing comment on the state strategic plan and agency strategic plans; and
- helping the State to shepherd the State Plan to completion and formal adoption as required by law.

As role outlined above for the State Planning Commission is oriented to the public, it will be important for the Commission to meet regularly and to include representatives from state agencies, the public, and elected local officials.



# communications

## **RECOMMENDATION 9: Develop a stakeholder engagement and communications strategy.**

The State solicited input from stakeholders, in a series of community meetings, as part of the State Strategic Planning Process. The Christie administration will now need to communicate to municipal and business leaders, New Jersey's metropolitan planning organizations, environmentalists, utilities, and other organizations the recommended approach to placemaking for economic development to engage those stakeholders in delivery.

The Governors' Institute recommends that the State organize a second round of stakeholder engagement meetings. At those meetings, the State should emphasize:

- **the urgency and need for the new approach.** The new approach to placemaking for economic development will help deliver urgently needed jobs, use state resources more efficiently, and improve New Jersey's competitiveness by delivering the "quality of life" that companies and individuals demand.
- **the State's and others' roles in delivery.** The State cannot transform New Jersey alone. The State's role is to establish the vision, incentivize action by others, and direct catalytic state resources (e.g., infrastructure spending, direct investment, and program funding) to priority areas. Municipalities, developers, utility companies, and others play a vital role in on-the-ground delivery through their planning, project sponsorship, and infrastructure delivery.
- **the specific tools the State is introducing.** The stakeholders will need to understand the tools the State will use to deliver the new approach to placemaking for economic development, e.g., the scorecard, technical assistance, and funding opportunities.

The communications strategy should take a comprehensive approach, involve press and media, and look to reach beyond the state borders to market New Jersey as an economic development destination. The State, for example, could create press releases on the Garden State Principles, develop advertisements aimed at targeted industries, and develop websites to "brand" communities. The Governor could attend ribbon-cuttings at New Jersey's new economic priority places and celebrate the State's local delivery champions. The Governor's speechwriter, press staff, and public information officers should attend sub-cabinet discussions.



# next steps

The recommendations contained in this report are designed to be practical and immediately useful. We have outlined steps the Christie administration can take in one to three months, and in three to six months, starting at the implementation phase of the State Strategic Planning Process (see step F on Exhibit 1) in early July, 2011.

## **RECOMMENDATION 10: Implement near-term steps.**

In the next six months, the Christie administration can, among other tasks, establish the cross-agency structure, inventory discretionary state funds, create the municipal and project scorecards, develop agency work plans, and begin engaging stakeholders.

### **ONE TO THREE MONTHS**

- Identify sub-cabinet participants and permanent staff, and begin regular sub-cabinet meetings.
- Direct the Office for Planning Advocacy to: complete the research and mapping of economic clusters, infrastructure, etc., to identify the priority investment and preservation areas; and, prepare a proposal for an expanded technical assistance program.
- The sub-cabinet should:
  - create the Garden State Principles;
  - develop a municipal scorecard; and
  - identify discretionary state funding pool.

### **THREE TO SIX MONTHS**

- Begin to direct catalytic state investment to three to five priority areas.
- The sub-cabinet should:
  - create a project scorecard;
  - create a small-scale grant fund; and
  - oversee the development of the agency strategic plans.
- Begin a series of stakeholder engagement meetings on the vision, Garden State Principles, scorecards, technical assistance, and small-scale grant fund.



# conclusion

Through the State Strategic Planning Process, the Christie administration has the opportunity to create a new approach to economic development. The new approach, as outlined in this report, capitalizes on the State's assets, helps to relieve budget pressures, and positions the State to respond to changing demographic and business demands. The overall goal is to create a new value proposition for New Jersey as a desirable place to establish or grow businesses.

The ten recommendations contained within this report are practical, fiscally responsible, and designed to help the State with implementing the new approach, in particular to: identify and invest in priority areas, incentivize local government to deliver state priorities, and, as a precondition, coordinate the actions of state government. To help implement the recommendations, additional assistance can be made available from the Governors' Institute and other sources, such as the U.S. Environmental Protection Agency Office of Sustainable Communities.

As the State moves forward, the desire for immediate action should be balanced by the knowledge that decisions made today about land, development, and preservation cast a long shadow over future New Jersey generations. One guiding question to ask when faced with any tough economic development decision is: "will this development, project, or initiative help New Jersey to be the type of place where people want to live and companies want to invest?"

Finally, the Christie administration has shown itself to be unafraid to tackle the complex challenges that face New Jersey. The leadership demonstrated during the Governors' Institute workshop and the State Strategic Planning Process is a strong indicator that the State will deliver the type of places and programs that are vital to securing New Jersey's economic future.

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# appendices

## Appendix A: Guiding principles examples

- Pennsylvania Keystone Principles and Criteria
- Massachusetts Sustainable Development Principles

## Appendix B: Strategic map examples

- Maryland "GrowthPrint" Map
- The London Plan, Key Diagram

## Appendix C: Scorecard examples

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# Appendix A: Guiding principles examples

## Pennsylvania Keystone Principles and Criteria (page 1 of 2)

**EXPAND HOUSING OPPORTUNITIES.** Support the construction and rehabilitation of housing of all types to meet the needs of people of all incomes and abilities. Support local projects that are based on a comprehensive vision or plan, have significant potential impact (e.g., increased tax base, private investment), and demonstrate local capacity, technical ability and leadership to implement the project. Coordinate the provision of housing with the location of jobs, public transit, services, schools and other existing infrastructure. Foster the development of housing, home partnerships, and rental housing opportunities that are compatible with county and local plans and community character.

*Preferential criteria:*

- ▶ Adopted county and multi-municipal or local municipal plans include plan for affordable housing; and implementing zoning provides for such housing through measures such as inclusion of affordable housing in developments over a certain number of units (e.g., 50), provision for accessory units, and zoning by right for multifamily units
- ▶ Project provides affordable housing located near jobs (extra weight for employer assisted housing) Project adds to supply of affordable rental housing in areas of demonstrated need



**PLAN REGIONALLY; IMPLEMENT LOCALLY.** Support multi-municipal, county and local government planning and implementation that has broad public input and support and is consistent with these principles. Provide education, training, technical assistance, and funding for such planning and for transportation, infrastructure, economic development, housing, mixed use and conservation projects that implement such plans.

