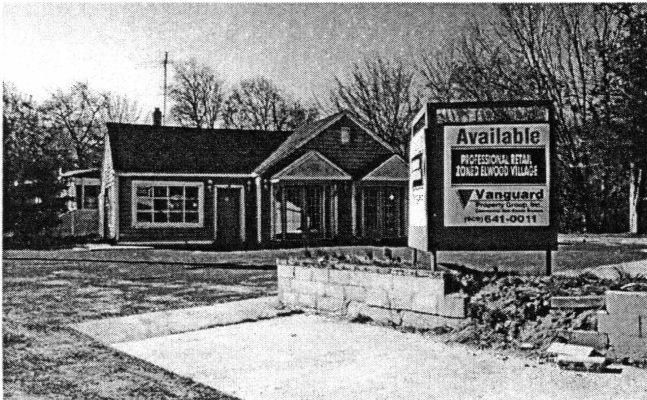
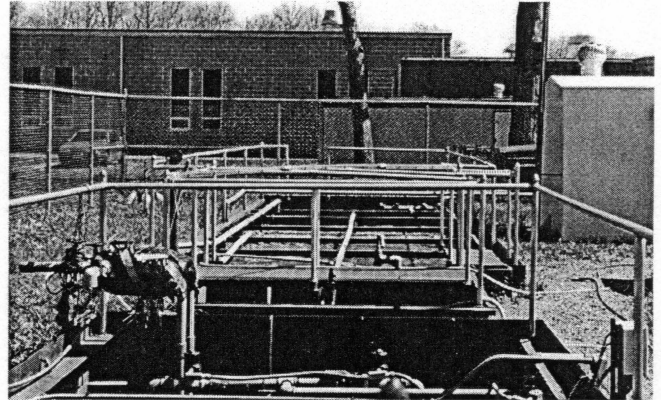


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# Pinelands Rural Economic Development Pilot Program



## MULLICA TOWNSHIP - ROUTE 30 CORRIDOR IMPLEMENTATION PROGRAM

Final Report

Whiteman & Taintor  
January 2000

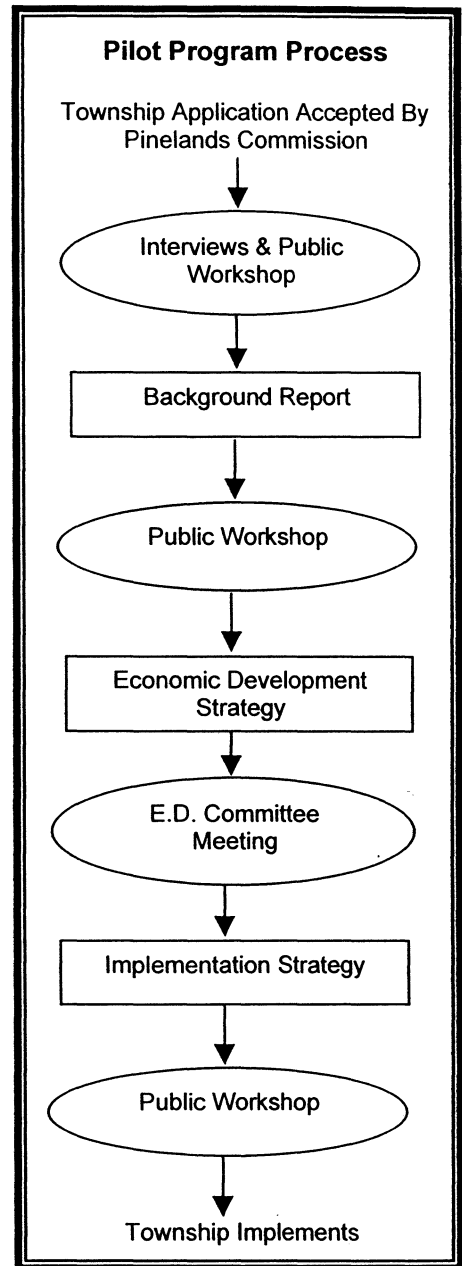
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# 1. Overview

This strategy is a companion piece to the Route 30 Economic Development Strategy that was prepared earlier this year (May 1999).<sup>1</sup> Both documents, as well as a Background Report, were prepared by Whiteman & Taintor as part of the Pinelands Rural Economic Development Pilot Program. The Pilot Program was authorized and funded by the New Jersey State Legislature in August 1997. The goal of the Pilot Program is to help rural Pinelands municipalities identify and plan for types of economic development that are compatible with requirements for land use throughout the Pinelands. The initial Background Report laid the foundation for the analyses that followed by presenting data on key indicators of regional and local socio-economic health such as tax rates, population, educational attainment, home prices, household income, occupational mix, and unemployment. Findings from the data were then used in conjunction with information gathered during community interviews and public meetings to establish directions for economic development strategies. The May 1999 Strategy provided a detailed examination of local resources, including land, infrastructure, and employment trends, to generate different development scenarios and associated recommendations. These recommendations were then presented to the community for comment. This implementation strategy provides detailed plans for the final recommendations, including necessary steps, responsibilities, timeframes, and resources. The strategy begins with an overall vision for the areas zoned for development along Route 30, followed by discussion of specific action items. A separate appendix contains suggestions for monitoring progress, tips on organization and community involvement, and resources for additional information.



Route 30 has three areas or “nodes” zoned for varying degrees of development, which contain a large amount of land – more land than the regional market will absorb for many years (Appendix A contains maps of the three potential development areas along Route 30). There are also many sensitive environmental sites in other locations along Route 30, and community sentiment appears to favor taking a gradual and careful approach to overall development. Therefore, it is a prudent and reasonable first step for the Township to focus on planning for different levels of development in different areas, with more intensive development envisioned for the area bordering

<sup>1</sup> Note: The strategies for the Mullica River Corridor are discussed in separate documents.

Hammonton. No one wants Route 30 to be overdeveloped, but most citizens see the need to at least attempt to improve the Township's tax base.

The implementation strategy presented here focuses on specific actions in each of the three development nodes, as well as overall actions needed to advance community-wide goals. The vision of Route 30 that follows is based on implementation of this strategy, and reflects community priorities as expressed during the course of the Pilot Program.

## **2. A Vision of Route 30 in Mullica Township**



If Route 30 changes in the ways designed by this strategy, what will the area look and feel like in the coming years?

- When people drive from Hammonton into Mullica, they will first encounter a well-designed and stable business area. Land that is now vacant will likely be developed and filled with a mixture of different businesses including small manufacturers, outlet stores serving both the local and regional markets, some warehousing, small office buildings, and tradesmen. Attractive and well-placed signage will indicate to visitors that they are entering a new and distinct place.
- Certain parcels may convert to specialty centers focusing on related goods and services. Examples include automobile-related sales and services (e.g., vehicles, parts, and detailing), clothing, footwear, or discount goods.
- In all cases, the buildings will be scaled to fit within the treed landscape and will have substantial amounts of landscaping in the fronts of the buildings. Parking lots will be placed to either the rear or side of the buildings, lighting will be sufficient for safety purposes but low key, and signage will be consistent with the general graphics standard defined by the Township.
- The Forest District that follows the Town District will be intact and will forever act as the border that keeps development contained within the Town District. The Forest District will also provide a forested buffer along Route 30 between the Town District and the Village of Elwood.
- Travelers will know they are entering Elwood from the attractive welcome signs at each end of the village. The landscape will also change as sidewalks, consistent commercial sign design, streetlights, and road edge landscaping send the message that drivers have arrived at a distinct place.
- While the density of development in the village will not be substantially greater than today, all buildings will be in use and good landscaping will make each building more appealing. Consumers will stroll between

some businesses rather than always getting back into their cars. The general design of the Village will encourage drivers to stop in the Village rather than just continuing to move through.

