

Where Are We Growing? Planning for New Jersey's Next 20 Years



POLICY RESEARCH INSTITUTE
FOR THE REGION

RICHARD F. KEEVEY, DIRECTOR
EDITED BY THOMAS HALE

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Richard F. Keevey, Director

Thomas Hale, Editor

A summary of a conference presented by the Policy Research Institute for the Region at the Woodrow Wilson School of Public and International Affairs, Princeton University. This report is also available on the website of the Policy Research Institute for the Region at www.princeton.edu/prior.

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The Policy Research Institute for the Region was established by Princeton University and the Woodrow Wilson School of Public and International Affairs to bring the resources of the University community to bear on solving the increasingly interdependent public policy challenges facing New Jersey, metropolitan New York, and southeastern Pennsylvania.

The Policy Research Institute for the Region
Woodrow Wilson School of Public and International Affairs
Princeton University
Corwin Hall
Princeton, NJ 08544

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Introduction

For decades, communities across the nation have struggled to balance quality of life, economic growth, and environmental protection. In New Jersey, that struggle is particularly acute. The Garden State is also the country's most densely populated, meaning that as it strives for each of those three goals, New Jersey must do relatively more with relatively less.

These circumstances drove the state to adopt one of the most advanced statewide planning processes in the nation. Since 1985, New Jersey has operated under a comprehensive State Development and Redevelopment Plan ("state plan") that seeks to:

Coordinate planning activities and establish statewide planning objectives in the following areas: land use, housing, economic development, transportation, natural resource conservation, agriculture and farmland retention, recreation, urban and suburban redevelopment, historic preservation, public facilities and services, and intergovernmental coordination. (N.J.S.A. 52:18A-200(f))

The state plan, which divides the state into areas for growth, areas for limited growth, and areas for conservation, provides an overall framework for the state's development. It informs the operations of the various state agencies whose goals it touches on, as well as the decisions of New Jersey's 566 municipalities, and "serves as the underlying land-use planning and management framework that

directs funding, infrastructure improvements, and preservation for programs throughout New Jersey."*

The state plan, which has earned New Jersey national recognition as a smart growth leader, is periodically updated. However, the most recent update was in 2001, and a new iteration has been in development since 2004. Twenty-five years after the initial state plan, questions arise as to whether the process can continue to provide an effective guide for growth and conservation in the future.

To address these issues, the Policy Research Institute for the Region (PRIOR) at Princeton University and the civil organization New Jersey Future convened a meeting titled, "Where Are We Growing? Planning for New Jersey's Next 20 Years" on October 16, 2009. The conference brought together a distinguished range of speakers and a large audience of government officials, civil society advocates, business representatives, and citizens concerned about the future of their communities. The aim was to assess the current status of statewide planning in New Jersey, identify the weakness and challenges, and consider specific proposals for how to make planning more effective in the future. Overall, the panelists concluded that though

* For more information, see the New Jersey Department of Community Affairs website, www.nj.gov/dca/divisions/osg/plan.

the New Jersey planning system had achieved some notable successes, more would have to be done to ensure smart development in the coming years.

PRIOR Director Richard Keevey began the proceedings by noting that he had served in the administration of Governor Thomas Kean when the state plan was adopted. It was clear to him at that time that the idea “held great promise for the future development of the state,” a belief validated by the state plan’s initial successes.

Since then, Keevey argued, the state has changed dramatically, and “most people would agree that the results have perhaps not been as good as promised or expected.” Noting that the third version of the plan is now years behind schedule, Keevey suggested that “lack of leadership, poor coordination, and conflict have led to stagnation and confusion about where and how to properly grow the state.”

New Jersey may have grown complacent on its past successes, Keevey continued, “acting many times as though the existence of a state planning commission is sufficient, when the reality is that the commission has perhaps grown weaker.” Vacancies on the planning commission and in the Office of Smart Growth, together with a lack of gubernatorial attention, have undermined the process. Keevey cited a

recent report by the Lincoln Institute of Land Policy that gave New Jersey high marks for its management of the Pinelands and the Meadowslands, but found important inconsistencies in other parts of the state.

Because many municipalities are reluctant to give up land-use authority, and because state agencies are often focused on disparate goals, central leadership is needed, Keevey argued, to realize the vision contained in the state plan. “The governor’s office must give this the attention and priority I believe it deserves,” he stated.

Peter Kasabach, executive director of New Jersey Future, welcomed the participants by noting, “The state plan is a complicated concept. . . . It’s a comprehensive approach, and for a comprehensive approach, you have to have lots of voices at the table to make sure that we come up with the right system and the right solution.” Audience feedback and participation would thus be crucial for the success of the meeting. Kasabach encouraged the audience to be bold in its opinions, so that at the end of the day he could “take these thoughts, these ideas, re-synthesize them, and try to advance state planning.”

Session I: A Vision of Prosperity

The first speakers were two veterans from the Kean administration who had been involved in the creation of the first state plan in 1985. W. Cary Edwards and Feather Houstoun offered a perspective on how the state planning process began and how it has evolved since.

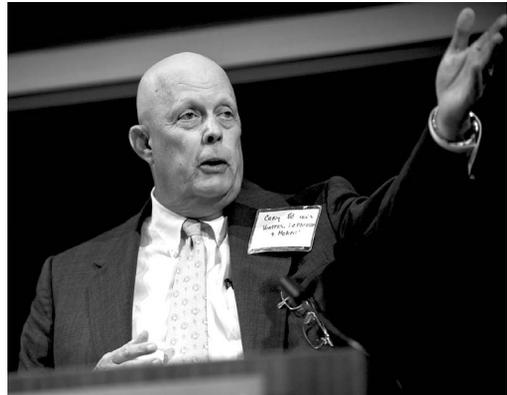
Speakers

W. Cary Edwards, Esq.; of Counsel, Waters, McPherson, McNeill; former Chief Counsel and Attorney General for Governor Thomas Kean

Feather Houstoun, President, William Penn Foundation; former State Treasurer for Governor Thomas Kean

Cary Edwards' comments covered the origins of the State Planning Commission and the politics surrounding the passage of the act. His own involvement in land-use management began before these events, however. Prior to becoming involved with the Kean administration, he had worked for 12 years as a planning board attorney, and so had intimate knowledge of the issues surrounding land-use disputes in New Jersey. He was also one of the charter members of New Jersey Future, due to his deep interest in creating sustainable growth in New Jersey.

New Jersey was relatively progressive and developed land-use policies as early as the 1950s, when a landmark legal settlement, the Lionshead Lake case, gave state governments significant control over land use, Edwards



W. Cary Edwards

explained. Leading up to the state plan, many of the disputes in the 1970s and 1980s concerned fair housing, with citizens' groups pressuring the state to build more affordable homes. These efforts led to the creation of a Division of State Planning, though its powers were limited, in part because the political nature of the fair housing issue reduced the agency's independence.

When Kean was elected governor in 1982, a new emphasis was placed on environmental priorities. Kean had been one of the founders of the state Department of Environmental Protection, and "had a keen knowledge of the need for planning, environmental controls, [and] the problems facing urban areas." The question then became how to take the ineffective division, housed in the Department of Community Affairs, and turn it into a real tool for statewide planning. "I believed that ... you

couldn't do top-down state planning," Edwards recalled. "It had to be a consensus-building process that brought the entire state into the process."

First, however, he had to get the entire state's attention. Edwards came up with a scheme to delete the Division of State Planning from the budget, which he did "with some malice aforethought and a plan." The logic was simple: "If you create a vacuum in a state in which the most important issues are open space, environment, planning, the quality of life in the most densely populated state in the nation, something's got to happen." And it did. A number of constituent groups "all came beating on my door," demanding action, Edwards recalled. The result was the State Planning Act of 1985 and the Fair Housing Act, which created the New Jersey Council on Affordable Housing (COAH).

After Edwards left state government, he became a director on New Jersey Future's board. Here he was very involved in making "smart growth" a central concept in New Jersey's planning process, culminating with the creation of the Office of Smart Growth. This office supplements the planning process by "coordinat[ing] planning throughout New Jersey to protect the environment and guide future growth into compact, mixed-use development and redevelopment."^{*}

Edwards ended his remarks on a note of optimism. The same forces that favored the initial round of state planning in 1985 still exist today, he argued:

^{*} For more details, see the Office of Smart Growth website, www.nj.gov/dca/divisions/osg.



Feather Houston

The constituents of the state of New Jersey support state planning. The constituents of the state of New Jersey support open spaces. No open space bond issue has ever been turned down in this state in its history. The people of the state of the New Jersey understand the need for intelligent planning, intelligent land use, and are willing to support intelligent answers.

The key, then, is to think about what those intelligent answers might be. In Edwards' view, dramatic steps were necessary but, he believed, possible.

Feather Houston began by noting that the decision to adopt a state plan that prioritized the environment and quality of life in addition to economic growth was a very conscious one. She recalled a meeting in the late 1980s in which the planning commission was looking at future growth projections around the state, and saw that, without a change, New Jersey would look like greater Los Angeles within two decades. Instead, the decision was made to grow around existing centers, focus on transportation, and provide incentives to preserve open space. This vision guided the

subsequent development of the planning process, and while numerous difficulties emerged, the early consensus on overall goals proved essential to the success of the state plan.

Houstoun then presented four lessons from her experiences with state planning. First, she noted that planning can be controversial. While the goal is to find a solution that is good for the state as a whole, there will inevitably be those who oppose important parts of any plan. It is therefore crucial to build a strong coalition to support planning efforts. Houstoun cited New Jersey Future as a critical part of this coalition, but also noted that “we needed more than cheerleaders and we needed more than people who were natural supporters.” It was crucial, Houstoun argued, to also engage “unusual suspects” in the planning process.

Second, Houstoun emphasized that “top-down state implementation was implausible and would never have worked.” While it might have been simpler to direct the state plan process centrally, local stakeholders—crucially, the municipal governments who must implement much of the state plan—would never have agreed. So-called “cross-acceptance”

became a crucial part of the process, but more could have been done to allow municipalities to engage more meaningfully in planning, Houstoun noted.

Third, Houstoun argued that more could also have been done on urban revitalization. While she described the 1985 State Planning Act as “groundbreaking” in that it included urban redevelopment as a vital part of the strategy, Houstoun noted that “state government has never cleared out the obstacles to redevelopment. . . . We’ve never created the incentives by regulation or a fiscal policy to give urban areas level playing ground.” This means that urban advocates have not been forceful supporters of the planning process because, as Houstoun put it, “what’s in it for them?”

Last, Houstoun cited the need for better coordination across agencies. This is a problem in many states, she noted. Because agencies naturally focus on their specific substantive priorities, considerations from the state planning process are seen as little more than “a pain in the behind.” The result is diminished implementation of the state plan, and frustration with the overall process.

Session II: Where Are We Now?

The second panel of the day largely followed an interview format, and sought to assess the successes and failures of New Jersey's state plan over its history.