*Preferential criteria:*

- ▶ Consistent county and multi-municipal plan (or county and local municipal plan) adopted and implemented by county and local governments with consistent ordinances
- ▶ County or multi-municipal plan addresses regional issues and needs to achieve participating municipalities' economic, social, and environmental goals. All plans (county, multi-municipal, and local) follow standards for good planning.
- ▶ County and local ordinances implement the governing plans and use innovative techniques, such as mixed use zoning districts, allowable densities of six or more units per acre in growth areas, and/or clustered development by right, transfer of development rights, specific plans, and tax and revenue sharing

**BE FAIR.** Support equitable sharing of the benefits and burdens of development. Provide technical and strategic support for inclusive community planning to ensure social, economic, and environmental goals are met. Ensure that in applying the principles and criteria, fair consideration is given to rural projects that may have less existing infrastructure, workforce, and jobs than urban and suburban areas, but that offer sustainable development benefits to a defined rural community.



French Azilum

### KEYSTONE PRINCIPLES AND CRITERIA FOR GROWTH, INVESTMENT & RESOURCE CONSERVATION



Lock Haven

Pennsylvania's future prosperity depends on effective collaboration among state and local governments working with public and private partners to make wise development and investment choices that enhance Pennsylvania's exceptional built communities and rural and natural resources. How we coordinate our land use, economic development, community revitalization and conservation plans and projects directly affects the quality of life our citizens enjoy in their communities.

Developed by the Interagency Land Use Team and adopted by the Economic Development Cabinet in 2005, the Keystone Principles and Criteria make a strategic effort to target Pennsylvania's investments through a coordinated interagency approach to fostering sustainable economic development and conservation of resources in Pennsylvania's diverse communities.

The principles lay out general goals and objectives for economic development and resource conservation agreed upon among the agencies and programs that participated in their development. The criteria help measure the extent to which particular projects accomplish these goals.

The principles and criteria are designed to encourage sound planning and project development that will integrate programs and funding sources from a variety of state agencies into a comprehensive strategy that improves whole communities. There are two categories of criteria:

Core Criteria, where relevant, should be given primary consideration in all investment decisions made by commonwealth agencies when making grants or loans to public or private projects using agency funds.

Preferential Criteria should be used by commonwealth agencies in all programs to which they are applicable to evaluate projects and make decisions on grants or loans using agency funds.

Projects are evaluated with the recognition that rural, suburban, and urban areas in Pennsylvania have different characteristics and needs, and that what might work in an urban area might not work for rural communities.



# Appendix A (continued): Pennsylvania Keystone Principles and Criteria (page 2 of 2)

## Keystone Principles

### Core Criteria

Project avoids or mitigates high hazard locations (e.g., floodplain, subsidence or landslide prone areas)

Project/infrastructure does not adversely impact environmentally sensitive areas, productive agricultural lands, or significant historic resources

Project in suburban or rural area: Project and supporting infrastructure are consistent with multi-municipal or county & local comprehensive plans and implementing ordinances, and there is local public/private capacity, technical ability, and leadership to implement project

Project in “core community” (city, borough or developed area of township): Project is supported by local comprehensive vision & plan, and there is local public/private capacity, technical ability, and leadership to implement project

Project supports other state investments and community partnerships

**REDEVELOP FIRST.** Support revitalization of Pennsylvania’s many cities and towns. Give funding preference to reuse and redevelopment of “brownfield” and previously developed sites in urban, suburban, and rural communities for economic activity that creates jobs, housing, mixed use development, and recreational assets. Conserve Pennsylvania’s exceptional heritage resources. Support rehabilitation of historic buildings and neighborhoods for compatible contemporary uses.

#### Preferential criteria:

- ▶ Brownfield or previously developed site
- ▶ Rehabilitation or reuse of existing buildings (including schools and historic buildings)
- ▶ Infill in or around city, borough, or developed area of township
- ▶ If greenfield site, located in or adjacent to developed area with infrastructure
- ▶ Located in distressed city, borough or township

**PROVIDE EFFICIENT INFRASTRUCTURE.** Fix it first: use and improve existing infrastructure. Make highway and public transportation investments that use context sensitive design to improve existing developed areas and attract residents and visitors to these places. Provide transportation choice and intermodal connections for air travel, driving, public transit, bicycling and walking. Increase rail freight. Provide public water and sewer service for dense development in designated growth areas. Use on-lot and community systems in rural areas. Require private and public expansions of service to be consistent with approved comprehensive plans and consistent implementing ordinances.

#### Preferential criteria:

- ▶ Use of existing highway capacity, rail infrastructure &/or public transit access available
- ▶ Within ½ mile of existing or planned public transit access (rail, bus, shared ride or welfare to work services)
- ▶ Use of context sensitive design for transportation improvements
- ▶ Use/improvement of existing public or private water & sewer capacity and services



Philadelphia

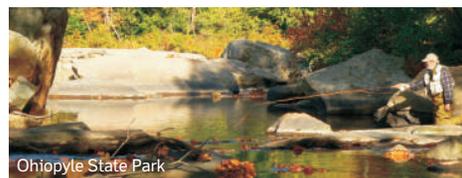
**CONCENTRATE DEVELOPMENT.** Support infill and “green field” development that is compact, conserves land, and is integrated with existing or planned transportation, water and sewer services, and schools. Foster creation of well-designed developments and walkable, bikeable neighborhoods that offer healthy life style opportunities for Pennsylvania residents. Recognize the importance of projects that can document measurable impacts and are deemed “most-ready” to move to successful completion.