- Some visitors will stop at the small welcome kiosk at the Township offices and learn about the Mullica River Corridor and Elwood Village. Visitors may also be able to stop at new public facilities such as a farmers market or crafts cooperative. Little of this activity will create more traffic for Elwood Village residents. Overall, it will just make the landscape a little neater and make the traveling public more aware that Elwood is a place worth investigating.
- The appearance of the area bordering Egg Harbor City will be improved through development of new design standards. Investment interest and options will be generated as zoning revisions are considered.

### **3. Route 30 Implementation Strategy**

So what now? The implementation strategy detailed below is meant to move Mullica Township from the recommendations in the economic development strategy to the long-term vision described above. Specific action items are grouped according to the following categories: staff/organization, planning and zoning, infrastructure, marketing, targeted new uses, site-specific development, partnerships, and education/outreach. The discussion of each action item includes a description of necessary steps, identification of key people/organizations to be involved, an estimate of the time required for completion, and suggested resources to assist in the effort. Priorities are not assigned because all action items should be undertaken as resources permit. Instead, the suggested schedule provides an indication of immediacy and which items should be completed first. A matrix is provided at the end of the strategy that summarizes all of the action items by geographic area.

Before rushing to start off implementation, however, all participants – from Township officials to interested residents – should be aware of the factors that can thwart even the best of strategies. Perhaps the most critical factor for successful implementation is community involvement, especially in locations where distrust exists between pro-development and pro-conservation interests. While many of the action items detailed below are aimed at addressing certain aspects of community involvement, the overall strategy will not be successful unless Mullica Township makes a firm commitment at the outset to involving all members of the community in a productive, long-term process. This means going beyond the usual communication methods of public notices and announcements, and finding creative ways to reach out to residents, business owners, and other segments of the community such as senior citizens and students. Widespread community involvement not only promotes buy-in, which is essential for any actions that require expenditure of public funds and resources, but it also guarantees a flow of new ideas and energy that is needed to guard against the burn-out that results when too few people take on too much work. For these reasons, expanding and strengthening community involvement should be an ongoing, top priority for the Township.

#### Other challenges include:

- Insufficient time – Economic development typically occurs in numerous small, incremental events; large changes are the exception.
- Lack of community leadership – Leaders must have the appropriate knowledge, skills, and time.
- Conflicts among local groups – The community must be able to deal with differences of opinion and recognize factions that exist.
- Lack of local government capacity – A potentially significant problem if local government representatives are not actively involved in implementation, are unsure of how to move forward, or fear political repercussions.
- Exhaustion – Participants are tired or bored with efforts to date or commitments to other projects; lack of delegation adds to the problem.
- Lack of funding – Even if all other elements come together, at some point, additional funds will be needed.
- Fear – Most often cited is fear of failure, but fear of success can also occur when leaders do not want to address the new problems and issues that may result.

This list was compiled from the following sources: 1) *Community Visioning/Strategic Planning Programs: State of the Art*, Illinois Institute of Rural Affairs; 2) Flora, Cornelia Butler, *Rural EZ/EC Champion Communities: What Happened After Application?*, North Central Regional Center for Rural Development, 1998; 3) Phillips, Phillip D., *Economic Development for Small Communities and Rural Areas*, Office of Continuing Education and Public Service, University of Illinois at Urbana-Champaign, 1990.

Simply being aware of these problems does not guarantee that they will not occur. Leaders of the implementation effort should periodically revisit this list to see if any corrective actions or reassurances are needed (and not consider the strategy a failure if and when problems do arise). The need to monitor and revise the strategy is discussed in more detail in Appendix A; the implementation strategy begins below.

### A. Staff/Organization



#### Action Item A.1 – Designate Leadership

**Rationale:** One strong leader or a core group of individuals is needed to manage overall activity (including any revisions to this implementation strategy), designate leads for each action item (typically from among the individuals and organizations identified in the descriptions below), and monitor progress. While a single leader facilitates coordination and accountability, a focused committee may be preferable if no individual has sufficient time or qualifications. Other considerations in designating leadership include tapping individuals with positive reputations, an ability to “get things done”, and knowledge of useful networks and resources (especially to identify opportunities to spin off projects to existing organizations).<sup>2</sup> If a committee is used, the group must be small enough in size to reach consensus efficiently, but large enough to ensure community representation and share responsibility. Designating leadership is purely a management tool and in no way diminishes the need for widespread community involvement as noted above.

<sup>2</sup> From Wade, Jerry, *Building Communities from the Grassroots – Community Development Academy*, University of Missouri Extension Service, 1998.

*Summary of Necessary Steps:*

1. Township Committee decides on whether a single leader or a steering committee should be designated. If a single leader is selected, the Township Committee makes the appointment (e.g., a member of the municipal staff or a local official). If a steering committee is created, the Township Committee specifies an appropriate number (e.g., 6) and mix of individuals (e.g., two representatives from the Economic Development Committee, one representative from the Environmental Committee, one representative from the municipal office, and two at-large positions). Appendix C contains suggestions for establishing a Steering Committee that was developed by the University of Missouri Extension Service and provides a good starting point. The designation of leadership is adopted by ordinance.
2. If a steering committee is created, the Township Committee requests names of appointees from their respective organizations and issues community-wide solicitation for at-large positions, including "backup" members if desired. The Township Committee may want to consider use of a brief application form to ensure that members are representative of the community and have complementary knowledge and skills. The Township Committee then selects at-large candidates.

**Plan for Extra Help**  
Whether one leader is selected or a steering committee is established, make sure progress will continue despite other commitments, changes in staff, etc. Effective leaders actively seek help when needed to move forward, are able to delegate work, and rely on "backup" leaders if necessary to share knowledge and effort.  
From: *Community Visioning/ Strategic Planning Programs: State of the Art*, Illinois Institute of Rural Affairs.

*Who Needs to be Involved:* Township Committee, Mayor, representatives of various Township committees

*Resources to Support Action Item:* No special resources are required to implement this action item.

*Schedule:* To be completed by the end of February 2000<sup>3</sup>.

Action Item A.2 – Establish Economic Development Ombudsmen

*Rationale:* One early finding from the Pilot Program was the perception among some residents and business owners that the Township is not receptive to new development. Designating an ombudsmen to assist persons interested in developing appropriate, pre-selected sites while steering them away from inappropriate sites will address this concern and enable the Township to be more informed on projects from the outset. Similar to Action Item A.1,

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<sup>3</sup> For this and other action items, it is assumed that the Pilot Program will conclude in December 1999.

consideration should be given to designating a “backup” ombudsmen to share the knowledge and effort.

*Summary of Necessary Steps:*

1. Municipal clerk and/or Township Committee designates one municipal staff person to serve as the ombudsmen for projects in pre-selected areas (see Action Item F.1). If possible, the clerk designates another staff person to serve as backup.
2. Ombudsmen becomes familiar with Township requirements for development and establishes contacts at regional regulatory and development agencies (e.g., the Pinelands Commission, Atlantic County Economic Development Corporation 2000, and the South Jersey Economic Development District).
3. Ombudsmen works with potential developers.

*Who Needs to be Involved:* Municipal clerk, Township Committee, designated ombudsmen (if different from clerk) and backup, representatives of the Pinelands Commission, Atlantic County Economic Development Corporation 2000, and South Jersey Economic Development District.

*Resources to Support Actions:*

1. Financial resources are limited for non-site-specific projects, but the Township should explore the possibility of obtaining funding and/or technical assistance with Atlantic County Economic Development Corporation 2000, which works with local agencies on financial packages for business recruitment and retention. The organization markets itself to businesses as the “one-stop shopping” source for assistance in establishing businesses in Atlantic County, including loans and permitting. Contact: Timothy Behr, Executive Director, Atlantic County Economic Development Corporation 2000, 5100 Black Horse Pike, Mays Landing, 08330; ph (609) 343-4984.
2. Another key resource is the South Jersey Economic Development District (SJEDD), which provides information on federal Economic Development Authority (EDA) assistance and other potential sources for funding. Contact: Gordon Dahl, Executive Director, South Jersey Economic Development District, 18 North East Avenue, Vineland, NJ 08360; ph (609) 794-8497.
3. Once established, the ombudsmen should take advantage of non-financial resources such as workshops and seminars sponsored by Downtown New Jersey (Box 824, Summit, NJ, 07902; ph (908) 218-7778).