Interviewer

Jim Hooker, Senior Anchor, NJN News

Panelists

Michele Byers, Executive Director, New Jersey Conservation Foundation; member, State Planning Commission

Jack Lettiere, President, Jack Lettiere Consulting, LLC; former Commissioner, New Jersey Department of Transportation

Joseph Maraziti Jr., Partner, Maraziti, Falcon & Healey; former Chair, State Planning Commission

Eileen Swan, Executive Director, New Jersey Highlands Council; former Executive Director, Office of Smart Growth

Jim Hooker began by asking the experts to name the most important accomplishments of the state planning effort to date. Joseph Maraziti pointed to some causes for hope. Drawing on his experiences conducting public hearings with the State Planning Commission, he noted that people are more willing than before to consider moving back to urban areas, and had a strong awareness of the need for smart growth, something that was not the case even 10 years ago. He also cited the support the planning process has found in the courts, which have "invariably accepted the role of the state plan and have used it as a guide in judging municipal zoning activity against it." A similar



Jim Hooker

acceptance has occurred in the legislature and in state agencies. Last, Maraziti cited the success of the Highlands Act, which designated the Highlands region as a special natural resource protected from development.

Eileen Swan also cited the Highlands Act as a success of the state planning process. Having been a mayor in the region, she also had an acute appreciation for the importance of the cross-acceptance process. Only through partnerships across the various levels of state government was it possible to succeed, she argued. This means that "everybody has to walk away from the state plan with something," Swan continued, citing especially the need for affordable housing advocates to be involved.

Hooker then questioned Swan about a controversial provision of the Highlands Act that uses state funds to purchase land for

conservation. Swan replied by pointing to the example of the Pinelands, widely regarded as a success around the state and beyond. "I will certainly say that there are great difficulties in the Highlands," she admitted, including exemptions built into the act and a reliance on future appropriations for funding. There will be some individuals that "walk away from the table," claiming that the state's attempts to acquire land are unfair or unnecessary. However, Swan encouraged the audience to "look at the balance of things." She noted that water in the town of Princeton begins in the Highlands, meaning that Princeton taxpayers should not see support for conservation in the Highlands as an unfair burden, but rather as a "water-user fee." She concluded, "Everybody in the state of New Jersey is benefiting from the Highlands. Everybody should contribute."

Hooker next turned to Michele Byers, who agreed that significant progress had been made. Even simply having a state plan was a major success, Byers noted, and the process still holds "tremendous promise." Byers also listed a number of shortcomings of the planning process. She contrasted the management of the Pinelands region, where planning, regulation, and land acquisition are effectively coordinated, with the more ad hoc statewide system. "Over the last 10 or 15 years, we've seen, in my opinion, quite a devolution of the whole credibility of the plan," she argued. The correct response is not to throw out the whole process and start anew, Byers continued, but rather to make some key changes in how the planning process operates.

First, Byers argued that the State Planning Commission be made a properly independent body, free from the Department of Community Affairs (DCA):



Eileen Swan

"Right now we have a very dysfunctional system, where not only is the State Planning Commission housed in DCA, but it's staffed by DCA, so the commission really has no control over its staff and DCA pretty much calls the shots on what the commission does and doesn't do. It's just untenable in terms of having a comprehensive plan that really brings in all of the issues."

Second, Byers called for the review time for a new state plan to be extended from three years to six or even 10 years. "Every time you finish reviewing and rewriting the plan and going through cross-acceptance, you turn around and start again—never having gotten to implementation," she argued.

Third, Byers noted the importance of including state agencies relating to education and energy on the State Planning Commission. These interests have a crucial role to play in the economic development of the state and in its environmental sustainability, and so should be brought into the planning process.

Maraziti added that “the problem could be solved in 20 minutes”—the length of a gubernatorial inaugural address. Top-level support from the governor’s office can drastically alter the way state agencies respond to the planning process, he argued, noting that after Governor Christine Todd Whitman addressed the issue in her second inaugural speech, “it changed the landscape.”

Hooker then called on Jack Lettiere to offer his views on the performance of the planning process. Lettiere said that while some folks “would think we’re past the point of no return,” he was not one of them. He explained that it had taken time for people in the Department of Transportation to change their approach to solving the state’s transportation dilemmas from “just adding lanes or adding trains” to considering where people and business were located. He noted that “folks became . . . very impatient with the department, where we just wanted to continue to pave our way to prosperity.” But there was a realization that land-use and transportation planning now needed to be carried out in tandem, he argued. This led the department to adopt a regional approach to transportation planning, called Future in Transportation. In this way, the state plan was the crucial “grain of sand in the oyster” for the department.

Swan then raised the issue of the information available for the planning process. It was necessary to establish a baseline of development in the state on which a plan can build. This would include information about the “developed footprint” that exists today, the current capacity of watersheds to absorb waste and produce drinking water, etc.



Michele Byers

Maraziti expanded on this point by noting that accurate planning was now more crucial than ever, because there is less land with which to work than before. Previous conservation efforts such as the Highlands and protection for waterways has reduced the amount of land left for development, while continued growth has reduced the amount of land left for conservation. This has left little margin for error in future planning. Byers agreed with Maraziti, but noted that of New Jersey’s 4.8 million acres, 1.4 million is preserved while 1.5 million has been developed, leaving about 2 million acres to account for. This still leaves a significant opportunity to affect the future of the state for better or for worse, she argued.

Hooker next asked the panelists to comment on the redevelopment of urban areas. Have recent trends toward revitalization in some New Jersey cities been the result of the state plan, he wondered, or are these shifts occurring on their own?

Swan argued that the state plan has created a greater awareness of the importance of center-based development, whether in hamlets, villages, towns, or cities. These



Joseph Maraziti

centers represent the “character of our community,” she stated, and are essential to a high quality of life. Maraziti agreed that the state plan may have had some role in the shift back toward urban centers, but noted that this shift is a national trend so it likely has many causes. Three demographic groups are leading urban revitalization, he explained: young people who are looking to start their careers and want a place to live; older people who have become “empty-nesters” and want a more walkable community; and people coming from other countries who tend to gravitate to urban settings.

Byers argued that putting education into the state planning process was an essential step to encourage revitalization of urban centers. Poor urban schools tend to drive off families, she noted. “Until we tackle that issue, particularly with respect to our urban and our towns and cities, people will be leaving the cities,” she said. Also needed in urban areas are parks, places to play, and places to connect to nature.



Jack Lettiere

Hooker next posed a difficult but crucial question to the panel: “Has the State Planning Act led state government agencies to coordinate their capital investments and rule making, so that local governments have clear guidance for their local planning? And where is there room for improvement?”

Swan began by noting that, while state agencies naturally have diverse priorities, there is a real commitment on the part of the staff to implement the state plan, and an established process of meeting together with municipalities to determine how to do so. This mindset and process is already a success, she noted. However, the process could be improved by having clear resolution of competing priorities. For example, in the Highlands there was some confusion about the plan’s fair housing provisions and watershed protection provisions, which seemed to be at odds with each other. While the mayors were ultimately able to receive a clear opinion from the governor to resolve the dispute, such leadership was necessary to make the planning process coherent and consistent, Swan argued.

Maraziti related an experience when a dozen communities from the Route 130 corridor came to lobby the State Planning Commission for an organized and coherent response to their region. While the communities differed amongst themselves, they put significant pressure on the state agencies to come up with an effective, coordinated approach to their planning problems. The results were excellent, Maraziti argued, demonstrating how important local, bottom-up actions can be. Lettiere agreed, noting that a spirit of compromise was also essential to its success. In the Route 130 case everybody received about 90 percent of what they wanted, he estimated.

At the same time, Byers noted that the Route 130 example revealed that the state planning process is less effective when bottom-up activism is absent. "I think it's more the exception, unfortunately, than sort of the normal way things happen," she argued. When agencies fight amongst themselves, it sends a negative message to the county planners and the municipalities, forcing them to question whether investing time and effort in the planning process will actually lead to the results they want. The question, then, is how the Route 130 experience can be made the norm, because grassroots activism and gubernatorial leadership cannot be consistently relied on.

Discussion and Questions

The floor was then opened to questions from the audience. Tana Kantor from *Green Economy* magazine asked why education stakeholders have not been included in the planning process up to this point. Swan noted that the Office of Smart Growth has invited the Department of Education to the table, and Maraziti endorsed Byers's idea that the department be made a voting member of the commission.

James Garner from East Windsor followed up on the education issue. He asked, how can the state realistically make urban schools more attractive to families with kids, who would need to pay up to \$20,000 in private school tuition in order to live in an area with poor public schools? Improving the quality of urban schools is a perennial challenge, he noted. Maraziti agreed that the obstacle was indeed daunting, but that bringing the education stakeholders to the table was a necessary first step.

Grace Sinden, who served on the Princeton Environmental Commission and the Princeton Regional Health Commission, then put a difficult issue before the panel. New Jersey has high per capita income, high property taxes, and low gasoline taxes, she noted, which means that many of New Jersey's problems come from the "ratables chase," that is, the efforts of municipalities to increase their tax base. "We need more courageous government officials," Sinden argued, who are willing to shift the burden from property taxes to income and gasoline taxes.

Maraziti strongly agreed, noting that the ratable chase creates a perverse, anti-family bias in planning. There is thus a strong need to reduce property taxes and shift the burden to other areas, like gasoline and income. Lettiere also agreed, noting that many transportation issues could be solved with a readjustment of land-use and tax policy.

Swan explained how the “ratables chase” was a major impediment to sensible planning policy. Municipalities always seem to think they need to bring in just one more business in order to shore up their tax base, she noted, without considering the ancillary effects on population and transportation that come with it. Tax-sharing may be a way out of this dilemma, she argued. Byers agreed, noting that open space will pay for itself in the future by increasing property values and ensuring the quality of life that will make New Jersey an attractive place to live and work in the future.

Andrea Kahn from North Brunswick closed the session by asking how New Jersey can make sure roads are built with pedestrians in mind, so that people do not feel afraid to walk along or across a road. Lettiere reported that some progress had been made on this front, but much remained to be done. Horribly, if current trends continue, in a few years more pedestrians will die than motorists. The issue is thus extremely urgent, Lettiere argued, but also quite costly to resolve.

Session III: What about the Map?

The next panel discussed a new proposal for drawing and implementing the state plan area boundaries, presented by Carleton Montgomery of the Pinelands Preservation Alliance. The proposal aimed to increase the effectiveness and perceived legitimacy of the planning process. Peter Kasabach from New Jersey Future urged the audience to join the official respondents in providing critical feedback on the plan.