#### Preferential criteria:

- ▶ Mixed residential, commercial & institutional uses within development or area adjacent by walking
- ▶ Sidewalks, street trees, connected walkways & bikeways, greenways, parks, or open space amenities included or nearby
- ▶ Interconnected project streets connected to public streets
- ▶ Design of new water, sewer & storm water facilities follows Best Management Practices, including emphasizing groundwater recharge & infiltration, and use of permeable surfaces for parking and community areas



Pittsburgh



Ohiopyle State Park

**INCREASE JOB OPPORTUNITIES.** Retain and attract a diverse, educated workforce through the quality of economic opportunity and quality of life offered in Pennsylvania’s varied communities. Integrate educational and job training opportunities for workers of all ages with the workforce needs of businesses. Invest in businesses that offer good paying, high quality jobs, and that are located near existing or planned water & sewer infrastructure, housing, existing workforce, and transportation access (highway or transit).

#### Preferential criteria:

- ▶ Improves parks, forests, heritage parks, greenways, trails, fisheries, boating areas, game lands and/or infrastructure to increase recreational potential for residents & visitors
- ▶ Historic, cultural, greenways and/or opens space resources incorporated in municipal plans and project plan
- ▶ Makes adaptive reuse of significant architectural or historic resources or buildings

**FOSTER SUSTAINABLE BUSINESSES.** Strengthen natural resource based businesses that use sustainable practices in energy production and use, agriculture, forestry, fisheries, recreation and tourism. Increase our supply of renewable energy. Reduce consumption of water, energy and materials to reduce foreign energy dependence and address climate change. Lead by example: support conservation strategies, clean power and innovative industries. Construct and promote green buildings and infrastructure that use land, energy, water and materials efficiently. Support economic development that increases or replenishes knowledge-based employment, or builds on existing industry clusters.

#### Preferential criteria:

- ▶ Number of permanent jobs created and impact on local labor market
- ▶ Number of temporary jobs created and impact on local labor market
- ▶ Number of jobs paying family sustaining wage
- ▶ Increased job training coordinated with business needs & locations

**RESTORE AND ENHANCE THE ENVIRONMENT.** Maintain and expand our land, air and water protection and conservation programs. Conserve and restore environmentally sensitive lands and natural areas for ecological health, biodiversity and wildlife habitat. Promote development that respects and enhances the state’s natural lands and resources.

#### Preferential criteria:

- ▶ Sustainable natural resource industry improvement or expansion: agriculture, forestry, recreation (fisheries, game lands, boating), tourism
- ▶ Business or project is energy efficient; uses energy conservation standards; produces, sells or uses renewable energy; expands energy recovery; promotes innovation in energy production and use; or expands renewable energy sources, clean power, or use of Pennsylvania resources to produce such energy
- ▶ Project meets green building standards
- ▶ Project supports identified regional industry cluster(s)

**ENHANCE RECREATIONAL AND HERITAGE RESOURCES.** Maintain and improve recreational and heritage assets and infrastructure throughout the Commonwealth, including parks & forests, greenways & trails, heritage parks, historic sites & resources, fishing and boating areas and game lands offering recreational and cultural opportunities to Pennsylvanians and visitors.

#### Preferential criteria:

- ▶ Cleans up/reclaims polluted lands and/or waters
- ▶ Protects environmentally sensitive lands for health, habitat, and biodiversity through acquisition, conservation easements, planning and zoning, or other conservation measures
- ▶ Development incorporates natural resource features and protection of wetlands, surface & groundwater resources, and air quality



Wellsboro

# Appendix A (continued): Massachusetts Sustainable Development Principles

The Commonwealth of Massachusetts shall care for the built and natural environment by promoting sustainable development through integrated energy and environment, housing and economic development, transportation and other policies, programs, investments, and regulations. The Commonwealth will encourage the coordination and cooperation of all agencies, invest public funds wisely in smart growth and equitable development, give priority to investments that will deliver good jobs and good wages, transit access, housing, and open space, in accordance with the following sustainable development principles. Furthermore, the Commonwealth shall seek to advance these principles in partnership with regional and municipal governments, non-profit organizations, business, and other stakeholders.



## 1. Concentrate Development and Mix Uses

Support the revitalization of city and town centers and neighborhoods by promoting development that is compact, conserves land, protects historic resources, and integrates uses. Encourage remediation and reuse of existing sites, structures, and infrastructure rather than new construction in undeveloped areas. Create pedestrian friendly districts and neighborhoods that mix commercial, civic, cultural, educational, and recreational activities with open spaces and homes.

## 2. Advance Equity

Promote equitable sharing of the benefits and burdens of development. Provide technical and strategic support for inclusive community planning and decision making to ensure social, economic, and environmental justice. Ensure that the interests of future generations are not compromised by today's decisions.



## 3. Make Efficient Decisions

Make regulatory and permitting processes for development clear, predictable, coordinated, and timely in accordance with smart growth and environmental stewardship.



## 4. Protect Land and Ecosystems

Protect and restore environmentally sensitive lands, natural resources, agricultural lands, critical habitats, wetlands and water resources, and cultural and historic landscapes. Increase the quantity, quality and accessibility of open spaces and recreational opportunities.



## 5. Use Natural Resources Wisely

Construct and promote developments, buildings, and infrastructure that conserve natural resources by reducing waste and pollution through efficient use of land, energy, water, and materials.



## 6. Expand Housing Opportunities

Support the construction and rehabilitation of homes to meet the needs of people of all abilities, income levels, and household types. Build homes near jobs, transit, and where services are available. Foster the development of housing, particularly multifamily and smaller single-family homes, in a way that is compatible with a community's character and vision and with providing new housing choices for people of all means.



## 7. Provide Transportation Choice

Maintain and expand transportation options that maximize mobility, reduce congestion, conserve fuel and improve air quality. Prioritize rail, bus, boat, rapid and surface transit, shared-vehicle and shared-ride services, bicycling, and walking. Invest strategically in existing and new passenger and freight transportation infrastructure that supports sound economic development consistent with smart growth objectives.

