

## 6 Strategic Vision and Vision Matrix

### 6.1 Strategic Vision

The Strategic Vision builds on the vision of the Urban Design Plan, which described the vision for Newton as *“a holistic vision of a place where the people of Newton want to live, work and feel connected to; a pedestrian friendly place, which can be translated into feasible development opportunities to provide the opportunity for urban living for a variety of households, with additional services and amenities for the entire community.”* This is the broad vision for the Town and remains a solid foundation for Town policies and decision-making.

The narrower Strategic Vision focuses on the heart of the Town as the key component to building a vibrant community. The Strategic Vision for Newton is that it is *“Sussex County’s downtown: a charming, unique place to live and visit that is compact, attractive and offers arts, entertainment, dining, shopping and activities for all ages.”* This more focused vision provides the basis for economic development and redevelopment within the downtown as the focal point for revitalizing the entire Town.

### 6.2 Strategic Vision Goals and Vision Implementation Matrix

The Marketing Plan findings and recommendations and the public process findings have been distilled into three comprehensive goals to guide the implementation of the Strategic Vision. Each goal has a series of results that should be achieved when implementing the goal. The goals are proposed to be implemented through the action steps outlined in the implementation matrix beneath each goal. The implementation matrixes include: action steps (what will be done); responsibilities (who will do it); timeline (a begin date and timeframe); resources (human and financial); and objectives (additional smaller steps needed to complete the larger step).

#### **Goal 1: Improve Condition of Buildings and Hardscape in the Downtown**

Results:

- Improve appearance of building exteriors and signage;
- Increase marketable retail space within the downtown;
- Improve condition and quality of residential units in the downtown;
- Connect residential space with retail space;
- Maintain hardscape improvements and improve where necessary; and
- Maintain landscaping, planters and reduce litter and garbage.

<b>Goal 1 Implementation Matrix: Improve Buildings and Hardscape</b>				
<b><u>Action Steps:</u></b> <i>What Will Be Done?</i>	<b><u>Responsibilities:</u></b> <i>Who Will Do It?</i>	<b><u>Timeline:</u></b> <i>Begin Date</i>  <i>Timeframe:</i> <i>Short-term</i> <i>Mid-term</i> <i>Long-term</i>	<b><u>Resources:</u></b> <i>A. Human Resources Needed</i> <i>B. Financial Resources Needed</i>	<b><u>Objectives:</u></b> <i>What additional steps are needed to achieve the action item</i>
<b>Step 1:</b> <b>Active Code Enforcement</b>	<b>Zoning Officer/ Town Prosecutor</b>	<b>Ongoing Long-term</b>	<b>A. Town Officials and Court</b>  <b>B. Budget one part-time; one full-time employee(s)</b>  <b>\$0 (already budgeted)</b>	<b>A. Prioritize worst offenders to address first</b>  <b>B. Create zero tolerance mentality</b>
<b>Step 2:</b> <b>Address overcrowding of residential units and single room occupancy hotels</b>	<b>Zoning Officer Town Attorney Town Prosecutor</b>	<b>Begin March 2013 Long-term</b>	<b>A. Town Officials, Professionals and Court</b>  <b>B. \$5,000-\$10,000</b>	<b>A. Create an ordinance to address overcrowding</b>  <b>B. Identify methods for addressing hotel stays via ordinance</b>
<b>Step 3:</b> <b>Increase maintenance of public areas including landscaping, parking areas and sidewalks</b>	<b>DPW Main Street Group GNCC</b>	<b>Short-term Town Responsibility Possible Long-term Responsibility of a Merchant Group or SID</b>	<b>A. DPW, Town Officials</b>  <b>B. Allocate funds to clean-up efforts/maintenance</b>  <b>\$0-10,000</b>	<b>A. Develop a task force to identify areas that need improvement</b>  <b>B. Determine how to clean-up private property in public view</b>

<b>Goal 1 Implementation Matrix: Improve Buildings and Hardscape</b>				
<b><u>Action Steps:</u></b> <i>What Will Be Done?</i>	<b><u>Responsibilities:</u></b> <i>Who Will Do It?</i>	<b><u>Timeline:</u></b> <i>Begin Date</i>  <i>Timeframe:</i> <i>Short-term</i> <i>Mid-term</i> <i>Long-term</i>	<b><u>Resources:</u></b> <i>A. Human Resources Needed</i> <i>B. Financial Resources Needed</i>	<b><u>Objectives:</u></b> <i>What additional steps are needed to achieve the action item</i>
<b>Step 4:</b>  Maintain improvements to actual hardscape such as sidewalks, lighting, benches, public signage, etc.	<b>DPW</b>  Town Engineer	<b>Long-Term</b>	<b>A. Town officials and professionals</b>  <b>B. Capital budget for items identified</b>  \$5,000-\$25,000 per year as determined by Town Engineer	<b>A. Establish annual review of hardscape and lighting in the downtown that needs improvement</b>  <b>B. Work with Town Engineer and DPW to prioritize improvement</b>  <b>C. Utilize Circulation Plan Element as a guide</b>
<b>Step 5:</b>  Investigate Area in Need of Redevelopment on Spring Street	<b>Town Council</b>  Town Planner Redevelopment Attorney	<b>Short-Term</b>	<b>A. Town officials and professionals</b>  <b>B. Budget for studies and plans</b>  \$100,000 for two studies and two plans	<b>A. Identify areas to be studied</b>  <b>B. Create plan and timeframe for investigating areas</b>