Moderator

Henry Coleman, Professor of Public Policy, Edward J. Bloustein School of Planning and Public Policy, Rutgers University; Interim Director, New Jersey Public Policy Research Institute

Presenter

Carleton Montgomery, Executive Director, Pinelands Preservation Alliance

Responders

David Fisher, Vice President of Governmental Affairs, Matzel & Mumford Organization; former Member, State Planning Commission

Jim Waltman, Executive Director, Stony Brook-Millstone Watershed Association

Louise Wilson, Committeewoman and Mayor, Montgomery Township; Member, State Planning Commission

Henry Coleman began by explaining his perspective as an economist: growth is good because it contributes to the overall standard of living, but comes at some cost in terms of open space, environmental protection, or other important issues. To navigate this tradeoff, it is essential to have a plan and, in



Henry Coleman

the case of land use, a map that divides land into development and conservation areas. For this reason, the panel considered a proposal to refine the mapping process employed by the state plan.

Carleton Montgomery presented “an evolving proposal and approach to making the map in the state plan more effective.” He defined the key challenges as: how to ensure the map reflects the state plan’s goals, not other agendas; how to ensure the map, if actually implemented, would achieve those goals; and how to make the map sufficiently “clear, simple, and credible” to make it useful to state and local planning.

Montgomery began by reminding the audience of the purpose of the map, which is to guide



Carleton Montgomery

rural development and conservation, guide state agency actions, guide investment and regulatory decisions, and provide a high-level template for zoning decisions. This is not a zoning map for the entire state, Montgomery explained, but a broad framework for all decisions that affect land use. At the same time, it is not intended as the extent of state-level planning. Agencies will develop their own more specific versions of the map for important issues like transportation, housing, water, infrastructure, etc. Most fundamentally, the map should provide a view of where we stand in New Jersey and what we want the future to look like.

While the current map has been the basis of some important successes, it is not perfect, Montgomery argued. This has created a credibility gap, so that “even if the current map is 95 percent right across the state, there are many who will not support making it stronger because they don’t trust where the boundaries are today.” Furthermore, the guidelines in the plan often have failed to give municipalities sufficient guidance to make choices that would lead to the successful implementation of the plan.

Montgomery then presented a number of proposals. First, he called on the State Planning Commission to adopt a series of quantified and measurable outcomes that would give concrete meaning to the overarching goals. Such a move would “bring greater objectivity and transparency” to the state plan and create a more reliable gauge of progress. However, the number of quantifiable goals would need to be kept small to keep the planning process simple and workable. One example of a quantifiable goal would be reducing auto dependency, which can be measured by the number of trips that occur in cars as opposed to other means of transport.

Second, the state plan map needs to be simpler and more prescriptive, Montgomery argued. What people really want to know is, where should we push growth and where should we promote conservation? Instead of dividing the state into five different planning areas that range from total conservation to intensive development, as the current process does, the distinctions should be collapsed into growth zones and conservation zones. There could be subdivisions within the zones to identify areas in need of intensive growth or conservation, but in general a two-tier system would be better than the more complicated version, Montgomery argued.

The third proposal was for the State Planning Commission to develop new and more-easily applied standards for development in each of the planning areas, something it has been reluctant to do in the past. “We’d expect that these standards would set ... meaningful maximum and minimum requirements for the types, intensities, and densities of development that are needed to achieve the outcomes for growth in environmental and conservation



David Fisher

zones,” Montgomery explained. These guidelines would still allow for significant variation across areas, but ensure that all decisions are targeted toward the goals of the state plan.

Fourth, Montgomery proposed refining the boundary-drawing process for the state plan map in an effort to win over skeptics. A major obstacle to building consensus around the state plan is, in Montgomery’s view, the belief of many that the plan is not right in important places, and that the boundaries it draws are sometimes arbitrary. While Montgomery believes the plan is largely correct, he argued that increasing the transparency and objectivity of the planning process would increase its legitimacy. Therefore he recommended that additional work be done to make sure the boundaries drawn on the map are decided in an open and transparent way, with a clear adjudication process to resolve conflicts. These changes would have to be verified and discussed with the public, local and state agencies, and other key stakeholders in another round of cross-acceptance.

David Fisher’s comments responded to the proposal by reminding the audience of the

original purposes of the 1985 State Planning Act. Coming in the wake of important court decisions regarding fair housing, the act embodied the twin goals of urban development and environmental protection, Fisher noted, a pairing that should not be lost today.

In looking back at the original act, Fisher was struck by the absence of the word “map” from the legislation, though it does call for identifying areas for growth and conservation. It also warns of the danger to the future of the state of concentrating minorities in old urban areas, and calls for a comprehensive planning process that “will facilitate the provision of equal social and economic opportunity.” These original ambitions, though certainly lofty, should continue to guide the planning process today, Fisher argued.

We cannot ignore the social equity provisions of the act, Fisher stressed, alongside the environmental ones. “Hopefully the marriage, which may be on the rocks right now, can improve over time,” he stated. However, the state’s current lack of financial resources poses a major problem for realizing this vision, Fisher acknowledged.

Given these broad goals, Fisher expressed some concern about how the social provisions might be measured and translated into concrete goals. The mapping process has thus far privileged environmental concerns, he argued. Therefore, the group should try to devise ways to make the social goals of the state plan more effective.

Jim Waltman began his comments by reminding the conference participants that they were seated in the heart of the Stony Brook-Millstone watershed. While from a



Jim Waltman

more abstract perspective it might look as though Princeton were situated in the heart of a logical development area—along the Route 1, Northeast transit corridor—a more detailed review shows significant complexity. “If we’re looking from a big picture, our area looks like the place to grow. But when you get down inside, it looks a lot more complex, and that a lot more interesting decisions need to be made,” he argued.

Waltman then turned to the specifics of the proposal. He noted that the language regarding the five planning area distinctions had always been vague, so that it was never clear exactly what was expected of municipalities in different areas. He thus applauded the proposal’s emphasis on simplifying the planning area designations.

He also agreed with the idea of making the planning process and evaluation process more data-based. In his view, environmental data should be at the heart of these decisions:

“Put simply, we should not be building in places that lack clean water to sustain that growth, and we should not be building in places where the environment and



Louise Wilson

the infrastructure lacks the capacity to handle the waste that growth generates. There should be no more simple statement to guide planning than that, and I’d hope we have complete agreement in this room for that statement.”

An important part of this process would be integrating the revisions to the state planning process with the Department of Environmental Protection’s new wastewater management plan, he said.

Mayor Louise Wilson spoke primarily from a local perspective. Though she is a member of the planning commission, and thus sees planning issues from the state level as well, “my perspective is frontline,” she stated. She recalled that when she first moved to Montgomery Township she thought, “If the state plan were working, I wouldn’t be seeing what I’m seeing in my town,” which was fields going under houses every month.

Wilson expressed doubts about the desirability and feasibility of the proposed changes to the planning process. “The map is really

not the problem," she argued. Having already gone through the "time-consuming and labor-intensive" cross-acceptance process, she worried that the key stakeholders would not be eager to repeat it again under a new paradigm. Undoing that previous work, or even just building on top of it, might "create a bigger credibility gap than exists now."

"We all want progress," Wilson noted, but we must confront the "unbelievably difficult" challenge of arranging assistance or cooperation in Trenton. She noted that Montgomery Township had been lobbying for several years to put crosswalks on the main road in town, but had only managed to get three out of five finished. "We need a much

better framework for state agency coordination than exists right now," she argued, and said part of the problem was the way "the State Planning Commission itself has been silenced and marginalized" over time.

Wilson concluded with a number of key steps to move forward. First, the State Planning Commission must adopt the new version of the plan without further delay. Second, the planning commission and the Office of Smart Growth should be made independent. And third, "we really all need to collectively demand tax reform, because the tax system in this state is the biggest, most powerful impediment to intelligent land-use decision making that we all confront every single day."

Discussion and Questions

Montgomery began by responding to the panelists' comments. He emphasized that though the proposed revisions call for dividing the state into just two planning areas, this would not translate into a total moratorium on development in conservation areas, and unrestricted growth in development areas. Rather, the idea is to give more meaning to planning area distinctions by developing objectively quantifiable, geographically allocated targets. "The idea is to create a map where the outcome is clear and simple," he stated, but "that doesn't mean it's simple to do."

Coleman then asked the panelists if making goals quantifiable would be a useful way to set short-term, achievable goals that could help demonstrate the success of the planning process. Fisher responded that the existing

planning process also allowed for the demonstration of successes, such as in the increasing development of "transit homes"—housing clustered on transportation corridors—and in conservation. Montgomery argued that setting more specific, achievable goals might also be a way for the planning commission to take on a more proactive, implementation-focused role by leading pilot projects or other initiatives aimed at achieving some concrete successes.

The floor was then opened to questions. Rob Benjamin, a member of the Hamilton Township Environmental Commission, began with an important issue: "How do you confront that fundamental culture that doesn't see its interest as being in any way reconcilable to the concept of land-use planning that requires consolidation" of zoning authority?

Wilson answered that, though municipalities did sometimes make irresponsible planning choices, home rule—municipal control over planning—was not the fundamental problem. While there are large savings to be realized from consolidating education and public safety across small municipalities, this was not necessarily true of land-use planning, because municipalities go through a countywide process of cross-acceptance that makes local planning more consistent with the goals of the state plan.

Waltman noted that his organization had been working with several communities in a planning process around the Salomons, an intact segment of forest lands that cover the headwaters of the Stony Brook and other important waterways. Such work is possible, though difficult, he acknowledged, and he called for greater state support for municipalities that wanted to plan in this way.

The next question came from Laurie Shepherd, former mayor of Mount Holly Township, who noted that though the map looks good at the macro level, important information is missing at the more detailed level at which planning occurs. For example, there is not statewide information about the “parcel data layer,” that is, a map of individual lots throughout the state. It would be necessary

to collect this information to make the map helpful, Shepherd argued. Fisher agreed, saying he believed lack of information was part of the earlier difficulties around the plan. Without a clear idea of the lay of land, planning can only be so effective, he argued. Wilson followed up by noting that acquiring precise data about land use can be quite costly for municipalities, and so she called on the state to take the lead in this area.

The last question came from William Mead, a land-use planner for Gloucester County, though he emphasized that his opinion was his own. He asked Montgomery if he imagined the State Planning Commission becoming a regulatory agency and the state plan becoming a regulatory document. Montgomery answered that he had not expressed an opinion one way or the other on the regulatory nature of his proposal, focusing rather on “how to create a map that could be actualized in state agency actions and in local governments.” Fisher noted that the original act contained language emphasizing that it was not a regulatory document, though the planning process has come to fulfill a de facto regulatory function. This may be a path for future development of the planning process, he suggested. Wilson closed by noting that the state courts have recognized the state plan as a legally meaningful planning document.

Session IV:

What about State-Level Coordination?

Moderator

Peter Reinhart, Senior Vice President and General Counsel, K. Hovnanian Enterprises, Inc.