## 8. Increase Job and Business Opportunities

Attract businesses and jobs to locations near housing, infrastructure, and transportation options. Promote economic development in industry clusters. Expand access to education, training, and entrepreneurial opportunities. Support the growth of local businesses, including sustainable natural resource-based businesses, such as agriculture, forestry, clean energy technology, and fisheries.

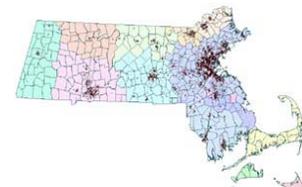


## 9. Promote Clean Energy

Maximize energy efficiency and renewable energy opportunities. Support energy conservation strategies, local clean power generation, distributed generation technologies, and innovative industries. Reduce greenhouse gas emissions and consumption of fossil fuels.

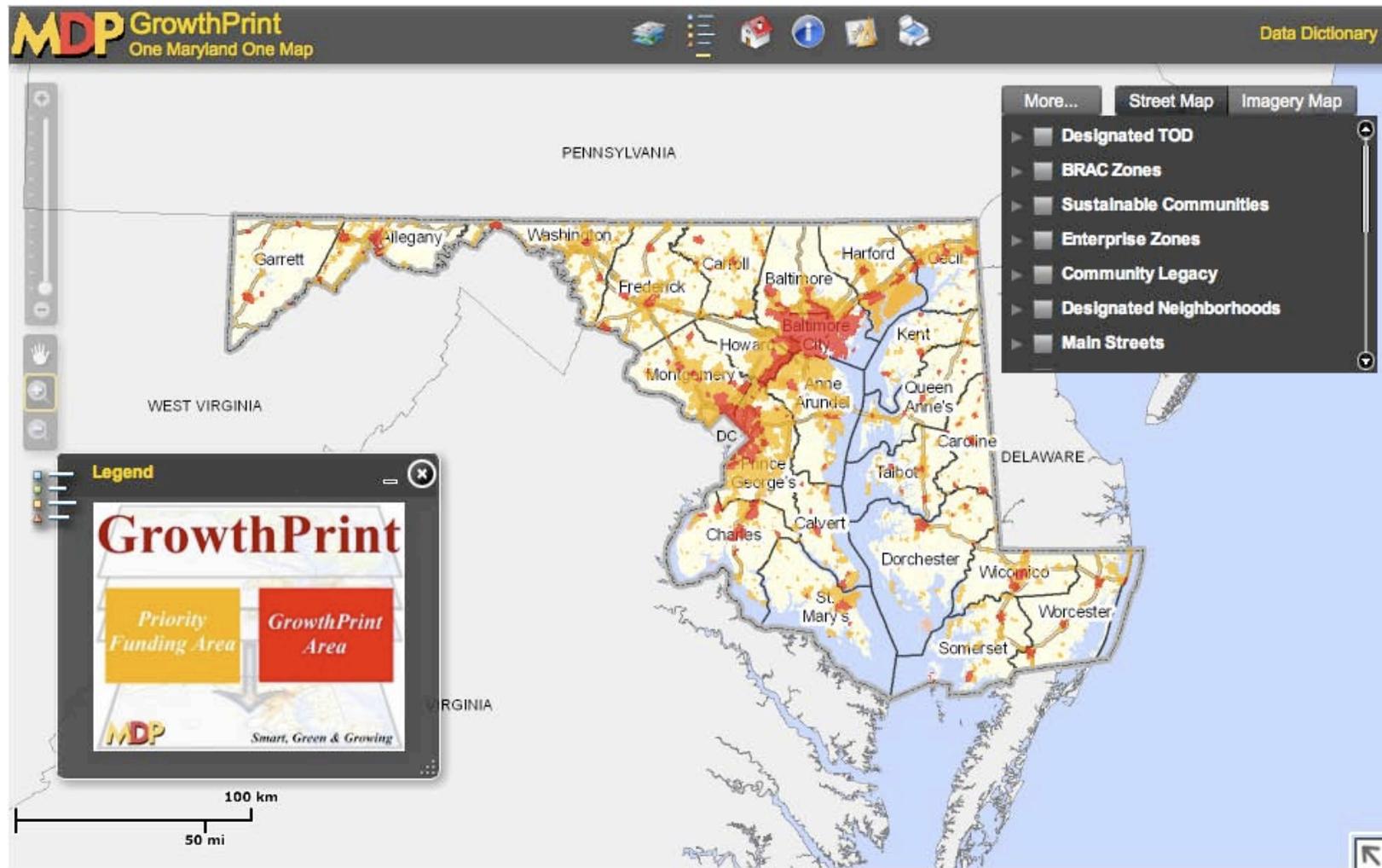
## 10. Plan Regionally

Support the development and implementation of local and regional, state and interstate plans that have broad public support and are consistent with these principles. Foster development projects, land and water conservation, transportation and housing that have a regional or multi-community benefit. Consider the long-term costs and benefits to the Commonwealth.