**Evidence of Success for Goal 1 – Building and Hardscape Condition:**

- ❖ *Reductions in numbers of building code and maintenance violations; increase number of buildings in compliance.*
- ❖ *Visual improvements to building exteriors.*
- ❖ *Decrease in number of vacant storefronts.*
- ❖ *Increase in market-rate residential units.*
- ❖ *Increase in building permits/zoning permits for improvements in downtown.*
- ❖ *Adoption of redevelopment studies and plans.*
- ❖ *Approval of redeveloper agreements for redevelopment areas.*
- ❖ *Increase in number of site plan/development applications in downtown.*

**Goal 2: Create a Vibrant Downtown**

Results:

- Increase foot traffic and activities in the downtown, i.e. number of shoppers, diners, etc.;
- Increase the variety of shopping, dining, arts and entertainment experiences in the downtown; and
- Develop an ongoing entity to coordinate and implement Strategic Vision in the downtown.

<b>Goal 2 Implementation Matrix: Create a Vibrant Downtown</b>				
<b>Action Steps:</b> <i>What Will Be Done?</i>	<b>Responsibilities:</b> <i>Who Will Do It?</i>	<b>Timeline:</b> <i>Begin Date</i> <i>Timeframe:</i> <i>Short-term</i> <i>Mid-term</i> <i>Long-term</i>	<b>Resources:</b> <i>A. Human Resources Needed</i> <i>B. Financial Resources Needed</i>	<b>Objectives:</b> <i>What additional steps are needed to achieve the action item</i>
<b>Step 1:</b> Study feasibility for a Business Improvement District	Economic Development Consultant	Spring 2013 Short-term	A. Hire economic development consultant to conduct study B. \$25,000	A. Identify existing groups to be included in study development
<b>Step 2:</b> Support Main Street Merchants and Greater Newton Chamber of Commerce	Town Council Economic Development Commission	Ongoing Long-term	A. Town Officials B. \$0 (Already Budgeted)	A. Increase activities in the downtown
<b>Step 3:</b> Implement Marketing Campaign for the Downtown	Marketing Consultant	Short-term Town Responsibility  Possible Long-term Responsibility of a Merchant Group or SID	A. Marketing Consultant; Town Officials B. \$25,000 to \$35,000	A. Develop campaign for public  B. Develop campaign to attract new businesses
<b>Step 4:</b> Identify public/private partnerships with hospital, college, county, corporations, arts and cultural groups etc.	Economic Development Commission Main Street Group /GNCC SID Arts and Cultural Groups	Short-term Town Responsibility  Possible Long-term Responsibility of a Merchant Group or SID	A. Town officials and professionals B. \$0 (Already Budgeted)	A. Establish a task force to work on creating public/private partnerships for econ. dev. and expanding arts/entertainment

**Evidence of Success for Goal 2 – Creating a Vibrant Downtown:**

- ❖ *Formation of a SID.*
- ❖ *Increase in the number of arts and entertainment events downtown.*
- ❖ *Increased pedestrian activity in the downtown.*
- ❖ *Decreased number of vacant commercial space.*
- ❖ *Increased interaction between large local businesses and organizations and downtown.*
- ❖ *Increased variety of restaurants, retail, arts and entertainment available in the downtown.*
- ❖ *Increased investment in existing commercial businesses in the downtown.*
- ❖ *Increase in building permits/zoning permits for improvements in downtown.*
- ❖ *Increase in number of site plan/development applications in downtown.*

**Goal 3: Improve Quality of Life in the Downtown**

Results:

- Increased perception of safety in the downtown; and
- Decrease criminal activities/loitering in the downtown.

<b>Goal 3 Implementation Matrix: Improve Quality of Life in the Downtown</b>				
<b><u>Action Steps:</u></b> <i>What Will Be Done?</i>	<b><u>Responsibilities:</u></b> <i>Who Will Do It?</i>	<b><u>Timeline:</u></b> <i>Begin Date</i> <i>Timeframe:</i> <i>Short-term</i> <i>Mid-term</i> <i>Long-term</i>	<b><u>Resources:</u></b> <i>A. Human Resources Needed</i> <i>B. Financial Resources Needed</i>	<b><u>Objectives:</u></b> <i>What additional steps are needed to achieve the action item</i>
<b>Step 1:</b> Increase Security /Police Presence in Downtown	Newton Police Private Security (paid for by SID)	2013 Long-term	A. Police Officers by Town B. Security officer's by SID (Police already budgeted) \$30,000-50,000	A. Increase frequency of walking community police officers/ security guards.
<b>Step 2:</b> Increase enforcement of quality of life issues, e.g. loitering, littering and "advertise" existing enforcement measures	Newton Police SID	2013 Long-term	A. Police Officers B. \$0 (Already Budgeted)	A. Develop approach and provide training on enforcement in downtown B. Install signage for existing security cameras downtown
<b>Step 3:</b> Continue enforcement of pedestrian/crosswalk laws	Newton Police	Ongoing Long-term	A. Police Officers B. \$0 (Already Budgeted)	A. Conduct sting operations
<b>Step 4:</b> Install speakers in downtown to play music for shoppers, holidays, parades	Town Council SID	Short-term Install Long-term Maintenance	A. Town Manager and DPW B. Paid for by Town and/or SID \$15,000-\$20,000	A. Establish hours of operation

**Evidence of Success for Goal 3 – Improve Quality of Life in the Downtown:**

- ❖ *Reduction in crime in the area.*
- ❖ *Increased pedestrian activity in the downtown.*
- ❖ *Increased perception of safety in the downtown.*