*Schedule:* To be completed by April 2000.



### Action Item A.3 – Support Creation of Economic Development Circuit Rider

*Rationale:* Small communities working on their own typically do not have the resources to promote themselves to businesses and also miss out on synergistic opportunities with neighboring communities (for example, a growing trend in grant funding favors multi-jurisdictional efforts). In addition, while a few regional economic development organizations exist, a detailed understanding of Pinelands requirements is needed to direct appropriate projects to suitable locations. Absent such understanding, existing economic development contacts are likely to recommend “easy” (i.e., non-Pinelands) sites. Having a dedicated specialist to work with all Pinelands communities to identify opportunities and resources would benefit economic development throughout the region. The “circuit” concept would include set “office hours” in each community.

#### *Summary of Necessary Steps:*

1. Township Committee adopts resolution in favor of creating such a position.
2. Mayor proposes topic for discussion at regularly scheduled meeting of the Pinelands Municipal Council. Discussion should cover appropriate administrative location for a circuit rider such as the South Jersey Economic Development District (the District does not cover Burlington County, however), the New Jersey Economic Development Authority, the New Jersey Office of Sustainability, and the Pinelands Commission.
3. Pinelands Municipal Council adopts resolution in favor of creating a circuit rider position, and petitions State legislators and administrative organization for funding.

*Who Needs to be Involved:* Township Committee, mayor, Pinelands Municipal Council, other Pilot Program communities (to adopt their own supportive resolutions), and administrative agency.

*Resources to Support Action Item:* See discussion for Action Item A.2. Also, depending on where the position is located administratively, potential funding sources include:

1. The U.S. Environmental Protection Agency’s Sustainable Development Challenge Grant Program (applications accepted annually in early fall). Contact: Marcia Seidner, ph (212) 637-3590.
2. The Schumann Fund for New Jersey, which supports environmental protection projects that incorporate sustainable economic growth and coordinated land use planning. Contact: ph (973) 509-9883.

*Schedule:* To be presented to the Pinelands Municipal Council by June 2000.

## Action Item A.4 – Increase Interaction/Understanding Between Interests

*Rationale:* During the course of the Pilot Program, the positions put forth by representatives of the environmental and economic development communities tended to be polarized. If not addressed, this opposition will be counterproductive to finding areas of common understanding and consensus, and ultimately undermine successful implementation. In addition, economic and environmental issues are two critical components that must be addressed concurrently in order for sustainable development to proceed (the third is consideration of social issues).

### *Summary of Necessary Steps:*

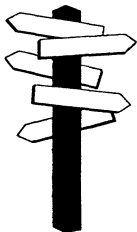
1. Schedule a joint meeting of the Economic Development and Environmental Committees to review the strategies developed under the Pilot Program and provide feedback to the implementation strategy leadership. The meeting should be facilitated by an informed, outside party to ensure productive discussion (Pinelands Commission staff members can serve as the facilitator). Continue to hold joint meetings once or twice a year to discuss the implementation strategy and other items of common interest.
2. Make representatives from each of the committees available to assist implementation strategy leadership (see Action Item A.1).
3. Assign representatives from each committee to attend regularly scheduled meetings of the other committee.

*Who Needs to be Involved:* The Township's Economic Development and Environmental Committees, Pinelands Commission.

*Resources to Support Action Item:* No special resources are required to implement this action item (although the committees may ultimately decide to pursue grants for additional sustainable development activities).

*Schedule:* The initial joint meeting should be held by March 2000; other meetings to be held as regularly scheduled.

## **B. Planning and Zoning**



### Action Item B.1 – Develop Design Standards for Route 30

*Rationale:* As new development proceeds along Route 30, the Township's long-term objective of building a more stable tax base will be damaged if the development that occurs is not of high quality and well-designed. In addition, community

support for development efforts will evaporate. This does not imply that Mullica Township should only target high tech firms such as those found in Silicon Valley as those types of companies are not appropriate. Nonetheless, Mullica Township will be in a much stronger position for sound economic development if it sets a standard for good building design, landscaping, signage, and a general respect for the streetscape along Route 30.

*Summary of Necessary Steps:*

1. Coordinate with Planning Board to obtain and review examples of good design for highway corridors (contact the Office of State Planning and the Pinelands Commission). The models should cover consistency of setbacks, road edge landscaping, minimizing curb cuts, placement and design of parking lots, signage size and design, general design issues for buildings, and standards for compatibility with sensitive environmental areas.
2. Draft ordinance and provide to Economic Development and Environmental Committees for review (in addition to required public notice).
3. Adopt ordinance.

*Who Needs to be Involved:* Planning Board, Economic Development and Environmental Committees, Office of State Planning, Pinelands Commission, Township planner

*Resources to Support Action Item:*

1. In addition to contacting the Office of State Planning (609/292-7156) and the New Jersey Pinelands Commission, the American Planning Association (202/872-0611; [www.planning.org](http://www.planning.org)) can provide guidance documents or technical assistance, frequently for a fee.
2. Funding might be available from *Rural Business Opportunity Grants*, which provide funding to nonprofits and public bodies for community planning, technical assistance, and training for business development and improving economic conditions in rural areas. The program is designed to promote sustainable economic development in rural communities with exceptional needs, and will pay for professional services for planning functions, such as creating high quality site plans and landscaping guidelines for new development along Route 30. Contact: Rural Business-Cooperative Services, Specialty Lenders Division, 1400 Independence Ave, SW, Stop 1521, Washington, DC 20250-1521, ph (202) 720-1400.
3. To construct publicly funded design projects, see Action Item C.5, below.

*Schedule:* Draft ordinance by September 2000; adopt final ordinance by December 2000.

## Action Item B.2 – Examine Zoning and Infrastructure Near Egg Harbor City

*Rationale:* The prospects for investment at the Egg Harbor City end of Route 30 currently seem less immediate and feasible than those for the western, Hammonton end (with the exception of the car wash, which can only expand with access to wastewater treatment). This can all change, however, with the interest of one sizable firm. More intensive development will require a rezoning and change of Pinelands management areas to accommodate limited extension of sewers from Egg Harbor City. Mullica Township should be prepared to work with Egg Harbor City and property owners if the market expresses interest in the eastern end of Route 30.

### *Summary of Necessary Steps:*

1. Become familiar with redevelopment plans for Route 30 gateway in Egg Harbor City and initiate discussion on sewer extension.
2. Meet with Pinelands Commission to identify rezoning options.
3. Work with Zoning Board and municipal planner to arrange for a public meeting to explain options and the proposed feasibility study (see Action Item C.3 below). Be sure to invite all potentially affected property owners as well as representatives from Egg Harbor City.
4. If sufficient interest is expressed at the public meeting, draft ordinance for rezoning/Pinelands management area change (this will require a downzoning at another location in the Township).
5. If public comments are favorable and Pinelands Commission approves, adopt final ordinance.

*Who Needs to be Involved:* Zoning Board, municipal planner, Egg Harbor City (contact Edward Dennis, Council President, ph (609) 965-0081), Pinelands Commission

*Resources to Support Action Item:* No special resources are required to implement this action item (although the Township may eventually pursue grants for sewer extension, per Action Item C.4 below).

*Schedule:* Hold meeting by June 2000; adopt ordinance (if desired) by December 2000.

## Action Item B.3 – Examine Rezoning for Elwood Village

*Rationale:* While Elwood Village was rezoned earlier in this decade, the rezoning did not encompass the abandoned motor lodge building at the eastern edge of the Village. Including the motor lodge within the Village boundaries would permit the use of a small-scale

wastewater treatment system, which in turn, would allow the motor lodge to be operated at the scale originally envisioned.