## Appendix B: Strategic map examples

### Maryland "GrowthPrint" Map

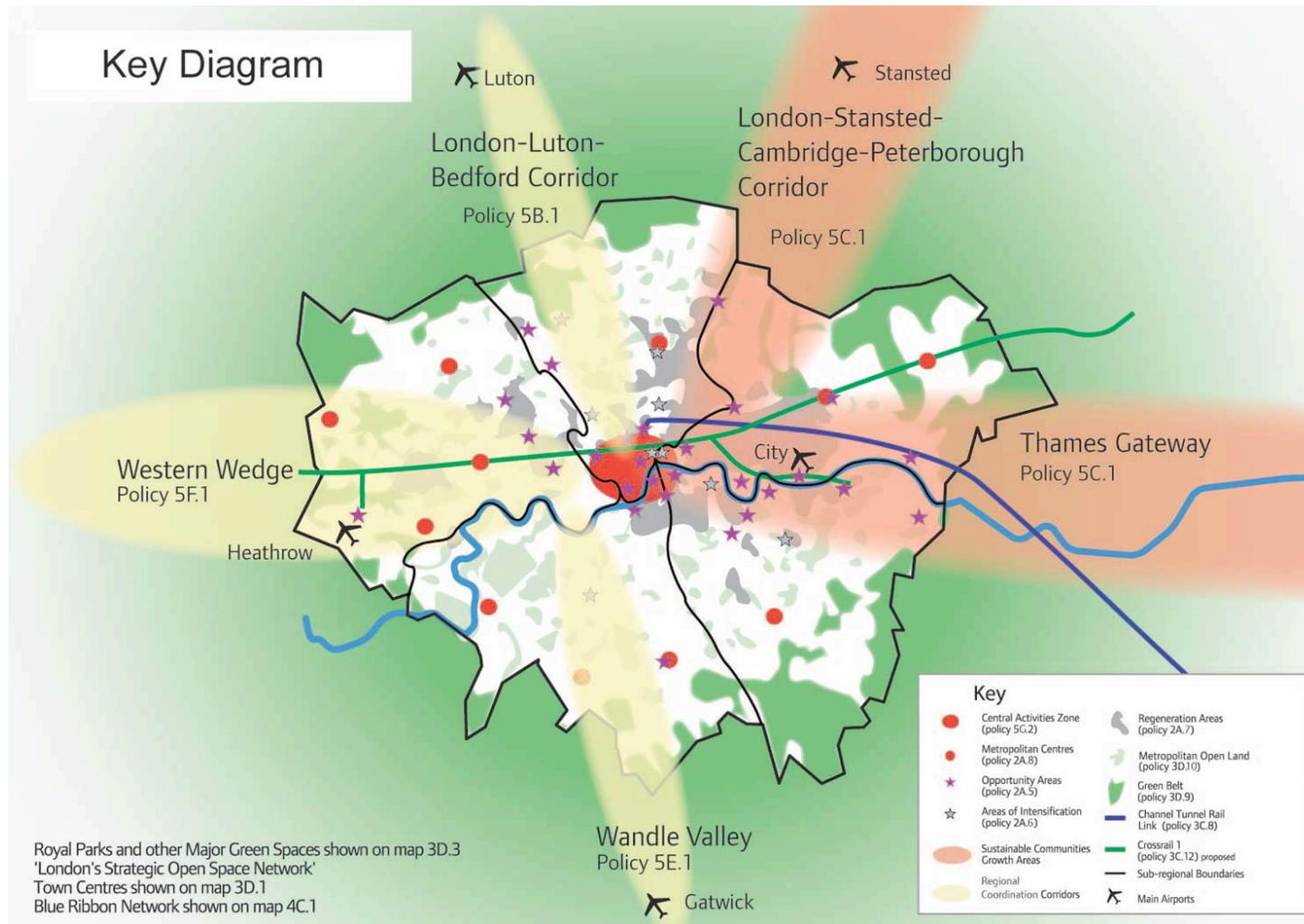


Maryland's Department of Planning's GrowthPrint interactive map identifies target areas for infill, revitalization, and redevelopment. New Jersey could follow Maryland and develop a simple map that conveys the State's strategic priority areas.

Using GIS technology, additional layers of the map allow users to identify specific initiatives and areas, such as Enterprise Zones and Transit Oriented Development areas.

Source: One Maryland One Map, GrowthPrint. <http://growthprint.maryland.gov/>

## Appendix B (continued): The London Plan, Key Diagram



The London Plan is the city's strategic spatial planning document, and the "Key Diagram" summarizes the plan into one simple map. The plan allows the city to set priorities for growth. "[The map] outlines growth areas of national importance. . .The Central Activities Zone is highlighted together with the main town centres which will be crucial to sustainable communities." New Jersey could use this type of map to convey the strategic importance of certain locations to placemaking for economic development.

Sources: *The London Plan, Maps and Diagrams. Map 2B.2.* Retrieved from [www.london.gov.uk/thelondonplan/maps-diagrams/index.jsp](http://www.london.gov.uk/thelondonplan/maps-diagrams/index.jsp).  
*The London Plan, Chapter 2 – The broad development strategy.* Retrieved from [www.london.gov.uk/thelondonplan/docs/londonplan08\\_ch2.pdf](http://www.london.gov.uk/thelondonplan/docs/londonplan08_ch2.pdf).

# Appendix C: Scorecard examples

## Municipal scorecard - Massachusetts Commonwealth Capital

### FISCAL YEAR 2011 COMMONWEALTH CAPITAL APPLICATION

Municipality: \_\_\_\_\_ Contact Name: \_\_\_\_\_ Title: \_\_\_\_\_  
 Address: \_\_\_\_\_ Email: \_\_\_\_\_ Date: \_\_\_\_\_ Phone: \_\_\_\_\_

Municipal applicants will need to provide evidence of having met or made a binding commitment to the following criteria.