Presenter

Peter Kasabach, Executive Director, New Jersey Future

Responders

Jeanne Fox, President, New Jersey Board of Public Utilities

Deborah Mans, Baykeeper and Executive Director, NY/NJ Baykeeper; former Smart Growth Ombudsperson, Policy Adviser, and Governor's Representative to the State Planning Commission, Office of Governor Jon Corzine

Timothy Touhey, Chief Executive Officer/ Executive Vice President, New Jersey Builders Association; former Chair, State Planning Commission

The fourth session considered how the state's land-use planning functions could be best positioned to achieve the kind of coordination necessary for successful implementation of the state plan. With Peter Reinhart serving as moderator, Peter Kasabach of New Jersey Future presented some ideas on the topic, with responses from the rest of the panel. Reinhart stated at the outset that most people "would agree that the state plan has been less than optimally effective in coordinating state agency decisions." The question before the panel, however, was what to do about it.



Peter Reinhart



Peter Kasabach

Kasabach began by noting that agencies are formed to pursue specific objectives, and focus their work primarily on these mandates, such as health, education, or transportation. Inevitably, however, these mandates affect the course of New Jersey's development and are relevant for the planning process. To coordinate these disparate interests, the State Planning Act created the State Planning Commission, the central overseer of the planning process.

But coordination remains elusive. “What we’re getting are each of the individual departments still primarily focused on what their core mission is, and then on occasion ... try[ing] to coordinate or cooperate on a particular issue.” The question thus becomes, Kasabach stated, “How can we balance the core missions with these state planning outcomes?” What should the role of the State Planning Commission be? What should its structure be? What should the role of the governor be?

Kasabach then explained the operation of the current system. The governor appoints the Department of Community Affairs commissioner, the chair of the State Planning Commission and all its members, and the executive director of the Office of Smart Growth, which is housed in the Department of Community Affairs. This makes the Department of Community Affairs a central player in land-use policy.

This system suffers from several shortcomings, Kasabach argued. One, it creates a division between the commission and its staff, which can result in “mission creep.” Two, the commission lacks independence to act as a neutral advocate for the state plan, because it is tied to the governor. Three, it lacks the stature to coordinate on a peer-to-peer level with other departments, meaning it lacks the authority to challenge them when they deviate from the plan.

Kasabach proposed a number of remedies. First, the Office of Smart Growth should be merged into the State Planning Commission. This would give the commission a permanent staff and thus increase its ability to implement and advocate for the state plan. The Office of Smart Growth would become more of a

permanent planning secretariat for the state, with the executive director position promoted to something like “State Planner,” a cabinet-level position and a non-voting member of the commission.

Second, Kasabach called for giving the commission the authority to review the actions of state departments for consistency with the state plan. Departments would have to pass certain spending or rule-making by the commission, which would flag areas of concern and negotiate with the department on these. If no agreement could be reached, the dispute would be sent to the governor’s office for resolution. While Kasabach acknowledged that this was one of his more controversial recommendations, he described it as a middle way between those who would give the departments total authority in their domains and those who would prioritize the needs of the state plan.

Third, Kasabach argued that the state planning update cycle be increased from three years to 10. This change recognizes that “most of the decision making is being made on the ground at the local level, and that it doesn’t make a lot of sense to be redoing this very comprehensive process every three years.”

Kasabach then turned from horizontal cooperation between state agencies to vertical cooperation between the state and counties and municipalities. Again, there is a range of opinion on the issue, with some believing that the state plan should trump local decision making, and others believing the opposite. Kasabach described his proposals as closer to the latter position. First, he recommended giving counties more resources to play a larger coordinating role with municipalities. This has



Jeanne Fox

already happened to some extent in wastewater management, Kasabach stated, with promising results.

Second, Kasabach recommended making it easier for towns to participate in the planning process. A mechanism already exists for towns to plan in a way that conforms to the state process, but it is quite expensive and time-consuming. Kasabach suggested streamlining the content of the process to focus on locations for growth and the intensity of growth. Counties that go through the process would be delegated the authority to certify municipal plans that were confirmed to be in compliance with state planning requirements.

Last, Kasabach called for the state to take a more active role in defending municipalities that are sued for instituting policies that help to implement the state plan. Because implementation occurs at the local level, it is important that municipalities not be caught between the requirements of the planning process and any potentially discontent individuals or businesses.

Kasabach concluded by asking the panel and the audience to voice their opinions on these ideas, and to suggest others.

Jeanne Fox discussed the issue of agency coordination with the planning process from the perspective of the state's utilities. She focused her remarks on two state-level initiatives from the Board of Public Utilities that will have a significant impact on the future of planning in the state. First, she discussed the board's Main Extension rules, that is, the rules governing sewer sewers. In 2004, the board changed the rules regarding a subsidy it offered developers so that it targeted only those developments in designated growth zones. This concrete step toward implementing the state plan was supplemented with others, for example, allowing exceptions for developments that convert to natural gas. The lesson to be learned, Fox concluded, was that "across state government, departments and agencies should be urged, maybe required, to demonstrate consistency with the state plan."

Second, Fox turned to the Energy Master Plan and the Global Warming Response Act. She noted that New Jersey has taken the lead in the shift toward sustainable energy, committing to reduce carbon emissions and invest in renewable energy. New Jersey now has the most solar energy per capita of any state and is planning to get more than 10 percent of its energy from wind farms by 2020. These examples demonstrate that with the right leadership, state agencies can be effective advocates for environmental sustainability.

Deborah Mans offered a number of suggestions for improving the involvement of state agencies with the state plan. First, "if you want the state agencies to coordinate with each



Deborah Mans

other, you really need to make sure that they have meaningful participation in the development of the state plan and in the policies, in order to have their cooperation and buy in," she argued. Only if agencies feel their interests will be voiced in the planning process will they be committed to it.

Second, Mans cited the need for agencies to have planning capacity within them. Such expertise would give agencies the ability to participate meaningfully in the planning process and increase their effectiveness in implementing the plan's directive.

Third, Mans identified the need for the planning process "to be transparent and public," and to have "a vehicle for accountability."

Last, Mans identified the crucial role of gubernatorial leadership. "There's certainly a tremendous amount of expertise in the state agencies," she stated, "and the governor's office needs to provide the motivation for these entities to work together."



Timothy Touhey

Timothy Touhey broke from the other speakers by describing the increasing authority of the planning process. When Touhey was commissioner, the state plan was considered an important but "voluntary" document. Its importance then increased under Maraziti, who attached financial incentives to compliance with the plan. Now the state plan constitutes a kind of "... law without even ... going through the regulatory process," in Touhey's view, because it is very influential over both public and private sector actors. This ambiguity over the stature of the plan is unhelpful, Touhey suggested, especially in the current context of economic crisis.

Turning to the specifics of Kasabach's plan, Touhey endorsed the idea of making the planning commission an independent agency with a cabinet-level position. He suggested it would likely take a year or more to redo the map along Carleton Montgomery's suggestions, in order to give the agencies and municipalities time to work out their differences. He also suggested that any reform could be certified by the legislature.

In conclusion, Touhey called for “special interests” to be “put to the side,” so that “the environmental community, the planning community, the development community, the investment community, and all regulatory

communities come together and develop a state plan that whether you call it voluntarily or regulatory meets the principles” for sustainable growth.

Discussion and Questions

Kasabach began the discussion by clarifying that the proposals he had presented were not simply his own ideas, or those of New Jersey Future, but rather reflected a wide range of input, and were a work in progress. “I really hope that what people are hearing is a sense of urgency,” he stated, to confront the existing problems in the planning process and “make New Jersey a better place.”

Fox then turned to the challenge of engaging all municipalities in the planning process. Whereas state agencies were willing and able to at least bring their proposals before the commission, many towns resisted such engagement because of more immediate concerns. Touhey concurred, noting that it was difficult, especially in a time of economic crisis, for individuals to look beyond their own immediate challenges to focus on a larger vision for the future of the state. Mans suggested that the solution would be to present the state plan as an issue of “more livable communities, and clean air, and clean water, and preserving environmental sensitive areas throughout the state and more jobs,” all issues that engage voters.

Reinhart then pressed Kasabach to clarify how conflicts would be resolved under the proposals he presented. Imagine a parcel of land has been designated as a high-density area, but the

municipality zones it for only medium density. Would the planning commission then have the authority to challenge the municipality’s decision? Kasabach responded that the proposal does not resolve that question specifically, though, “we don’t envision the State Planning Commission . . . going to the local planning board meetings and saying, ‘You must do X and you must do Y,’” he stated.

Kamal Saleh of the New Jersey County Planners Association raised some concerns about including quantifiable targets in the state plan. The data on which projections of many of the key indicators are often wrong, he warned, or highly uncertain. Fox agreed, noting that federal energy statistics for counties are often inaccurate.

Julia Somers, the executive director of the New Jersey Highlands Coalition, asked about the status of regional management plans. She noted that areas like the Pinelands and the Highlands already have plans, and the towns in those areas believe that these schemes will essentially be endorsed at the state level, Somers noted. Would the proposed revisions change that? Fox stated that the Board of Public Utilities takes the regional plans as guidance equivalent to the state plan in its decision making. Kasabach agreed that the regional

planning entities “have done a much better job than the rest of the state in planning, and so the sense would be to defer to them.” The problem, however, is that they have tended to look at a narrower range of parameters in the planning process, focusing on resource preservation and conservation. The state plan should therefore encourage these areas to look a little more broadly at issues like transportation, Kasabach argued, while still leaving them in charge of the planning process. Touhey disagreed, arguing that it may be better to bring the regional planning authority under the auspices of the statewide planning process, while Mans questioned whether such a move would be legal, given that the regional planning processes had gone through legislative approval and regulatory review.

A number of audience members offered suggestions on the proposal. Fran Micheals, concerned about profit-motivated interests opposing sensible planning, then put forward the idea of establishing a volunteer citizen corps to work alongside the planning commission. “Every citizen in this state needs to be part of this new way of thinking, be part of the plan, and be part of taking responsibility and

working with the commission for the implementation of these proposals,” she suggested. Such a group could help disseminate and educate the public about the planning process and encourage grassroots participation.

Mathew Lawson, a transportation planner for Mercer County, applauded the proposals, but urged the panel to consider the role of federal metropolitan planning organizations, the committees designed to coordinate federal funds flowing to transportation and planning projects. These entities, because they are already established and have long planning horizons, should be included in the process, he argued.

Bob Sudenick, a community development consultant, asked whether the proposed changes went far enough. He contrasted them against the robust planning process in Oregon, which benefits from “political will and muscle” to implement its vision. Can something comparable be achieved in New Jersey, he wondered? Fox responded that the crucial difference was the political will of municipalities to plan effectively.

Session V: Working Session and Conclusion



Eileen Swan (left) and Ingrid Reed

James Gilbert, Senior Vice President, Merrill Lynch; former Chair, State Planning Commission (*no photo available*)

Ingrid Reed, Policy Analyst and Director, New Jersey Project, Eagleton Institute of Politics, Rutgers University

The final session of the conference sought to solicit direct feedback from the audience on the proposal presented earlier. Equipped with remote controllers, audience members could demonstrate their support or opposition to a proposal simply by clicking a button, with the votes calculated in real time. First, however, two distinguished figures in New Jersey planning offered their opinions.