*Summary of Necessary Steps:*

1. Meet with Pinelands Commission to identify rezoning options.
2. Work with Zoning Board and municipal planner to arrange for a public meeting to explain the rezoning and proposed redevelopment.
3. If sufficient interest is expressed at the public meeting, draft ordinance for rezoning/Pinelands management area change.
4. If public comments are favorable and Pinelands Commission approves, adopt final ordinance.

*Who Needs to be Involved:* Zoning Board, municipal planner, Pinelands Commission

*Resources to Support Action Item:* No special resources are required to implement this action item (although the motor lodge owner may eventually pursue funding for redevelopment).

*Schedule:* Hold meeting by September 2000; adopt ordinance (if desired) by March 2001.

Action Item B.4 - Consider Forming Business Improvement District

*Rationale:* Along with the federal, state, and municipal funds needed for implementation, private-sector funds will be needed to provide matches for grants and to fund activities for which grant funds cannot be obtained. Financial contributions from the private sector are also an important way for the business community to demonstrate their commitment to the implementation strategy.

A good tool for generating additional funds is the creation of a Business Improvement District (BID). BIDs are special, short-term, add-on property taxation districts that are formed to serve specific business districts through the agreement of affected business owners. The collected taxes are then spent on capital facility and other spending programs defined by BID members and the local government. The funds can only be spent within the BID. Types of projects that can be funded by BIDs include redevelopment of specific sites and infrastructure.

*Summary of Necessary Steps:*

1. Compile background information on the purpose and use of BIDs. Define needs and opportunities within the Township.
2. Meet with local business owners to explain the concept and discuss options.

3. If there is sufficient interest, work with the New Jersey Department of Commerce to establish a BID.

*Who Needs to be Involved:* Mayor, Township Committee, Economic Development Committee, local property owners, New Jersey Economic Development Authority

*Resources to Support Action Item:*

1. Contact the New Jersey Pinelands Commission and the American Planning Association for background information on BIDs (including the related concept of tax increment financing). Contact: Planning Office, Pinelands Commission, ph (609)894-7300; American Planning Association, Planners Book Service, ph (312) 786-6344, or visit their web site at [www.planning.org](http://www.planning.org).
2. Contact the New Jersey Economic Development Authority for technical assistance/support. Contact: Adam Mukerji, Director, Commercial Lending Division, NJ EDA, P.O. Box 990, Trenton, NJ, 08625-0990; ph (609) 292-0187.

*Schedule:* Compile background information and meet with local property owners by August 2000; continue effort if sufficient interest.



## **C. Infrastructure**

### **Action Item C.1 – Perform Feasibility Study for Hammonton Sewer Extension**

*Rationale:* A preliminary feasibility and engineering study must be conducted before any other work can proceed, including pursuit of funding. The study will produce a conceptual design and preliminary cost estimate. Two key issues must be addressed in order for the Township to complete the study: Hammonton's willingness to extend the sewer line and how the study will be financed. Preliminary discussions with Hammonton indicate that local support among municipal officials is divided, with the mayor opposed to the extension and the chair of the economic development committee in favor. In order to pursue the extension, Mullica Township must convince Hammonton that the extension is in the best interests of both municipalities and will not impair Hammonton's ability to accommodate future growth. Involving Hammonton in plans for the feasibility study will help ensure that their concerns are addressed.

Financing is an issue because few grant programs will provide up-front funding for planning studies and the Township Committee voted against fully funding the study in the upcoming fiscal year. One alternative is for the affected property owners to donate funds in addition to a contribution from the Township. A general estimate for the study is \$25,000, with individual property owners investing

between \$1000 to \$2000 each. The Township must take care to adequately explain the benefits of funding the study – namely increased land values – in order to secure the needed funds. The Township is also encouraged to pursue the other potential funding sources listed below, which may require covering upfront costs until construction is completed. Lack of immediate funds, however, should not deter the Township from reaching consensus on the need for the study and investigating options to enable it to proceed.

*Summary of Necessary Steps:*

1. Obtain endorsement from the Township Committee on the need for the study and authorization to pursue related initiatives (e.g., financing and coordination with Hammonton).
2. Hold follow-up meeting with Hammonton’s mayor, economic development committee, and Municipal Utilities Authority to further discuss the proposed sewer extension, including specific concerns and how they might be addressed by the feasibility study. Invite municipal engineers to the meeting to provide technical insight on needs and options.
3. If discussions with Hammonton appear promising, work with the Township’s municipal engineer to arrange a public meeting to explain the study and potential outcomes. Be sure to invite all affected property owners and representatives from Hammonton.
4. Make arrangements to collect funds from property owners and place them in an appropriate account for expending, or pursue other sources of funding.
5. Develop an RFP for engineering assistance and select a consultant.
6. Hold public workshop to present study findings.
7. Apply for construction funding (see Action Item C.2).

*Who Needs to be Involved:* Mullica Township Committee, Mayor, and municipal engineer; Hammonton Mayor, Economic Development Committee, Town Council, and Municipal Utilities Authority

*Resources to Support Action Item:* The Township should consult with the New Jersey Department of Environmental Protection (see contact information under Action Item C.2 below) and the Pinelands Commission for overall guidance on technical issues and financing (unless financed by property owners). Other potential resources include:

1. The South Jersey Economic Development District (SJEDD) coordinates requests for federal EDA assistance, which is directed towards communities with high unemployment and can be used for infrastructure projects. Contact: Gordon Dahl, Executive Director, South Jersey Economic Development District, 18 North East Avenue, Vineland, NJ 08360; ph (609) 794-8497.

2. The Water and Waste Disposal Loan and Grant Programs of the Rural Development Program of the U.S. Department of Agriculture provides loans and grants for water and waste disposal systems in rural areas, technical assistance, and training. While priority for funds may be given to projects with a residential component, staff members have extensive expertise in all aspects of financing of large infrastructure projects. Contact: Michael Kelsey, Director, Community and Business Programs, Rural Development, USDA, Mount Holly, NJ 08060; (ph) 609/265-3600.
3. The New Jersey Rural Water Association is a statewide nonprofit organization for small water and wastewater utilities generally serving 10,000 or fewer customers. The Association could provide technical assistance and training before, during, and after completion of the feasibility study. Contact: Rick Howlett, NJ Rural Water Association, 110 W. Main Street, First Floor, Tuckerton, NJ 08087-1000; ph (609) 294-1000.

*Schedule:* Obtain Township endorsement by April 2000; hold follow-up meeting with Hammonton by June 2000; hold public meeting by December 2000; select consultant by March 2001; complete feasibility study by June 2001.

#### Action Item C.2 – Obtain Funding for Hammonton Sewer Extension

*Rationale:* Presumably, property owners and the Township will want to move ahead with the sewer extension project following completion of the feasibility study. As discussed and analyzed in the Route 30 economic development strategy, the extension of sewers to the Pinelands Town portion of Route 30 is a critical pre-condition to attracting businesses.

#### *Summary of Necessary Steps:*

1. Mullica Township engineer works with the engineering firm that performed the feasibility study and the Hammonton Utilities Authority to finalize the estimate of funding needed for the project (including any pump stations).
2. Mullica Township applies for funding.
3. Mullica Township submits amendment to State Water Quality Management Plan to NJ DEP.

*Who Needs to be Involved:* Mullica Township, municipal engineer, engineering consultant, Hammonton Utilities Authority, NJ DEP

#### *Resources to Support Action Item:*

1. The New Jersey Clean Water State Revolving Fund Program of the New Jersey Department of Environmental Protection (NJDEP), Division of Water Quality. This is a revolving loan



program that provides loans to local government units for the construction of wastewater treatment facilities. Municipalities, counties, and sewer and utility authorities building new or improving existing wastewater treatment or storm water management facilities are eligible. Projects are certified for funding based on ranking criteria of the Federal Priority System developed each year by the DEP. The financing program provides zero percent interest rate loans for approximately 20 years for up to half of the allowable project costs, and the rate that the State pays for the remaining allowable costs. Allowances for planning and design are also available. Approximately \$100-200 million is available per year and limited grant funds are available to small municipalities that are economically distressed. Contact: Nicholas Binder, Assistant Director, NJDEP-Municipal Finance and Construction Element, PO Box 425, Trenton, NJ 08625-0425, ph (609) 292-8961, email: nbinder1@dep.state.nj.us.