		Existing	Commit
<b>PLAN FOR &amp; PROMOTE LIVABLE COMMUNITIES &amp; PLAN REGIONALLY (19)</b>			
1.	Current Master Plan <u>OR</u>	<input type="checkbox"/>	6
	Executive Order 418 Community Development Plan; <u>OR</u>	<input type="checkbox"/>	4
	Current housing plan <u>AND</u> current DCS-approved Open Space and Recreation Plan; <u>OR</u>	<input type="checkbox"/>	3
	Current housing plan <u>OR</u> current DCS-approved Open Space and Recreation Plan	<input type="checkbox"/>	2
1a.	Commitment to complete a <input type="checkbox"/> Master, <input type="checkbox"/> 418, <input type="checkbox"/> Housing, or <input type="checkbox"/> Open Space and Recreation Plan by December 31, 2011		<input type="checkbox"/> 2
1b.	Funding or regulatory actions implementing 2 specific Plan recommendations since July 1, 2008	<input type="checkbox"/>	3 <input type="checkbox"/> 1
2.	Water resource plan: Source Water Protection, Water Conservation, Comprehensive Wastewater, or Integrated Water Resource Management	<input type="checkbox"/>	3 <input type="checkbox"/> 1
3.	Execution of a compact or MOU, provision of funding, or regulatory change to attain a regional or intergovernmental goal since July 1, 2008	<input type="checkbox"/>	3 <input type="checkbox"/> 1
4.	Adoption of the Community Preservation Act	<input type="checkbox"/>	4 <input type="checkbox"/> 2
<b>ZONE FOR &amp; PERMIT CONCENTRATED DEVELOPMENT AND MIXED USE (26)</b>			
5.	Zoning for by-right mixed-use in an applicable location	<input type="checkbox"/>	4 <input type="checkbox"/> 2
5a.	If by-right mixed-use zoning is a DHCD approved 40R District or for Transit Oriented Development (TOD)	<input type="checkbox"/>	2 <input type="checkbox"/> 1
5b.	Building permit issued for a mixed-use development since July 1, 2008	<input type="checkbox"/>	2
6.	Zoning for accessory dwelling units (ADU)	<input type="checkbox"/>	3 <input type="checkbox"/> 1
6a.	Occupancy permit issued for at least one accessory dwelling unit since July 1, 2008	<input type="checkbox"/>	2
7.	Zoning allowing by-right multi-family dwellings (not age restricted)	<input type="checkbox"/>	3 <input type="checkbox"/> 1
7a.	If zoning allows by-right multi-family dwellings of 4 or more units (not age restricted)	<input type="checkbox"/>	3 <input type="checkbox"/> 1
8.	Zoning for clustered development / Open Space Residential Development (OSRD)	<input type="checkbox"/>	3 <input type="checkbox"/> 1
8a.	If cluster is mandated, by-right, or includes a density bonus	<input type="checkbox"/>	2 <input type="checkbox"/> 1
8b.	A cluster development has been permitted since July 1, 2008	<input type="checkbox"/>	2
<b>EXPAND HOUSING OPPORTUNITIES (20)</b>			
9.	Zoning requiring the inclusion of affordable units (IZ)	<input type="checkbox"/>	3 <input type="checkbox"/> 1
9a.	Building permits issued for affordable units under an inclusionary bylaw/ordinance since July 1, 2008	<input type="checkbox"/>	2
10.	Increased housing stock by 50-99% of state goal <u>OR</u>	<input type="checkbox"/>	3
	100% or more of state goal	<input type="checkbox"/>	4
11.	66 % or more of new units produced using a listed smart growth technique	<input type="checkbox"/>	4
12.	Attainment of Housing Production certification (.5% of housing units) <u>OR</u>	<input type="checkbox"/>	3
	Attainment of a Chapter 40B threshold	<input type="checkbox"/>	4
13.	Production of housing units on municipal land or with municipal funding since July 1, 2008	<input type="checkbox"/>	3 <input type="checkbox"/> 1
<b>MAKE EFFICIENT DECISIONS &amp; INCREASE JOB AND BUSINESS OPPORTUNITIES (11)</b>			
14.	Redevelopment Strategy: (a) inventory, (b) remediation, revitalization, or reuse strategy, <u>or</u> (c) site planning	<input type="checkbox"/>	4 <input type="checkbox"/> 2
15.	Approved 43D Priority Development Site <u>or</u> provision of a (a) financial, or (b) regulatory redevelopment incentive	<input type="checkbox"/>	4 <input type="checkbox"/> 2
16.	Adoption of permitting best practices	<input type="checkbox"/>	3 <input type="checkbox"/> 1
<b>PROTECT LAND AND ECOSYSTEMS (21)</b>			
17.	15-25% of town area protected [by a Chapter 184-type restriction or Article 97] <u>OR</u>	<input type="checkbox"/>	4
	25% or more of town area protected	<input type="checkbox"/>	5
18.	Land protected via a restriction or fee acquisition alone or with a land trust since July 1, 2008	<input type="checkbox"/>	4
19.	Existence of an agricultural commission	<input type="checkbox"/>	3 <input type="checkbox"/> 1
20.	Adoption of a Right-to-Farm bylaw/ordinance	<input type="checkbox"/>	3 <input type="checkbox"/> 1
21.	Stewardship plan for a municipal forest	<input type="checkbox"/>	3 <input type="checkbox"/> 1
22.	Transfer of Development Rights (TDR) or other zoning for agricultural, forestry, or natural resource conservation	<input type="checkbox"/>	3 <input type="checkbox"/> 1
<b>USE NATURAL RESOURCES WISELY (7)</b>			
23.	Adoption of a bylaw, ordinance, or regulation that encourages the use of Low Impact Development (LID) to address stormwater	<input type="checkbox"/>	4 <input type="checkbox"/> 2
24.	Implementation of the 2006 Massachusetts Water Conservation Standards	<input type="checkbox"/>	3 <input type="checkbox"/> 1
<b>PROMOTE CLEAN ENERGY (11)</b>			
25.	Implementation of energy efficiency measures	<input type="checkbox"/>	3 <input type="checkbox"/> 1
26.	Production or purchase of renewable energy	<input type="checkbox"/>	3 <input type="checkbox"/> 1
27.	Clean energy regulations or incentives	<input type="checkbox"/>	3 <input type="checkbox"/> 1
28.	Designation as a Green Community	<input type="checkbox"/>	2
<b>PROVIDE TRANSPORTATION CHOICE (9)</b>			
29.	Regulations requiring or actions to facilitate bicycling and walking since July 1, 2008	<input type="checkbox"/>	3 <input type="checkbox"/> 1
30.	Regulations requiring or completion of a context sensitive transportation project since July 1, 2008	<input type="checkbox"/>	3 <input type="checkbox"/> 1
31.	Regulations requiring or implementation of innovative transportation measures since July 1, 2008	<input type="checkbox"/>	3 <input type="checkbox"/> 1
<b>ADVANCE EQUITY (6)</b>			
32.	Actions that promote fair housing since July 1, 2008	<input type="checkbox"/>	3 <input type="checkbox"/> 1
33.	Actions that promote environmental equity since July 1, 2008	<input type="checkbox"/>	3 <input type="checkbox"/> 1
<b>PROMOTE SUSTAINABLE DEVELOPMENT VIA OTHER ACTIONS (UP TO 10)</b>			
34.	Existence of or commitment to additional local measures or actions <input type="checkbox"/> 2, <input type="checkbox"/> 4, <input type="checkbox"/> 6, <input type="checkbox"/> 8, <u>OR</u>	<input type="checkbox"/>	10
<b>BONUS – 1 POINT FOR EVERY FISCAL YEAR 2010 COMMITMENT IMPLEMENTED</b>			
<b>TOTAL: EXISTING, COMMIT, AND BONUS POINTS (MAXIMUM 140)</b>			