James Gilbert compared the window of opportunity that allowed for the passage of the original State Planning Act in 1985 to the

current situation in New Jersey. While the state was facing critical economic challenges, Gilbert noted that because the Corzine administration linked economic growth to planned growth, the crisis in fact created “a unique opportunity” for rethinking the future of New Jersey’s planning process. Political will as aligned for “some revisions in the state planning process,” Gilbert argued, “and I have a feeling it will be for the best.”

Gilbert then commented on the specific proposals. He suggested a major priority would be to “keep it simple,” so as to facilitate participation and prevent the need for a new legislative act. He also suggested that places on the planning commission go to the newly upgraded director of the Office of Smart Growth and to the lieutenant governor.

Ingrid Reed began by recalling that one of the initial meetings of the coalition that would push for the 1985 State Planning Act was also held at the Woodrow Wilson School, and while she noted that “the sandwiches then were not as nice,” she thanked the school for its continuing commitment to smart planning in New Jersey.

She also recalled that the first state plan was called “Community of Place.” That provided a powerful sense of ownership to communities that identified with preserving and enhancing their quality of life, but could be turned off by a more technical focus on development and conservation. “I think there are a whole

host of municipalities in New Jersey who need some affirmation and then they can be a part of this process,” she stated, so it is necessary to connect the planning process to people’s innate sense of place.

This requires the planning process to distinguish the different kinds of growth appropriate for different kinds of centers, whether they be the main street of a small town or a larger regional center. It also requires accepting some of the ways people identify with their communities in New Jersey, for example, the way people identify themselves by exit numbers along the turnpike. In sum, Reed suggested

TABLE I

Proposal	Agree	Disagree	Undecided
New Jersey is better off today because of the State Planning Act and the state plan.	68.6%	10.2%	21.2%
A strengthened State Planning Act could facilitate better land-use outcomes in New Jersey.	88.3	5.8	5.8
The state plan would be more effective with measurable outcomes that would actively guide mapping and planning decisions.	79.6	6.1	14.4
The mapping of the planning areas should be more transparent and integrated with other policy maps.	85.3	2.9	11.8
The planning area boundaries should be meaningful and direct government action at all levels.	56.9	21.9	21.2
The State Planning Commission should be more independent and located outside of any state department with land-use authority (i.e., outside of DEP, DCA, DOT, Ag).	86.1	7.3	6.6
The State Planning Commission should have enough authority to broker inconsistencies between state department actions and the state plan.	77.5	7.3	15.2
Counties should play a greater role in developing the state plan and helping towns with implementation.	63.3	24.5	12.2
Towns should have a streamlined process for certifying their conformance with the state plan.	72.3	11.7	16.1
Towns should stand to gain or lose based on their conformance with the state plan.	69.8	11.5	18.7

“that we appreciate what we have, that we affirm communities and what they’re trying to do, and that we figure out how that works in addition to ... that bigger picture of where is our state going.”

AUDIENCE VOTING

The voting process put several questions before the audience, which in general revealed a high degree of support for the proposals (see Table I).

Discussion and Questions

Courtenay Mercer, who described herself as “a recovering marginalized Office of Smart Growth staffer,” and now a private consultant and the president of the New Jersey chapter of the American Planning Association, voiced support for the proposals. Her question, however, was “How do we get this done?”

Jeanne Fox responded by highlighting the importance of public participation, noting that the decision to install wind generating capacity offshore was facilitated by public lobbying, and suggested that the governor would be willing to meet with a group like New Jersey Future about this issue.

Cary Edwards noted that the original state plan was thoroughly thought through as a policy matter, but also as a political matter. The proposals presented today were also the product of a lot of careful thinking, he noted, and seemed to enjoy significant support amongst experts. However, no political strategy had yet been developed. Edwards therefore suggested that the “constituent groups that are here today, along with New Jersey Future, should put a political plan together and begin working with the governor and the legislature” to move forward on the proposals. He also stressed the importance of communicating the proposals to the public in straightforward language that

everyone could understand. “State planning is not simple, but it needs to be converted to simple, plain language, so that the benefit is understood by everyone from Main Street, from Paterson to Newark to Morristown,” Edwards argued. When smart growth issues are presented in this way, public support is readily available, as the success of the Pine-lands, the Highlands, and numerous bond issues attests.

Bill Mead of the Gloucester County Planning Division urged the audience to consider the importance of counties in the planning process. He noted that county planning agencies and board have authority to review development when it directly affects a county road or other county facility. Moreover, county master plans are really more inventories than authoritative guides for development, he stated. Thus, in order to realize the proposal giving an enhanced role to counties in the planning process, it would be necessary to increase their responsibility. Mead also suggested that the designation of growth and conservation areas build directly on existing municipal and county plans, which have already tackled much of the difficult work.

Gilbert offered the last word. Noting that everyone in the room was deeply concerned

about the future of the state, and that this concern had generated real proposals to improve the state planning process, Gilbert found cause for optimism. Despite the

economic difficulties the state confronted, the kind of energy, careful thinking, and determination displayed throughout the conference provided reason for hope.

Appendix A:

Opening Remarks by Richard F. Keevey

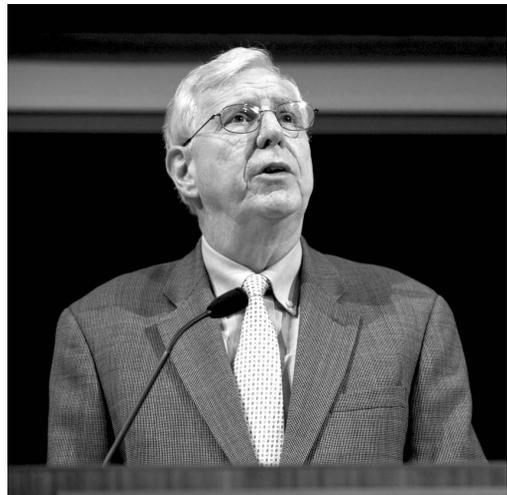
Good morning. I am Rich Keevey, the director of the Policy Research Institute for the Region. I would like to welcome you to today's forum, "Where Are We Growing? Planning for New Jersey's Next 20 Years."

We are pleased to cosponsor this conference with New Jersey Future, and you will be hearing from its executive director, Peter Kasabach, shortly.

The passage of the State Planning Act of 1985, and the establishment of the State Planning Commission and the Office of State Planning, distinguished New Jersey as a state that understood the necessity of a well-thought-out smart growth program. I remember this event well. At the time I was the deputy budget director for Governor Thomas Kean, and while this issue was not at the top of my budgeting agenda, it was quite clear to me that it was an agenda item that held great promise for the future development of the state.

So, in preparing for this conference—and since I have been out of the state for most of the past 15 years—I thought I had better do a little research.

There is no doubt that the intent was admirable, and the first years brought some success, including the preparation of a second plan in 2001. You will hear from two of its early successful architects in a few minutes. However, the environment has changed



dramatically in the past 20 years. And I think most people would agree that the results have not been as good as was promised—or expected. Consider the following:

One: The required third plan is years late. And, although a draft interim plan was recently released, the earliest it could be adopted is the spring of 2010—and many experts doubt it will happen.

Two: The state planning commission, DEP, and COAH are many times going in different directions—and at different speeds—in shaping the land-use future of the state. In fact, some would go so far to say that the commission, COAH, and the DEP all push and pull municipalities and landowners in different directions—and this lack of leadership, poor coordination, and conflict have led to



Richard Keevey (left), Jim Hooker, Peter Kasabach

stagnation and confusion about where and how to grow the state.

Three: New Jersey has coasted too long on its past planning laurels, acting many times as though the existence of a state planning commission is sufficient when the reality is that the commission has grown weaker over time.

Four: Five of the 10 seats for government members on the planning commission are vacant, and the Office of Smart Growth (the successor to the Office of State Planning) has a significant number of vacancies and the executive director recently resigned.

And finally, the planning commission has been largely ignored by governors. All would agree that New Jerseyans need the state and local governments to work together in coordinating land-use planning to achieve economic growth, affordable housing, urban revitalization, and protection of the environment.

A strong, fully staffed commission and a thoughtfully updated plan could provide the leadership and direction to help municipalities and individuals comply with the rules and achieve more successful and positive results for the state.

The Lincoln Institute of Land Policy recently published a report on “Evaluating Smart Growth: State and Local Policy Outcomes.” The report analyzed how four states with statewide smart growth programs—Florida, Maryland, New Jersey, and Oregon—performed in five planning categories.

The study found that no state did well in all five performance measures, but individual states succeeded in one or more of their priority policy areas.

The report found that regional planning in the Pinelands and Meadowlands achieved environmental and economic goals, but that

most of the state is still subject to spotty land-use planning and uncoordinated infrastructure investments.

It ranked New Jersey number one in housing affordability compared to the other states—can you believe that!—basing most of its conclusions on the *Mt. Laurel* decisions that encouraged rental and multifamily housing production. But some folks in New Jersey would argue that there is still a very large unfinished agenda related to *Mt. Laurel*.

In fact, the Supreme Court stressed in *Mt. Laurel II* the need to update the state plan regularly in order to move fair housing to the top of the agenda. This is clearly not being achieved, and now more than ever, we need a workable, effective state plan. Such action could—or rather should—be the legacy of *Mt. Laurel II*.

Unfortunately, New Jersey has 566 municipalities that are, in general, reluctant to cede any local land-use authority in order to plan and make land-use decisions regionally—and few state agencies are willing to coordinate their spending and regulatory programs to comply with the policies of the state plan.

The historical lack of strong leadership needed to guide the state and local agencies is a major impediment to smart growth in New Jersey. In order to move forward the state has to complete the updated plan, and the governor's office must give this the attention and priority it deserves.

One would think—perhaps naively—an election year might provide the candidates the opportunity to put forward their ideas and plans for the implementation of a cohesive design for New Jersey's smart development,



Jeanne Fox (left), Peter Kasabach, Peter Reinhart, Timothy Touhey, Deborah Mans

and land and environmental preservation—but alas, this is not an issue that any of the candidates has put at the forefront.

No matter the outcome of the gubernatorial election, the next governor must make state planning and the creation of a map that makes sense for the future a priority.

There are many unresolved questions that need to be addressed:

- Does the five-tier system work?
- How do we incentivize municipalities to work together for the common good?
- What about controversial issues like restrictions on development in the Highlands?
- How do we reconcile the concerns of the landowners and developers with the environmental and targeted growth issues?
- And finally, and perhaps most important—how do we insure social and environmental justice?

Our panelists today will discuss the issues of measuring outcomes, creating a new mapping process, and restructuring the commission to encourage better cooperation and local land-use coordination. They will identify the issues, analyze successes and failures, and make recommendations for change and improvement. But I also trust we will not just focus on maps but, more importantly, on the policy—as policy should be the driver of our decisions and not merely a map configuration.