2. The Water and Waste Disposal Loan and Grant Programs of the Rural Development Program of the U.S. Department of Agriculture. Several different loan and grant opportunities are available including projects to develop water and waste disposal systems in rural areas and towns with a population of less than 10,000 (interest rates and grant amounts vary with median household income), technical assistance, and training. Public entities such as municipalities, counties, special purpose districts and corporations not operated for profit are eligible. The applicant must: (1) be unable to finance the proposed project from its own resources or through commercial credit at reasonable rates; and (2) have the legal authority necessary for constructing, operating and maintaining the proposed facility or service; and for obtaining, giving security for, and repaying, the proposed loan. The average award for direct loans is \$835,188 and the average grant amount is \$601,214. There are no matching requirements in this program. Contact: Michael Kelsey, Director, Community and Business Programs, Rural Development, USDA, Mount Holly, NJ 08060; (ph) 609/265-3600.
3. The New Jersey Small Cities Community Development Block Grant Program to determine the availability of funds under this program as a non-entitlement community (the 1996 eligibility list included: Buena Vista Township, Mullica Township, Dennis Township, Woodbine Borough, Maurice River Township). Contact: Roger Hoeh, Program Administrator, Small Cities Non-Entitlement Programs, Department of Community Affairs, Division of Housing and Community Resources, 101 South Broad Street, CN 806 (5th Floor), Trenton, New Jersey 08625-0806, ph (609) 633-6278.
4. Convince State Legislators (adopt Township resolution; petition Pinelands Municipal Council) to allocate additional funding for the Pinelands Infrastructure Trust Fund and expand the

program to include villages and towns.

*Schedule:* Finalize cost estimate by September 2001; submit applications for funding and amendment to State Water Quality Management Plan by March 2002.

#### Action Item C.3 – Perform Feasibility Study for Egg Harbor City Sewer Extension

*Rationale:* Undertaking this Action Item is dependent on a consensus to move forward following completion of Action Item B.2. Similar to the Hammonton sewer project (see Action Item C.1), a feasibility study is the first step towards extending sewer service to the eastern end of Route 30. Again, because funding for planning studies is limited, it is recommended that the Township cover the roughly \$25,000 cost of such a study through payments made by affected property owners.

##### *Summary of Necessary Steps:*

1. Meet with Egg Harbor City officials and the Atlantic County Utilities Authority to discuss the study.
2. Work with the Township's municipal engineer to arrange a public meeting to explain the study and potential outcomes. Be sure to invite all affected property owners and representatives from Egg Harbor City and the Atlantic County Utilities Authority.
3. Make arrangements to collect the funds and place them in an appropriate account for expending.
4. Develop an RFP for engineering assistance and select a consultant.
5. Hold public workshop to present study findings.
6. Apply for construction funding (see Action Item C.4).

*Who Needs to be Involved:* Mullica Township, municipal engineer, Egg Harbor City, Atlantic County Utilities Authority.

*Resources to Support Action Item:* Financial resources to be provided by property owners. The Township may also want to consult with the New Jersey Department of Environmental Protection and the Pinelands Commission for overall guidance and information on any other potential sources of funding.

*Schedule:* Hold public meeting by September 2001; select consultant by December 2001; complete feasibility study by April 2002 and present findings to public.

#### Action Item C.4 – Obtain Funding for Egg Harbor City Sewer Extension

*Rationale:* If the sewer extension is received favorably at the public workshop, the next step is to obtain financing for construction.

Given that the Township will likely incur indebtedness as a result of financing the sewer extension from Hammonton, the proportion of grant funding available for the Egg Harbor City extension will be critical in determining if and when construction can begin.

*Summary of Necessary Steps:*

1. Mullica Township engineer works with the engineering firm that performed the feasibility study, Egg Harbor City, and the Atlantic County Utilities Authority to finalize the estimate of funding needed for the project.
2. Mullica Township applies for funding.
3. Mullica Township submits amendment to State Water Quality Management Plan to NJ DEP.

*Who Needs to be Involved:* Mullica Township, municipal engineer, engineering consultant, Egg Harbor City, Atlantic County Utilities Authority (Richard Dovey, President, ph (609) 348-5500), NJ DEP.

*Resources to Support Action Item:* See list under Action Item C.2.

*Schedule:* Finalize cost estimate by July 2002; submit applications for funding and amendment to State Water Quality Management Plan by December 2002.

Action Item C.5 – Install Sidewalks, Streetlights, and Landscaping in Elwood

*Rationale:* While substantial development in Elwood Village does not appear to be desired by residents, the construction of sidewalks and some other street amenities along Route 30 is a basic investment that will accomplish a variety of objectives. First, these improvements will enhance the environment for pedestrians. Today, it is not easy to walk from one part of Elwood to another - particularly if crossing Route 30 is involved - and in some areas it may appear dangerous to the unfamiliar pedestrian. Providing sidewalks will encourage visitors to leave their cars and walk short distances within the village, whether to businesses, municipal offices or other points of interest.

A second and equally important result of providing streetscape improvements will be to identify Elwood Village to visitors and passers-by. Currently, the stretch of Route 30 from Hammonton to Egg Harbor City is relatively undifferentiated, characterized by intermittent low-density development without any sense of place. Streetscape improvements in a small portion of the corridor will create a distinctive image for the village, which will be important in

**Make an Entrance**

Establishing "gateways" at entrances to the village will help convey a sense of place and provide direction to visitors. Right now, the landscape from both directions into Elwood does not convey that there is a large village bordering the road.

identifying Elwood as the gateway to the Mullica River Corridor. Another recommendation of this implementation strategy is to construct a visitor information kiosk in Elwood (see Action Item E.2). Providing improvements to enhance the appearance of the village and support pedestrian circulation will help draw visitors to the information kiosk and ultimately toward the River.

A third potential result from these improvements is that sidewalks, streetlights and landscaping can send a visual message to drivers that they are in a village and should therefore slow down. While more direct methods such as traffic lights have greater impacts, average speeds are affected by pavement width and lateral clearances, and the presence of landscaping or structures near the roadside tends to result in lower speeds. Reducing speeds will improve safety for both pedestrians and turning vehicles, thereby helping to support Elwood's role as a tourist gateway.

These improvements do not need to be made along the entire length of Route 30 in Elwood Village, but can be concentrated in a relatively short segment. For example, sidewalks, pedestrian-scale streetlights and landscaping might be installed along both sides of Route 30 for two blocks north and one block south of the Elwood Avenue/Route 623 intersection (less than 2,000 feet), as well as along Route 623 for perhaps one block in each direction (roughly another 1,300 feet). This plan would require approximately 110 streetlights spaced 60 feet apart (i.e., 3,300 feet of roadway x 2 sides of the road ÷ 60 foot spacing). If the Columbia Road area is considered for rezoning (as discussed in Action Item B.3), streetscape improvements could also be provided on the north side of Route 30 around the Columbia Road intersection; however, it would not be advisable to attempt to connect these two separate subareas of Elwood because of the distance between them (resulting in higher costs) and the low likelihood of any significant pedestrian movement.

Finally, landscaping and pedestrian amenities must be maintained if they are to continue to contribute to the community's image and economic vitality. The improvements proposed for Elwood would in all likelihood be located within the state or county layouts of Routes 30 and 623, and the ultimate responsibility for maintenance will therefore lie with those levels of government. Consequently, it will be important to involve the appropriate state and county agencies in the planning and implementation of these improvements. While the Township does not have the financial resources to undertake significant new responsibilities, it may be possible to negotiate cooperative agreements with the responsible agencies that would allocate some responsibilities to the Township.