## Appendix C (continued): Project scorecard – Maryland Smart Growth Scorecard (page 1 of 2)

ELIGIBILITY SCREEN	Project must answer yes to all questions				
Is the proposed project located in an approved Priority Funding Area in accordance with the 1997 Smart Growth Act?					
Is the project located so that areas designated for development do not include areas already targeted by state or local government programs for preservation?					
Is the proposed net density of the project at least 3.5 dwelling units/acre per net buildable acre, considering “excluded lands,” or a Floor Area Ratio of .2?					
SMART GROWTH SCORECARD	Overall Rating				
ATTRIBUTES (refer to detailed score card for explanation of attributes)	N/A	Poor	Fair	Good	Excellent
<b>A. Location</b>					
The proposed project is located adjacent to existing development					
The project reuses a brownfield site.					
Bonus: The proposed project is in a location receiving State assistance to support re/development					
<b>B. Service Provision and Government Expenditures</b>					
There is existing or planned sewer and water service within ½ mile of the project site in a planned service area					
There is adequate school capacity or is additional capacity planned (N/A for non-residential projects)					
There is existing or planned road capacity					
<b>C. Density and compactness:</b>					
Project density					
For residential projects, is there adequate density?					
For projects that are commercial and retail single use and mixed use, including mixed use with residential, is there adequate density?					
If project site is within ½ mile of a planned or existing transit infrastructure, the project is developed at a density supporting the transit investment					
Or, the project is developed at "transit ready" densities, based on potential future service.					
Site area devoted to roads is minimized.					
Site area devoted to parking is minimized.					
Bonus: Structured parking is used.					
<b>D. Mixed Use</b>					
The project has a mix of land uses. (Uses include housing, retail, office/commercial, public buildings, entertainment, public space)					
Or, for small, infill or single use projects, the project adds to the diversity of uses within 1/4 mile					
Different uses are physically mixed in the project or within the immediate adjacent neighborhood					
<b>E. Housing Diversity (Applicable to projects with residential)</b>					
Different housing types are proposed.					
Or, if project is small, infill and/or single use, type of housing provided increases the diversity of housing options in the immediate neighborhood					
The project provides housing priced to different income levels.					
Or, if project is small, infill and/or houses of a single price range, the housing provided increases diversity of housing prices in the surrounding neighborhood					
Housing types and/or price levels are physically mixed in the project or within the immediate adjacent neighborhood					
<b>F. Transportation:</b>					
<b>Accessibility, Mobility and Connectivity</b>					
Frequently visited uses are within 1/2 mile.					
Frequently visited uses are safely accessible without a car.					

## Appendix C (continued): Project scorecard – Maryland Smart Growth Scorecard (page 2 of 2)

The project is served by public transit.					
An existing or planned transit facility is near the project, and is safely accessible without a car.					
The project road system connects to and logically extends external street systems at multiple locations					
The project provides an internal road system that is interconnected, without cul-de-sac					
Or, the project is located on an existing street system that is interconnected					
The project expands or improves transportation choices on-site, in addition to auto access					
<b>Walkable and Transit Friendly Features</b>					
The project has pedestrian and/or transit friendly features available at the site, or will provide them.					
The project provides or has improved sidewalks along street frontages					
Bonus: The project provides improved, clearly defined paths for internal circulation between buildings and/or uses.					
Bonus: The project connects and extends internal path, bikeway or sidewalk systems to external systems.					
Project parking is located to support a pedestrian friendly environment.					
<b>G. Community Character and Design</b>					
The proposed building orientation maintains or establishes an edge from the street.					
The project provides community centers, recreational facilities, parks, plazas, open space or other public spaces.					
Or, public spaces are available within ½ mile off-site.					
Bonus: On-site public spaces are open to the general public.					
Building designs follow existing or desired architectural vernacular, as established in local design codes or in relation to significant buildings or existing structures in the area.					
The project reuses or rehabilitates existing structures.					
The project protects and/or reuses historic structures.					
The project meets the objectives of the local government's comprehensive plan or applicable plan.					
<b>H. Environmental Protection</b>					
<b>Resource Protection:</b>					
The project avoids development on wetlands, streams, shorelines and related buffer areas.					
The project minimizes impervious surfaces to improve stormwater quality and quantity.					
The project uses "green building" design techniques.					
The project avoids development on working agriculture or forest lands.					
The project avoids development on slopes steeper than 15%, on highly erodible or otherwise unstable soils, or on floodplains.					
The project protects on-site habitat for threatened or endangered species.					
The project relieves development pressure on natural resources on or off site.					
Bonus: on-site environmental resources are protected in perpetuity.					
Bonus: The project proposes to improve degraded environmental resources.					
<b>I. Stakeholder Participation</b>					
Citizen and stakeholder participation is conducted early in process, when involvement can create change.					
Innovative tools are used to notify stakeholders and facilitate dialogue.					
Stakeholder concerns are documented and addressed formally.					
<b>J. Economic Development</b>					
The project promotes jobs/housing balance.					
The project positively impacts employment in the community.					
The project uses respond to identified community needs.					
If the project results in business/resident relocations, the relocations are planned and funded.					
The project increases community opportunities for training and education, entertainment or recreation.					