I believe it is yet to be determined whether New Jersey will be a role model or become a cautionary tale to other states grappling with their own issues of smart growth. We trust this forum provides an environment for discussion that leads to the former.

And now I would like to introduce Peter Kasabach, the executive director of New Jersey Future, who will give you some additional food for thought.

Thank you.

Appendix B:

Conference Agenda

Where Are We Growing? Planning for New Jersey's Next 20 Years

FRIDAY, OCTOBER 16, 2009

Woodrow Wilson School, Princeton University

New Jersey is widely viewed as a national leader when it comes to state planning, smart growth, and land preservation, and has distinguished itself as a state that understands that where and how growth takes place is critical to the state's prosperity. But with more than 20 years' experience with the State Planning Act under its belt, how have things actually worked out for the Garden State? What type of state planning system makes sense to shape the next 20 years?

Welcome and Introduction

Richard F. Keevey, Director, Policy Research Institute for the Region, Princeton University

Peter Kasabach, Executive Director, New Jersey Future

Session I: A Vision for Prosperity

Past experience has driven New Jersey to experiment with regional and statewide land-use planning efforts in order to achieve the important goals of economic vitality, environmental preservation, and equity. Two key members of Governor Thomas Kean's administration speak about why they came to support state planning and eventually signed the State Planning Act in 1985.

W. Cary Edwards, Esq.; Of Counsel, Waters, McPherson, McNeill; former Chief Counsel and Attorney General for Governor Thomas Kean

Feather Houstoun, President, William Penn Foundation; former State Treasurer for Governor Thomas Kean

Session II: Where Are We Now?

A hard-hitting look at the impact of New Jersey's 20-plus years of state planning—both its successes and failures—by experts in the field.

Interviewer

Jim Hooker, Senior Anchor, NJN News

Panelists

Michele Byers, Executive Director, New Jersey Conservation Foundation; Member, State Planning Commission

Jack Lettiere, President, Jack Lettiere Consulting, LLC; former Commissioner, New Jersey Department of Transportation

Joseph Maraziti Jr., Partner, Maraziti, Falcon & Healey; former Chair, State Planning Commission
Eileen Swan, Executive Director, New Jersey Highlands Council; former Executive Director, Office of Smart Growth

Session III: What about the Map?

Though the existence of the state plan alone puts New Jersey in the forefront nationally, the plan does not enjoy widespread support within the state. There is an ongoing controversy over the way the planning area designations are created, and what those designations actually mean on the ground. This session evaluates a new proposal for drawing and implementing the state plan area boundaries and consider whether this proposed process could lead to wider acceptance of the state plan as a tool to guide growth within the state.

Moderator

Henry Coleman, Professor of Public Policy, Edward J. Bloustein School of Planning and Public Policy, Rutgers University; Interim Director, New Jersey Public Policy Research Institute

Presenter

Carleton Montgomery, Executive Director, Pinelands Preservation Alliance

Responders

Jim Waltman, Executive Director, Stony Brook-Millstone Watershed Association

David Fisher, Vice President of Government Affairs, Matzel & Mumford Organization; former Member, State Planning Commission

Louise Wilson, Committeewoman and Mayor, Montgomery Township; Member, State Planning Commission

Session IV: What about State-Level Coordination?

In order for the state plan and its accompanying map to have a meaningful impact on the way New Jersey grows, its principles must be reflected in how and where state agencies promote or inhibit growth, whether through spending or regulation. How might the state's land-use planning functions be best positioned and organized to achieve coordination among state agencies?

Moderator

Peter Reinhart, Senior Vice President and General Counsel, Hovnanian Enterprises, Inc.

Presenter

Peter Kasabach, Executive Director, New Jersey Future

Responders

Jeanne Fox, President, New Jersey Board of Public Utilities

Deborah Mans, Baykeeper and Executive Director, NY/NJ Baykeeper; former Smart Growth Ombudsperson, Policy Adviser, and Governor's Representative to the State Planning Commission, Office of Governor Jon Corzine

Timothy Touhey, Chief Executive Officer/Executive Vice President, New Jersey Builders Association; former Chair, State Planning Commission

Session V: Working Session and Conclusion

After hearing two concept proposals about how to reform the state planning process in New Jersey—both the map and the organizational structure within state government—the audience was asked to respond to the various elements of the proposal.

Presenters

James Gilbert, Senior Vice President, Merrill Lynch; former Chair, State Planning Commission

Ingrid Reed, Policy Analyst and Director, Eagleton New Jersey Project, Rutgers University

Concluding Remarks

Richard F. Keevey

Appendix C:

Participant Biographies

Michele Byers

Executive Director, New Jersey Conservation Foundation;
Member, State Planning Commission

Michele Byers became executive director of the New Jersey Conservation Foundation (NJCF) in 1999. She oversees all programs including land acquisition and stewardship, land-use policy, and conservation technical assistance to conservation partners. Prior to becoming executive director, she served as assistant director for 11 years and spearheaded NJCF's work in the Pine Barrens, helping found the Pinelands Preservation Alliance and Whitesbog Preservation Trust.

In 1995, Byers was appointed to the State Planning Commission and was named as vice chair in 1998. She serves as chair of the New Jersey State Committee of the Highlands Coalition and former chair of New Jersey's Freshwater Wetlands Mitigation Council. In 2003, Byers was appointed by Governor James McGreevey to serve on the Highlands Task Force.

She serves as an adviser to the Hunterdon Land Trust Alliance and is a member of the National Council of the Land Trust Alliance and the New Jersey Trails Council. Byers also serves on the board of the Center for

Non-Profit Corporations. She was a former president of the Whitesbog Preservation Trust and previously served on the Burlington County Agriculture Development Board for more than 10 years. Byers has a B.A. in biology from Western State College.

Henry A. Coleman

Professor of Public Policy, Edward J. Bloustein School of Planning and Public Policy, Rutgers University;
Interim Director, New Jersey Public Policy Research Institute

Henry Coleman is a professor of public policy in the Bloustein School's public policy program and the interim director of the New Jersey Public Policy Research Institute. For almost 13 years, Coleman served as the director of the Center for Government Services, a component of the Bloustein School.

Coleman served as the executive director of the New Jersey State and Local Expenditure and Revenue Policy Commission. He also served state government as the assistant director of operations and research at the Office of State Planning and as a senior policy adviser in Governor James Florio's Office of Management and Policy.

Coleman was a Brookings Economic Policy Fellow, which he spent in the Office of Policy

Development and Research at the U.S. Department of Housing and Urban Development. He also served as a senior economist in the Office of the Chief Economist at the U.S. General Accounting Office—now the Government Accountability Office. His federal government service also includes having served as the director of government finance research at the U.S. Advisory Commission on Intergovernmental Relations.

Coleman is a graduate of Morehouse College, with a B.A. in economics, and Princeton University, with a Ph.D. in economics.

W. Cary Edwards

Esq.; of Counsel, Waters, McPherson, McNeill; former Chief Counsel and Attorney General for Governor Thomas Kean

Cary Edwards is the former New Jersey attorney general and chief legal counsel to Governor Thomas Kean. Currently, he is “of counsel” to the law firm of Waters, McPherson, McNeill, P.C.

He is also the chair of the New Jersey State Commission of Investigation and has been a commissioner since 1997.

Edwards was a member of the New Jersey Legislature and served in leadership positions, including assistant minority leader. Previously, he was elected councilman and council president for Oakland, New Jersey.

Edwards was a municipal attorney for 12 years, specializing in land use. He was the ranking minority member on the municipal government committee, finalizing amendments to the Municipal Planning Act.

He is a life member of the board of trustees of Monmouth University, lead director of the board of directors of South Jersey Industries, and former chair of South Jersey Sanitation, Inc.

Edwards is a visiting associate at the Rutgers University Eagleton Institute of Politics. He received his undergraduate and law degrees from Seton Hall University. He is also the recipient of five honorary Doctor of Law degrees, and more than 100 private and professional service awards. He is a member of numerous public and private nonprofit boards and commissions.

David Fisher

Vice President of Governmental Affairs, Matzel & Mumford Organization; former Member, State Planning Commission

David Fisher has been vice president of governmental affairs for the Matzel & Mumford Organization—a building company that merged with K. Hovnanian Companies in 1999—for the past 16 years. Just recently, his responsibilities were re-aligned to encompass governmental and public relations activities for all of K. Hovnanian's New Jersey, New York, Pennsylvania, and Connecticut operations. As a land-use planner with nearly 30 years of development experience, he has been responsible for land acquisition activities, the planning and design of new communities, urban redevelopment work, and regulatory approvals for company projects.

Fisher holds a master's degree in community planning from the University of Cincinnati and has been a licensed professional planner in New Jersey since 1986. He was appointed in January 2000 by Governor Christine Todd

Whitman to serve on the New Jersey State Planning Commission, which he did for nearly five years. For two years, he co-chaired a Joint Revitalization Task Force formed by the state to investigate ways to enhance brown-fields redevelopment. Fisher also served as a member and chair of the New Jersey Clean Water Council for four years in the late 1980s.

Fisher served two terms as president of the New Jersey Shore Builders Association, one of the local affiliates of the New Jersey Builders Association. He is actively involved with the state builders group as a life director, and has chaired its land use and planning committee for many years.

Fisher previously served as vice president of the New Jersey Division of Leisure Technology, a nationwide builder of active adult communities; vice president of development services for Gale, Wentworth & Dillon (now The Gale Real Estate Services Company), a land development firm involved in office, commercial, and residential real estate; principal planner and director of regulatory affairs for the consulting firm of Ernst, Ernst and Lissenden, Toms River; and director of environmental affairs and planning for the New Jersey Builders Association.

Jeanne M. Fox

President, New Jersey Board of Public Utilities

Jeanne Fox is president of the New Jersey Board of Public Utilities (NJBPU) and serves as a member of the governor's cabinet. Fox was appointed to the NJBPU on January 15, 2002, and was reconfirmed for a second term in 2009. The NJBPU has regulatory jurisdiction over telephone, electric, gas, water,

wastewater, and cable television companies and works to ensure that consumers have access to safe, reliable services at reasonable rates.

Fox is the chair of New Jersey's Energy Master Plan Committee, the interagency committee tasked by the governor to update the state's energy master plan. The plan is designed to ensure a reliable supply of energy while also achieving Governor Jon Corzine's goals to reduce greenhouse gas emissions and create a 21st-century energy infrastructure.