*Summary of Necessary Steps:*

1. Hold a public meeting for Elwood Village residents to explain the potential scope of the project and obtain initial feedback. Invite staff from the Atlantic County Public Works Department and the New Jersey Department of Transportation (NJ DOT).
2. In consultation with the Planning Board, Atlantic County, and NJ DOT, hire an engineering firm to develop plans and a cost estimate for installing sidewalks, landscaping, and streetlights along Route 30 within the main core of Elwood Village.
3. Present plans to Village residents; revise if needed.
4. Apply for funding to cover construction costs.
5. Develop and implement maintenance plan.

*Who Needs to be Involved:* Village residents, Planning Board, engineering firm, County Public Works Department, NJ DOT.

*Resources to Support Action Item:* Apply for funds from the *Transportation Enhancement Program* of the New Jersey Department of Transportation, Bureau of Local Aid. This program funds non-traditional projects that enhance transportation and quality of life (e.g. streetscape improvements). The average award is about \$350,000 for each project funded, but can range from \$10,000 to \$1 million. Matching funds are not required, but they help. The application should be submitted under the categories *Facilities for Pedestrians and Bicycles*, or *Landscaping or Other Scenic Beautification*. The overall strategy should be to demonstrate how project improvements will link activity centers and increase connectivity among various transportation modes (e.g., walking and bicycling) along Route 30. Activities eligible for funding include streetscape projects, linear highway landscaping, historic sidewalk paving, and landscaping at interchanges. Contact: Jim Snyder, District Engineer (Mount Laurel office), ph (609) 866-4974.

*Schedule:* Hold initial public meeting in September 2000; apply for funding in February 2001.

Action Item C.6 – Support Off-Site Dilution

*Rationale:* Protection of the water resources in the Pinelands is achieved by limiting the intensity of development in the absence of small-scale or centralized wastewater treatment systems. In certain instances (e.g., the abandoned motor lodge in Elwood Village), however, it might be appropriate to allow more intensive development on larger, stand-alone parcels if equivalent protection is provided elsewhere through deed restrictions. This concept of off-site dilution has been explored previously by the Pinelands Commission but not pursued due to lack of interest on the part of potentially affected municipalities and the effort required to work out logistical details. The Commission might be inclined to reconsider

off-site dilution if sufficient interest were shown. Off-site dilution, however, should only be considered as a potential alternative for those sites outside of the planned service area for centralized wastewater treatment or which cannot be served by on-site treatment for reasons other than environmental constraints (e.g., wetlands or high water table).

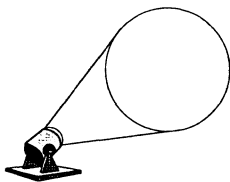
*Summary of Necessary Steps:*

1. Township Committee adopts resolution in favor of off-site dilution.
2. Mayor proposes topic for discussion at regularly scheduled meeting of the Pinelands Municipal Council.
3. Pinelands Municipal Council adopts resolution in favor of off-site dilution and encourages other municipalities to do the same.

*Who Needs to be Involved:* Township Committee, Mayor, Pinelands Municipal Council.

*Resources to Support Action Item:* No special resources are required to implement this item.

*Schedule:* To be presented to the Pinelands Municipal Council by September 2000.



## **D. Marketing**

### Action Item D.1 – Develop Township Information Packet/Brochure

*Rationale:* Once sanitary sewer service is provided to Mullica Township's Pinelands Town District bordering Hammonton, the Township should be prepared to provide interested developers and area development organizations with an attractive package of information that identifies the sites available for development, describes Township characteristics, and provides key points of contact. Other types of useful data include information on transportation systems, schools, the housing market, and regional/recreational attractions. In developing the materials, effort should be focused on developing content as opposed to creating a slick appearance.<sup>4</sup>

*Summary of Necessary Steps:*

1. Develop description of sites available for development in Pinelands Town District based on results of pre-approval process

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<sup>4</sup> From *Harvesting Hometown Jobs, The New Small Town Guide to Local Economic Development*, National Center for Small Communities, Washington, DC, 1997.

- (see Action Item F.1 below). Identify location, acreage, frontage, and taxes.
2. Develop Township profile based on statistics provided in the Background Document developed under the Pinelands Rural Economic Development Pilot Program (March 1999). Highlight community strengths as identified in the Economic Development Strategy developed under the Pinelands Rural Economic Development Pilot Program (May 1999).
  3. Compile key contacts at the local and regional levels (e.g., Pinelands Commission, New Jersey Department of Environmental Protection, New Jersey Economic Development Administration).
  4. Explore availability of private-sector funding/production in return for acknowledgement of services in package (e.g., document design, photography, printing). Also solicit funds from relevant organizations (e.g., the local Chamber of Commerce).

*Who Needs to be Involved:* Township Committee, Economic Development Committee, local business owners, Mullica Township Chamber of Commerce.

*Resources to Support Action Item:* Due to limited funding for this type of activity, to the extent possible, the brochure should be funded through private-sector contributions as noted above. Contact Atlantic County Economic Development Corporation 2000 (Timothy Behr, Executive Director, ph (609) 343-4984) and the South Jersey Economic Development District (Gordon Dahl, Executive Director, ph (609) 794-8497) to examine the possibility of obtaining funds to cover any remaining balance of the project costs.

*Schedule:* Develop initial draft by December 2000; produce final version by June 2001.

#### Action Item D.2 – Develop Township Web Site

*Rationale:* Use of the internet to search for all types of information has exploded in the past few years and become a primary research tool. A web site is an efficient way to communicate with residents on all Township-related matters, helps create a sense of place, and is one means of showing community pride. A web site can also provide visitors with an introduction to community attractions and serve as a preliminary information source for developers. Once the web site is operating, it can be linked to a number of other sites that will help direct inquiries; for example, the State of New Jersey's home page. The types of topics that should be included are basic facts (e.g., location, size, population), history, municipal services and contacts, and sites of interest. A local business directory could also be included.

*Summary of Necessary Steps:*

1. Visit web sites of other New Jersey municipalities for ideas. A good place to start is part of the State's home page, [www.state.nj.us/localgov.htm](http://www.state.nj.us/localgov.htm).
2. Contact municipalities with informative and attractive web sites to find out how they were developed and financed.
3. Consult municipal staff to identify any limitations imposed by the Township's existing computer system.
4. Explore availability of private-sector funding/technical assistance in return for acknowledgement of services on web site (e.g., contact local internet service providers and web page designers). Also solicit funds from relevant organizations (e.g., the local Chamber of Commerce).

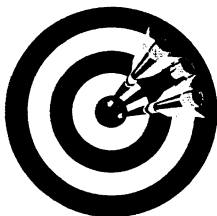
*Who Needs to be Involved:* Municipal staff, Township Committee, local business owners, Chamber of Commerce

*Resources to Support Action Item:* A basic web site can be constructed for under \$1,000 and maintained for a similar amount per year. Many web sites for nonprofit and public organizations are developed free of charge in exchange for acknowledgement of services and/or other support. Contributions can also be solicited by those businesses most likely to benefit from the site. The Borough should plan to cover any shortfall.

*Schedule:* Develop prototype by December 2000; finalize by June 2001.

### **E. Targeted New Uses**

#### **Action Item E.1 – Examine Options for Low-Intensity Uses in Elwood**



*Rationale:* As indicated previously, village residents have not expressed interest in pursuing the types of intensive development that are permitted in village districts (e.g., retirement housing, larger commercial uses). Appropriately designed low-intensity uses, however, can serve to increase the tax base while enhancing the village as a gateway to the Mullica River corridor and filling gaps in existing services. Such uses also capitalize on the Village's role as a population center and location of municipal government within the Township. Types of uses that could be considered include a farmers market and crafts cooperative for items produced in the Pinelands. An information center for tourists might also be an asset to the Township (see Action Item E.2 below). Development of any facilities should take into account beautification efforts initiated under Action Item C.5 above.