## Appendix D: State planning commission examples

**Oregon's Land Conservation and Development Commission** (LCDC) was established under ORS 197.030. The Commission's role is to "adopt state land-use goals and implements rules, assure local plan compliance with the goals, coordinate state and local planning, and manage the coastal zone program." The seven members of the Commission are citizen volunteers, who are appointed by the Governor and approved by the Senate. Convening approximately every six weeks, the Commission directs the state Department of Land Conservation and Development. Oregon maintains 19 Statewide Planning Goals, which are achieved through local comprehensive plans.

*For more information about LCDC, see <http://www.lcd.state.or.us/LCD/lcdc.shtml>.*

**Maryland's Sustainable Growth Commission** was established under Maryland General Assembly Senate Bill 278 in 2010. Formerly the Economic Growth, Resource Protection and Planning Commission (1992-2003), then the Task Force on the Future for Growth and Development (2007-2010), the current Commission is a permanent entity that guides decision-making on growth and development issues. The Commission includes representatives from state agencies (from the Departments of Agriculture, Business and Economic Development, Natural Resources, and Education), stakeholder organizations, and regional entities. The Commission is charged with: assessing and advising the State, regional, and local planning processes to achieve statewide goals; encouraging planning coordination among jurisdictions; making content recommendations for the State's functional plans (transportation, housing, and development); and ensuring that all the activities above have a land use connection.

*For more information about the Sustainable Growth Commission, see <http://planning.maryland.gov/yourpart/773/sustainablegrowthcomm.shtml>.*

*For general information about state planning agencies, structures, functions, and legislation, see American Planning Association's Growing Smart Guidebook, Chapter 4 on State Planning at <http://www.planning.org/growingsmart/guidebook/four01.htm>.*

# Appendix E: Resources

## Principles

Massachusetts Sustainable Development Principles

[www.mass.gov/Agov3/docs/smart\\_growth/patrick-principles.pdf](http://www.mass.gov/Agov3/docs/smart_growth/patrick-principles.pdf)

Pennsylvania Keystone Principles

[www.newpa.com/find-and-apply-for-funding/keystone-principles](http://www.newpa.com/find-and-apply-for-funding/keystone-principles)

Brochure: [www.newpa.com/sites/default/files/uploads/Keystone-Principles-brochure\\_rev91.pdf](http://www.newpa.com/sites/default/files/uploads/Keystone-Principles-brochure_rev91.pdf)

## Maps

The City of Raleigh Growth Framework, Comprehensive Plan 2030

[www.raleighnc.gov/content/PlanLongRange/Documents/ComprehensivePlan/2030\\_Comp\\_Plan\\_Final\\_Version-Low\\_Res.pdf](http://www.raleighnc.gov/content/PlanLongRange/Documents/ComprehensivePlan/2030_Comp_Plan_Final_Version-Low_Res.pdf)

Maryland Department of Planning. One Maryland One Map: Maryland GrowthPrint Interactive Map

<http://planning.maryland.gov/growthPrintIMap.shtml>

The London Plan: Maps and Diagrams

[www.london.gov.uk/thelondonplan/maps-diagrams/index.jsp](http://www.london.gov.uk/thelondonplan/maps-diagrams/index.jsp)

## Scorecards

U.S. EPA Smart Growth Scorecards Clearinghouse

[www.epa.gov/smartgrowth/scorecards/index.htm](http://www.epa.gov/smartgrowth/scorecards/index.htm)

Arizona Commerce Authority, Smart Growth Scorecard Homepage

[www.azcommerce.com/SmartGrowth/Scorecards/](http://www.azcommerce.com/SmartGrowth/Scorecards/)

Scorecard:

[www.azcommerce.com/doclib/smartgrowth/scorecard/smartgrowthscorecard.pdf](http://www.azcommerce.com/doclib/smartgrowth/scorecard/smartgrowthscorecard.pdf)

Massachusetts Fiscal Year 2011 Commonwealth Capital Application

[www.mass.gov/Agov3/docs/smart\\_growth/commcap\\_application\\_fy11.pdf](http://www.mass.gov/Agov3/docs/smart_growth/commcap_application_fy11.pdf)

Maryland Smart Growth Scorecard

[www.epa.gov/smartgrowth/scorecards/Maryland\\_Scorecard.pdf](http://www.epa.gov/smartgrowth/scorecards/Maryland_Scorecard.pdf)

North Carolina Community Practices Assessment

[www.climatechange.nc.gov/PDFs/NC\\_Community\\_Practices\\_Assessment.pdf](http://www.climatechange.nc.gov/PDFs/NC_Community_Practices_Assessment.pdf)

## Technical assistance

Envision Utah Toolboxes

[www.envisionutah.org/eu\\_resources\\_toolboxes.html](http://www.envisionutah.org/eu_resources_toolboxes.html)

Delaware's Local Planning Assistance

<http://stateplanning.delaware.gov/services/circuit.shtml>

**Discretionary funds, grant funds**

Massachusetts Commonwealth Capital Program  
[www.mass.gov/commcap](http://www.mass.gov/commcap).

North Carolina's Sustainable Communities Task Force Grant Fund  
[www.onencnaturally.org/pages/SC\\_SustainableCommunities.html](http://www.onencnaturally.org/pages/SC_SustainableCommunities.html)

**Other state planning agencies**

American Planning Association. 2002. Growing Smart Legislative Guidebook: Model Statutes for Planning and the Management of Change.  
[www.planning.org/growingsmart/guidebook/four01.htm](http://www.planning.org/growingsmart/guidebook/four01.htm)

Maryland Sustainable Growth Commission  
<http://planning.maryland.gov/yourpart/773/sustainablegrowthcomm.shtml>

Oregon Land and Conservation and Development Commission  
[www.lcd.state.or.us/LCD/lcdc.shtml](http://www.lcd.state.or.us/LCD/lcdc.shtml)

Rhode Island State Planning Council  
[www.planning.ri.gov/spc/spchome.htm](http://www.planning.ri.gov/spc/spchome.htm)

## Appendix F: Contact information

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