Fox is a member of the National Association of Regulatory Utility Commissioners (NARUC). She sits on NARUC's board of directors, is vice chair of the Committee on Energy Resources and the Environment, and is a member of the Committee on Critical Infrastructure and the Task Force on Climate Policy. She is also a member of the executive committee and immediate past president of the Mid-Atlantic Conference of Regulatory Utilities Commissioners. She serves on the Harvard Electricity Policy Group and the advisory council to the board of directors and the executive committee of the Electric Power Research Institute. Fox also served on the National Academy of Sciences Panel on Public Participation in Environmental Assessment and Decision Making. She is chair of the National Council on Electricity Policy, a consortium of the National Governors Association, National Conference of State Legislatures, National Association of State Energy Officials, U.S. Department of Energy, and U.S. Environmental Protection Agency. She was also appointed by former U.S. Department of Energy Secretary Samuel Bodman to the department's Electricity Advisory Committee to provide senior-level counsel to him and to the department's Office of Electricity Delivery and Energy Reliability.

Under Fox's leadership, NJBPU has become a leader among states in developing clean-energy policies, and promoting renewable energy and energy efficiency. Some of the accolades Fox and the board have received are the Golden Meter Award for Best Statewide Net Metering Program in the U.S., the New Jersey Chapter of the Sierra Club's Outstanding Achievement Award, the Solar Energy Industries Association's Solar Champion 2005, AARP New Jersey's Leadership on Utility Consumer Issues Award, and the National Solar Industry Association's Award for Outstanding Leadership in Policy Development for Clean Energy.

Prior to her appointment to the board, Fox served as a regional administrator of the U.S. Environmental Protection Agency, and as commissioner and deputy commissioner of the New Jersey Department of Environmental Protection.

Fox received a bachelor's degree from Douglass College—Rutgers and a Juris Doctor from the Rutgers School of Law.

James G. Gilbert

Senior Vice President, Merrill Lynch; former Chair, State Planning Commission

At Merrill Lynch, James Gilbert is responsible for corporate and government bond underwriting, syndication of equity and fixed-income securities, retail sales, investment management, and wealth management.

Gilbert's current civic activities include member of the board of directors of the New Jersey Planning Officials; New Jersey Conservation Foundation; New Jersey Future;

Community Theatre, Morristown, New Jersey; and New Jersey Common Cause.

Gilbert's past civic activities include member, joint advisory board, Bloustein School of Planning and Public Policy/The Center for Urban Policy Research, Rutgers University; chairman, New Jersey State Planning Commission; member, Ad Hoc Committee to Draft State Planning Act; member, Ad Hoc Committee to Draft the Fair Housing Act; president, New Jersey Federation of Planning Officials; and chairman and member, Englewood Planning Board.

Jim Hooker

Senior Anchor, NJN News

Jim Hooker is a seasoned journalist with deep background in the issues and politics of the state and credibility in Trenton, the state capitol. He has represented NJN nationally and abroad and brings two decades of award-winning experience to the anchor chair.

Hooker is managing editor of the news and serves as a host for the Emmy-nominated *Congress Watch* and *On The Record*, two NJN News public affairs programs. He has contributed special reports and produced documentaries from such varied spots around the globe as China, Hong Kong, and the Netherlands.

Hooker was recently recognized with the prestigious national CINE Golden Eagle award for a documentary that aired on NJN in 2005 that he wrote, co-produced, and hosted. The program, *Securing Our Ports*, probed the issue of port security in the Netherlands and New Jersey well before the Dubai ports controversy broke nationally.

Hooker helped NJN News win a 1996 Mid-Atlantic Emmy Award for best newscast. His contribution was a story about the concerns of residents of a North Jersey neighborhood that is home to a federal Superfund site that was visited by President Bill Clinton.

He has been part of NJN's team coverage of U.S. presidential conventions in Los Angeles, Boston, Philadelphia, and New York. A highlight from the 2000 presidential campaign was a one-on-one sit-down with president George W. Bush, then governor of Texas.

He has won numerous regional and local press awards. In 2003, he won a first-place feature reporting award from the Philadelphia Press Association for a story on a Newark soup kitchen. In 2001, he was elected by reporters and bureau chiefs who cover the state house for other media outlets as president of the New Jersey Legislative Correspondents Club, becoming the first president in the club's 80-plus year history to come from the broadcast media.

Before joining NJN, Hooker was a staff writer at three newspapers, including 10 years with the *Times of Trenton* and the *Asbury Park Press*. As a member of the *Asbury Park Press* state house bureau, he shared first-place honors from the New Jersey Press Association for the bureau's reporting on the 1993 governor's race. Hooker was recognized for an award by the New Jersey Chapter of the Society of Professional Journalists in 1994, this time for public service, for a series of reports on sex offender notification programs in Washington state and their impact on neighborhoods and offenders. The series ran as lawmakers were debating Megan's Law.

In 1990, while with the *Trenton Times* state house bureau, Hooker was awarded the top prize for investigative reporting by the New Jersey Chapter of the Society of Professional Journalists. The society recognized his exposure of and subsequent reporting on millions of dollars in unauthorized spending by a New Jersey state official. His reports led to a new state law strengthening penalties for such actions.

Feather Houstoun

President, William Penn Foundation; former State Treasurer for Governor Thomas Kean

Feather Houstoun is responsible for the strategic direction of the William Penn Foundation's grantmaking, as well as its external affairs, finances, and administration. Houstoun previously served on the foundation's board of directors, as part of the team overseeing funding related to the environment and community development. She became president in 2005.

Perhaps best known for her distinguished career in the public sector, Houstoun has worked at every level of government, serving as Pennsylvania's secretary of public welfare during Governor Tom Ridge's administration, treasurer of the State of New Jersey under Governor Tom Kean, chief financial officer of the Southeastern Pennsylvania Transportation Authority, and in a number of senior positions with the U.S. Department of Housing and Urban Development.

Houstoun has had a diverse range of experiences related to the foundation's work, including the development of the State Planning Commission in New Jersey, helping to launch the New Jersey Performing Arts

Center in Newark, and service on the boards of Philadelphia's Center City District, the New Jersey State Aquarium, the New Jersey Network, and the housing finance agencies of both Pennsylvania and New Jersey. She is an elected fellow of the National Academy of Public Administration. Houstoun has published articles on growth management, gubernatorial leadership, housing, and linkages between business districts and transportation. She is a regular columnist for *Management Insights*, a joint publication of *Governing Magazine* and the Ash Center for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government.

Prior to joining the foundation, Houstoun was an executive with AmeriChoice, a United-Health Group company serving Medicaid clients in 13 states, and was a senior visiting scholar at the University of Pennsylvania teaching and conducting research on public management issues.

Peter Kasabach

Executive Director,
New Jersey Future

Peter Kasabach is the executive director of New Jersey Future, a nonprofit, nonpartisan statewide research, policy, and education organization that advocates for better land-use practices resulting in environmental protection, community redevelopment, center-based growth, and transportation choice.

Kasabach has been actively engaged in the areas of housing, planning, and community development for the past 18 years. Before coming to New Jersey Future in 2007, he was chief of policy and community development

for the New Jersey Housing and Mortgage Finance Agency (HMFA), where he developed a comprehensive state housing policy and guided the agency's investments and programs. Prior to joining the HMFA, he was vice president of planning and development for Isles, a private nonprofit community development organization in Trenton with a core mission of sustainable development.

Kasabach has been active in many community revitalization efforts on topics including the visual arts, historic preservation, public education, and green building. He is an advocate for walkable, urban living. He is a licensed New Jersey professional planner and holds a B.S. in economics from the Wharton School of the University of Pennsylvania.

Richard F. Keevey

Director, Policy Research
Institute for the Region; Lecturer,
Public and International Affairs,
Woodrow Wilson School,
Princeton University

Richard Keevey is the director of the Policy Research Institute for the Region in the Woodrow Wilson School at Princeton University and is a member of the faculty.

Keevey was appointed by the president of the United States and confirmed by the U.S. Senate as the chief financial officer for the U.S. Department of Housing and Urban Development. He also was appointed as the deputy undersecretary of defense for financial management and the director of the Defense Finance and Accounting Service, where he was the CEO of the world's largest finance organization.

At the state government level, he held appointments by two governors as the state budget director and state comptroller for New Jersey. In the private sector, Keevey worked for Arthur Andersen as the director of their budget and finance practice and for Unisys Corporation as director of core administration programs.

Keevey is active in his community. He was the president of his local school board for nine years and a board member of his local community hospital, and is presently a board member of the Center for Health Care Strategies, Inc., and the Mercer Alliance to End Homelessness. He also served as an artillery officer in the U.S. Army in Western Europe.

Keevey was twice awarded the Department of Defense Medal for Distinguished Service as well as the Defense Medal for Outstanding Service from the Secretary of Defense. He is a fellow of National Academy of Public Administration, Leadership New Jersey, MIT Program on Foreign Policy, and the Council for Excellence in Government.

Keevey received his undergraduate degree from La Salle College and a graduate degree from the Wharton School of the University of Pennsylvania.

Jack Lettiere

President, Jack Lettiere Consulting, LLC; former Commissioner, New Jersey Department of Transportation

Jack Lettiere Consulting, LLC, provides diverse management and transportation strategic solutions. After 30 years with the New Jersey transportation department in various

executive positions, Lettiere served as the commissioner from 2002 through 2006.

He was chairman of the board of New Jersey Transit and the Transportation Trust Fund Authority. He also served on the state's toll road boards (New Jersey Turnpike Authority, Garden State Parkway Authority, and South Jersey Transportation Authority) and the Motor Vehicle Commission.

Lettiere is a past president (2005) of the American Association of State Highway and Transportation Officials. He was the 2006 recipient of the Thomas H. MacDonald Memorial Award, the highest award made by the American Association of State Highway and Transportation officials.

The American Society of Highway Engineers (ASHE) named Lettiere the 2007 Person of the Year in recognition of accomplishments during his career at the New Jersey Department of Transportation and as commissioner of transportation. Lettiere graduated from General Motors Institute of Technology with a B.S. in industrial engineering and received an M.B.A. from Rider University.

Deborah Mans

Baykeeper and Executive Director, NY/NJ Baykeeper; former Smart Growth Ombudsperson, Policy Adviser, and Governor's Representative to the State Planning Commission, Office of Governor Jon Corzine

Debbie Mans is the baykeeper and executive director of NY/NJ Baykeeper, a conservation and advocacy organization dedicated to

protecting, preserving, and restoring the Hudson-Raritan Estuary. Prior to joining Baykeeper, Mans was the environmental and energy policy adviser for Governor Jon Corzine. She was also appointed by Corzine to the New Jersey State Planning Commission and as the smart growth ombudsperson.

Prior to working for the governor, Mans was the policy director at Baykeeper, a position she held from 2002 through 2006. She is on the board of New Jersey Future. Mans is a graduate of the University of Michigan and holds a J.D. from Vermont Law School.

Joseph J. Maraziti Jr.

Partner, Maraziti, Falcon & Healey, LLP; former Chair, State Planning Commission

Joseph Maraziti is a partner in the law firm of Maraziti, Falcon & Healey, LLP, located in Short Hills, New Jersey. He represents both public and private sector clients in regulatory, transactional, and litigation matters having local and national significance. With more than 30 years of experience in legal issues related to the environment, he is an active leader and driving force in the redevelopment arena.