*Summary of Necessary Steps:*

1. Schedule public meeting with Village residents, members of the Planning and Zoning Boards, and the local Chamber of Commerce to brainstorm<sup>5</sup> ideas, identify gaps in existing services (e.g., medical office), and assess interest/support.
2. If sufficient interest expressed, convene a task force(s) with appropriate representation (e.g., local/regional farmers or craftspeople) to further explore a particular concept(s).
3. Identify candidate sites for development.
4. Explore the possibility of using graduate students in architecture or planning to develop conceptual designs, or consider hiring consultant to refine and market concept.
5. Pursue funding.
6. Hire architect to produce final design.

**Ensure Productive Storm Sessions**

Make sure that participants are aware of the "rules" of brainstorming; e.g., everyone has an upfront understanding of the question or problem, all ideas get written down, no judgments are made during the session, and the focus is on quantity of ideas, not quality. From Flora, Cornelia Butler, *Rural EZ/EC Champion Communities: What Happened After Application?*, North Central Regional Center for Rural Development, 1998.

*Who Needs to be Involved:* Village residents, Planning and Zoning Boards, local Chamber of Commerce

*Resources to Support Action Item:* Obtain contributions from members of group that will benefit from facility (e.g., farmers or craftspersons). If group members formalize their organization, hold fundraising events. Explore the possibility of obtaining *pro bono* assistance from graduate professional programs (e.g., the University of Pennsylvania or Rutgers University). Discuss funding options with regional development agencies, including the Atlantic County Economic Development Corporation 2000 (Timothy Behr, Executive Director, 609/343-4984) and the South Jersey Economic Development District (Gordon Dahl, Executive Director, 609/794-8497)

*Schedule:* Hold initial public meeting by December 2000; form task force(s) by March 2001; produce final designs by March 2002.

**Action Item E.2 – Construct Visitor Information Kiosk**

The Mullica River corridor is the natural focus of the Township's tourism strategy and is discussed in a separate document that extends the geographic range to Washington and Bass River Townships. The tourism market, however, is potentially important enough that it should be integrated into the Township's overall

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<sup>5</sup> From Flora, Cornelia, Butler, *Rural EZ/EC Champion Communities: What Happened After Application?*, North Central Regional Center for Rural Development, 1998.

economic development strategy. In particular, Elwood Village is well-positioned to serve as a gateway to the Mullica River for visitors traveling along Route 30. An interpretative facility such as an information kiosk at the Township's office in Elwood is needed to make these travelers, other interested visitors, and even residents aware of the important and interesting resources lying along the Mullica River corridor. The facility should also make people aware of local produce stands, pick-your-own farms, and other area attractions.

*Summary of Necessary Steps:*

1. Contact sponsors of other interpretive efforts in the State to identify options (e.g., the New Jersey Coastal Heritage Trail, the Pinelands Commission, the New Jersey Division of Travel and Tourism) and develop preliminary cost estimates.
2. Consult with local historians, environmentalists, farmers, and owners of river-related enterprises to identify themes and presentation options.
3. Designate location at Township office for placement of kiosk.
4. Raise funds from local contributors; pursue funding sources listed below for balance.

*Who Needs to be Involved:* Local historians, environmentalists, farmers, and business owners; regional interpretation programs.

*Resources to Support Action Item:*

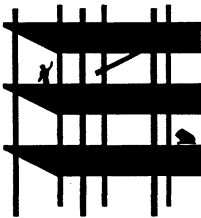
1. Contact New Jersey's Transportation Enhancement Program, which is providing funding for signs and facilities throughout the Pinelands. See Action Item C.5.
2. Contact the South Jersey Transportation Authority regarding plans for a similar facility on the Atlantic City Expressway and the possibility of obtaining funding (contact Peter Hartt, 609/965-6060).
3. Consider working in cooperation with other municipalities along the Mullica River Corridor and apply for funding to the Geraldine R. Dodge Foundation. This foundation focuses its funding strategies on issues of sustainability with a particular interest in New Jersey and the Northeast. Two areas that may provide an interesting match are the foundation's interest in ecosystem preservation, and education and communication efforts that lead to enlightened environmental policy. If the Pinelands Commission or other regional entity were to seek funding for an overall ecosystem and ecotourism interpretive project, the Dodge Foundation might be an appropriate source of funds. Contact: David Grant, Geraldine R. Dodge Foundation, 163 Madison Ave, PO Box 1239, Morristown, NJ 07962-1239.
4. Consider another collaborative proposal to the Henry P. Kendall Foundation, whose program priorities include sustaining North

American Natural Resource Assets. Although the Foundation's geographic focus is New England, their strong interest in public education regarding protection and restoration of ecosystem integrity may extend to the Pinelands Area. Contact: Henry P. Kendall Foundation, 176 Federal Street, Boston, MA, 02110.

5. The Surdna Foundation's goal is to prevent irreversible damage to the environment, and to promote more efficient, economically sound, environmentally beneficial, and equitable use of land and natural resources. The Pinelands Commission or other regional entity might consider applying for support to tell the story of the Pinelands Area, and using the ecotourism approach, demonstrate how market behavior can lead to environmental change (preservation of more rural areas near urban areas). The Pinelands can make a strong case for a comprehensive interpretive program throughout the area that could promote ecosystem preservation efforts, and inform travelers of the challenges and benefits to environmentally sound planning and preservation. Contact: Edward Skloot, Executive Director, Surdna Foundation, Inc., 330 Madison Ave., 30th Floor, NY, NY 10017-5001.

*Schedule:* Contact sponsors of other regional interpretive efforts by September 2000; designate location by December 2000; apply for funding by June 2001.

## **F. Site-Specific Development**



### Action Item F.1 – Develop Pre-Approval Process for Selected Sites

*Rationale:* Developers seek as much certainty as possible in the regulatory review process. As part of the Pilot Program, the Pinelands Commission has offered to take an up-front, in-depth look at large development sites that will be serviced by centralized wastewater treatment systems in order to develop a "pre-approval" process for development applications. This streamlined approach would involve compiling information on key parameters affecting development such as the presence of wetlands, threatened and endangered species, and historic resources, in order to pre-approve sites for certain intensities of development (requirements for storm water retention, however, cannot be addressed until a specific use is proposed). Mullica Township should work with the Pinelands Commission to develop a plan for sites in the Pinelands Town portion of Route 30.

*Summary of Necessary Steps:*

1. In conjunction with the Planning and Zoning Boards, identify parcels of interest to be examined.
2. Meet with Pinelands Commission to review boundaries of pre-approved sites and discuss pre-approval process.
3. Supply information to Pinelands Commission during compilation of site-specific data.

*Who Needs to be Involved:* Planning and Zoning Boards, Pinelands Commission

*Resources to Support Action Item:* No special resources are required to implement this action item, although the Pinelands Commission may wish to pursue additional funds to cover staff time for developing a pre-approval process in Mullica Township and other municipalities.

*Schedule:* Identify parcels by June 2000; finalize boundaries and process by December 2000.

Action Item F.2 – Consider Development of Specialty Auto Center

*Rationale:* While many consider the existing and vacant used car lots scattered along Route 30 an eyesore, the opportunity exists to consolidate the lots and provide complementary services (e.g., detailing, parts, and repairs) to create a specialty auto center. Adherence to the design standards developed under Action Item B.1 will ensure that the new center is developed in an attractive manner, while the aggregation of businesses will help draw additional customers. Because extension of sewers from Hammonton is likely to occur in the near future resulting in increased land prices, the Township should explore locating the center at the other end of Route 30, in the Rural Development Area bordering Egg Harbor City.

*Summary of Necessary Steps:*

1. Meet with owners of existing auto-related businesses to assess interest in consolidation.
2. If sufficient interest, locate suitable parcels in Rural Development Area.
3. Pursue funding to develop parcels.
4. Solicit other tenants (if necessary) from region to expand operations or relocate to Mullica Township.
5. Advertise in regional newspapers and auto publications.