Maraziti served from 1998 to 2002 as chairman of the New Jersey State Planning Commission, which adopted the State Development and Redevelopment Plan in 2001. In this role, he worked with the governor's cabinet and local communities to ensure that development and redevelopment in the state enhances the quality of life.

Maraziti has served in leadership positions in numerous professional and civic organizations

focusing on environmental issues. He is on the board of trustees of New Jersey Future and is a member of the board of directors of the Regional Plan Association, the board of directors of the Regional Planning Partnership, and on the advisory board at the Alan M. Voorhees Transportation Center.

Maraziti has served on the New Jersey Supreme Court Committee on Environmental Litigation, was the founding chair of the Morris County Bar Association Environmental Committee, and is an associate of the Environmental Law Institute. He has also been selected for inclusion in the 2007 edition of "Super Lawyers" of New Jersey.

Carleton Montgomery

Executive Director, Pinelands Preservation Alliance

Carleton Montgomery became the second executive director of the Pinelands Preservation Alliance in 1998. An attorney by training, he practiced law at Fried, Frank, Harris, Shriver & Jacobson in its Washington, D.C., office for nearly 12 years, the last four years as a partner in the firm's litigation practice.

Seeking a change to work for the environment, Montgomery was fortunate to persuade the trustees of the alliance that a corporate lawyer can be a committed environmental advocate and activist. In 11 years at the alliance, Montgomery has worked with his colleagues to strengthen both its advocacy and education initiatives, with the goal of ensuring the New Jersey Pine Barrens ecosystem will survive, and its regional conservation and sustainable development will succeed, in the nation's most crowded state.

Montgomery has a B.A. from Harvard University and an M. Phil. from University College London, both in philosophy, and a J.D. from Harvard Law School. He also serves on the boards of the Woodford Cedar Run Wildlife Refuge, the Coalition for Affordable Housing and the Environment, and New Jersey Future.

Ingrid W. Reed

Policy Analyst and Director, New Jersey Project, Eagleton Institute of Politics, Rutgers University

Ingrid Reed directs the New Jersey Project, an initiative designed to reinforce and expand the contributions of Rutgers University's Eagleton Institute of Politics to the governance and politics of its home state. Among its initiatives are programs on campaign, election, and ethics reform; governance issues; and initiatives to promote information for citizen participation. Reed has directed studies on television and press coverage of New Jersey election campaigns, campaign finance, election administration, ethics reform, and issues in voter participation.

In her public service activities, Reed has a wide range of experiences in state politics and planning, governance, and community affairs, including the New Jersey planning committee for implementing the federal Help America Vote Act; chair of the Capital City (Trenton) Redevelopment Corporation; founder and board chair of New Jersey Future; and a trustee of the Community Foundation of New Jersey.

Reed is frequently interviewed for analysis of New Jersey politics by state, national, and international media and has written op-ed columns for major New Jersey newspapers.

Before joining the Eagleton Institute in 1996, Reed was vice president for public affairs and corporate secretary of Rockefeller University in New York City, and served as assistant dean of Princeton University's Woodrow Wilson School of Public and International Affairs, where she also directed the Rockefeller Public Service Awards program.

Peter Reinhart

Senior Vice President and General Counsel, Hovnanian Enterprises, Inc.

Peter Reinhart has been with Hovnanian Enterprises since 1978. He was a member of the New Jersey Council on Affordable Housing and the New Jersey Site Improvement Advisory Board from 1993 to 2004. He is a past president of both the New Jersey Shore Builders Association and the New Jersey Builders Association.

During his 31 years with Hovnanian, Reinhart has been involved in the planning and development of tens of thousands of homes in New Jersey and 17 other states. He has been a leading spokesperson for Hovnanian and the building industry in public policy issues of land use, housing, and development. He currently serves as a board member for New Jersey Future.

Reinhart has been an instructor at the Monmouth University Kislak Real Estate Institute on the topic of regulation and development for over 12 years. He has also moderated the Siegel Lecture at Monmouth on the topic of redevelopment, and also teaches a class in lease negotiations.

Reinhart has written articles for several trade publications including *Housing New Jersey*, *Dimensions*, *Tri-State Real Estate Journal*, and *New Jersey Lawyer*. He has lectured for the Institute of Continuing Legal Education, New Jersey Appraisers, Community Associations Institute, New Jersey Builders Association, National Association of Home Builders, New Jersey League of Municipalities, Rutgers University, Rutgers School of Law–Camden, and the Woodrow Wilson School at Princeton University.

A resident of Oceanport, Monmouth County, Reinhart is very active in community service. He currently serves as chairman of the board of trustees for Meridian Hospitals Corporation and a trustee of the Community Foundation of New Jersey. He is also the chairman of the KaBoom! Fireworks on the Navesink, Inc., organization, the largest fireworks display in the state of New Jersey. He is the past chairman of the Jersey Shore Partnership, the Bayshore Community Hospital Board of Trustees, the Monmouth Council Boy Scouts of America, and the Greater Red Bank Jaycees, among others. He has also served as the chairman of the Monmouth County American Heart Association annual Heart Walk and received their 2005 Leadership Award for Community Service.

Reinhart is a graduate of Franklin and Marshall College and Rutgers School of Law–Camden, where he graduated with honors.

Eileen Swan

Executive Director, New Jersey Highlands Council; former Executive Director, Office of Smart Growth

An original Highlands task force member and council member, Eileen Swan has served as executive director of the New Jersey Highlands Council since 2007. She previously served as the state's director of the Office of Smart Growth, which is responsible for the State Development and Redevelopment Plan under the authority of the State Planning Commission.

Among her many roles in government, Swan served as Lebanon Township committee-woman from 1999 to 2004, and was the township's mayor in 2000 and 2004. She was also a member of the Lebanon Township planning board and the League of Municipalities Environmental and Land Use Legislative Committee. In addition, she served on the board of directors for the New Jersey Environmental Infrastructure Trust for six years, including service as its treasurer.

A recognized leader in land preservation, Swan was tapped by Governor Jon Corzine's transition team to co-chair his environmental policy team. Her background includes serving as the liaison to the Hunterdon County Agriculture Development Board, where she was responsible for all aspects of farmland acquisition in Lebanon Township, and as the open space coordinator for the township. She also worked for the New Jersey Conservation Foundation, managing programs to help coordinate the open space and farmland preservation efforts of private groups and government agencies.

Swan is the recipient of numerous accolades including the 2007 Woman of Achievement Award from the Women's Political Caucus of New Jersey, 2006 New Jersey Women of Achievement Award from the New Jersey State Federation of Women's Clubs and Douglass College, 2005 New Jersey DEP Award for Government Leadership in Land Preservation, and 2003 New Jersey Planning Officials Award for Leadership in Land Conservation.

Timothy J. Touhey

Chief Executive Officer/Executive Vice President, New Jersey Builders Association; former Chair, State Planning Commission

Timothy Touhey directs the statewide activities of the New Jersey Builders Association (NJBA) relating to public policies affecting the building industry, as well as its member education and communication programs. Before he joined the NJBA, Touhey served as the director of the New York and New Jersey Community Business Centers for Fannie Mae. Touhey established partnerships with lenders, private sector firms, not-for-profit organizations, and government officials to help solve local housing problems and expand homeownership opportunities for the underserved. During his tenure he managed a \$36 billion New Jersey investment plan to increase homeownership and affordable rental units.

Previously, Touhey served as the executive director of the state Housing and Mortgage Finance Agency and as the vice chair of the Council on Affordable Housing. He has served as the chairperson of the New Jersey State Planning Commission, co-chair of Homes for

New Jersey, and on Governor Richard Codey's Mental Health Task Force.

Touhey holds a B.S. in political science/criminal justice from Mount Mercy College and a master's in social work policy/administration from the Rutgers School of Social Work.

Jim Waltman

Executive Director, Stony Brook-Millstone Watershed Association

The Stony Brook-Millstone Watershed Association is a nonprofit, membership-supported conservation organization dedicated to protecting clean water and the environment in central New Jersey. Before assuming the position of executive director in 2005, Jim Waltman was director of wildlife programs for the Wilderness Society in Washington, D.C., for 10 years, representing the society on issues relating to endangered species, wildlife refuges, Alaska public lands, and other wildlife matters. He also spent five years as a wildlife specialist at the National Audubon Society.

Waltman is a member of the State Agriculture Development Committee, which is in charge of the state's farmland preservation program.

Waltman graduated from Princeton University with honors in biology in 1986, and he received a master's in environmental studies from Yale University in 1989.

Louise Wilson

Committeewoman and Mayor, Montgomery Township; Member, State Planning Commission

Louise Wilson is a committeewoman and mayor of Montgomery Township, a historically agricultural area in Somerset County that rapidly evolved as a “wealth belt” community known for its excellent schools and natural beauty. Montgomery has grown from 9,600 residents in 1990 to approximately 23,000 today. Wilson was appointed to the township committee in 2001 and elected to her first full three-year term the following November.

Prior to taking office, Wilson was a researcher and consultant in communications and public policy, her primary interests being land-use policy, natural resources and agriculture, and higher education. Wilson has served as director of communications and public affairs at Rutgers Cook College and the New Jersey Agricultural Experiment Station, and held various positions at the New Jersey Department of Higher Education, including public

information officer and confidential assistant to the chancellor.

As an elected official, Wilson's priorities have been the acquisition, cleanup, and re-use of the former North Princeton Developmental Center (now Skillman Village); traffic and transit challenges along the Route 206 corridor; controlling costs through regional and shared services; and proactive community-based planning to build consensus, effect sustainable land-use patterns, and foster a sense of place. She has focused also on environmental and water quality protections, open space preservation, and municipal “good government” reforms; Montgomery was one of the first municipalities in New Jersey to adopt an ordinance prohibiting “pay to play.”

Wilson is second vice president of the New Jersey League of Municipalities and president of the League's Educational Foundation. She serves on the New Jersey State Planning Commission and on the board of trustees of Somerset County United Way and the Municipal Land Use Center at the College of New Jersey.

A summary of a conference presented by the Policy Research Institute for the Region at the Woodrow Wilson School of Public and International Affairs, Princeton University.

The Policy Research Institute for the Region was established by Princeton University and the Woodrow Wilson School of Public and International Affairs to bring the resources of the University community to bear on solving the increasingly interdependent public policy challenges facing New Jersey, metropolitan New York, and southeastern Pennsylvania.

With a full-time staff augmented by project coordinators and guided by faculty associates and an advisory board, the institute reflects an understanding that the issues facing our region cut across not only state and municipal borders, but also across a range of traditional academic disciplines. Our mission is to bring together the University's greatest resources—its faculty and students, its research expertise, and commitment to public service—to find solutions across boundaries that improve the quality of civic life in our dynamic, multi-state region.

POLICY RESEARCH INSTITUTE FOR THE REGION

Corwin Hall, Princeton University

Princeton, NJ 08544

(609) 258-9065

<http://www.princeton.edu/prior>