*Who Needs to be Involved:* Local business owners

*Resources to Support Action Item:* Because it is not realistic to expect owners of existing lots to move to a new facility without selling their

old one, the Township should explore the possibility of obtaining outside funding to jump-start the project. Possible resources include:

1. The New Jersey Economic Development Authority provides financial assistance for a variety of projects, including facility expansions, capital improvements, new product development, and real estate development. Special programs are available for small, minority, and women-owned businesses. Contact: Adam Mukerji, Director, Commercial Lending Division, NJ Economic Development Authority, P.O. Box 990, Trenton, NJ 08625; ph (609) 292-0187.
2. Contact the South Jersey Economic Development District for information on federal EDA and other funds. Priorities for federal EDA funds include projects that diversify the area, are ecologically sensitive, support entrepreneurial spirit and innovative approaches to economic development, and create local partnerships that focus on regional solutions for economic development. Projects can include industrial parks, tourism facilities, business incubator facilities, and infrastructure improvements needed for business expansion. Contact: Gordon Dahl, Executive Director, South Jersey Economic Development District, 18 North East Avenue, Vineland, NJ 08360; ph (609) 794-8497.
3. Contact Atlantic County Economic Development Corporation 2000 (Timothy Behr, Executive Director, Atlantic County Economic Development Corporation 2000, 5100 Black Horse Pike, Mays Landing, 08330; ph (609) 343-4984).

*Schedule:* Meet with owners of existing businesses by December 2000; identify suitable parcels by June 2001; pursue funding by December 2001.



### **G. Partnerships**

#### **Action Item G.1 – Form Regional Partnership to Link and Enhance Development Along Atlantic City Corridors**

*Rationale:* Two of the main arterials connecting Atlantic City and other shore areas with Pinelands communities are Routes 30 and 40. Pinelands communities along both corridors face economic and community development challenges. Protecting community character and mass transit are two related issues. By forming a partnership, Mullica Township, Buena Vista Township, Buena Borough, and other interested communities should explore how these two corridors can provide a more integrated system of transportation to route visitors and workers to Atlantic City, while reducing the number of auto trips to ease congestion. Economic and community development needs should be woven into the project.

### *Summary of Necessary Steps:*

1. Invite Buena Vista Township, Buena Borough, and other corridor communities (e.g., Hammonton and Egg Harbor City) to form a partnership.
2. Hold kick-off meeting to identify areas of common interest, need, and opportunity.
3. Ask the New Jersey Department of Transportation for assistance in scoping out issues and strategies.
4. Pursue funding for transportation-related enhancements.

*Who Needs to be Involved:* Buena Vista Township, Mullica Township, Buena Borough, other Pinelands communities along Routes 30 and 40, New Jersey Department of Transportation.

*Resources to Support Action Item:* No special resources are required to form partnership. For specific projects, seek funding from the U.S. DOT's Transportation and Community System Preservation Pilot Program (TCSP). The TCSP investigates and addresses relationships among transportation, community, and ecosystem preservation in order to foster sustainable development. Projects eligible for funding will improve the efficiency of the transportation system; reduce environmental impacts; reduce the need for costly future infrastructure investments; ensure efficient access to jobs, services, and centers of trade; and examine development patterns and identify strategies to encourage private sector investment. Contact: Contact: Susan Petty, Office of Human Environment, Planning and Environment, ph (202) 366-0106 or visit [www.fhwa.dot.gov/programs](http://www.fhwa.dot.gov/programs).

*Schedule:* Hold initial meeting by September 2000; apply for funding by June 2002.

## **H. Education and Outreach**



### Action Item H.1 – Promote Citizen Awareness and Involvement

*Rationale:* As noted previously, an active and informed public is critical to the success of this implementation strategy. Placing public notices and waiting for people to show up at a meeting will not be sufficient to ensure public support and supply the effort needed to cover all of the actions called for by this strategy. The Township must take a proactive and creative approach to involving its residents. Appendix C contains recommendations on involving the community from the University of Missouri's Extension Service. Additional suggestions include setting limited objectives in terms of scope or time for volunteers to

minimize burnout, recognizing and learning to address “problem” volunteers (e.g., naysayers, worst-case specialists, and turf protectors)<sup>6</sup>, and providing transportation for poor and elderly citizens to attend meetings<sup>7</sup>.

*Summary of Necessary Steps:*

1. All Township Committees should hold a joint meeting to brainstorm ideas for strengthening and sustaining public involvement.
2. Implementation Leaders should present information or provide inserts for bulletins on the Pilot Program and its implementation strategy to churches, the elementary school, and other civic organizations (e.g., the Mullica Township Chamber of Commerce, the Lions, and political groups). Periodically follow up with each organization regarding progress and opportunities for involvement in upcoming activities.
3. Press releases should be issued to local newspapers following each major meeting, milestone, or other accomplishment, including the kick-off of the implementation strategy; actively promote opportunities for interviews and updates.
4. Place notices of all public workshops and meetings on bulletin boards in the Township offices, local convenience stores, and any other appropriate locations.
5. Updates should be placed on the web site to be developed under Action Item D.2.

**Don't . . .**  
assume that only those who come to meetings are willing to work for the community. Also, avoid the tendency to shift implementation work to paid staff, in this case the Township. This approach undermines attempts to build a dynamic community in charge of its future.  
From Wade, Jerry, *Building Communities from the Grassroots – Community Development Academy* (training course), University of Missouri Extension Service, 1998.

*Who Needs to be Involved:* Township committees, local civic and religious organizations

*Resources to Support Action Item:* No special resources are required to implement this action item.

*Schedule:* Hold joint Township meeting in January 2000; implement ideas immediately.

Action Item H.2 – Make Information Available to Visitors

*Rationale:* While implementation of this Action Item is mostly covered by other actions listed above, it is worth focusing on

<sup>6</sup> From Phillips, Phillip D., *Economic Development for Small Communities and Rural Areas*, Office of Continuing Education and Public Service, University of Illinois at Urbana-Champaign, 1990.

<sup>7</sup> From *Measuring Community Success and Sustainability: An Interactive Workbook*, North Central Regional Center for Rural Development, Iowa State University, 1999.

separately due to the increasing market in heritage tourism. Informed visitors are better able to explore the Township's publicly and privately owned attractions. Educating visitors about the special resources in the Township will also help them to appreciate and protect the characteristics that make Mullica Township special. Finally, pleasant visitor experiences lead to repeat trips.

*Summary of Necessary Steps:*

1. Construct visitor information kiosk per Action Item E.2.
2. Add a link for visitor information to the web site developed under Action Item D.2.
3. Support implementation of the Mullica River Corridor Ecotourism strategy.

*Who Needs to be Involved:* See recommendations for Action Items D.2 and E.2; implementation committee for Mullica River Corridor.

*Resources to Support Action Item:* No special resources are required to implement this action item.

*Schedule:* Support implementation of ecotourism strategy immediately; see schedules for Action Items D.2 and E.2.

**Action Item H.3 – Institute General Business Outreach Program**

*Rationale:* There are a number of small steps that the Township can take to improve the overall business environment for both existing companies and potentially interested firms. Among the easiest and most important activities is establishing a business visitation program to identify existing needs, areas of concern, and potential growth opportunities. Other helpful activities include providing networking opportunities for small and home-based businesses, leveraging free sources of technical assistance (e.g., local college business programs and the Service Corps for Retired Executives), and creating or linking to existing revolving loan funds.<sup>8</sup>

*Summary of Necessary Steps:*

1. Hold brainstorming session with Economic Development Committee, the Chamber of Commerce, and local business owners to identify activities of interest.
2. Identify and research information needs.
3. Implement specific activities.

*Who Needs to be Involved:* Economic Development Committee, Chamber of Commerce, local business owners

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<sup>8</sup> From *Harvesting Hometown Jobs, The New Small Town Guide to Local Economic Development*, National Center for Small Communities, Washington, DC, 1997



*Resources to Support Action Item:* Discuss activities with regional development agencies, including the Atlantic County Economic Development Corporation 2000 (Timothy Behr, Executive Director, 609/343-4984) and the South Jersey Economic Development District (Gordon Dahl, Executive Director, 609/794-8497). Approach business departments of local colleges for advice and assistance (e.g., Rowan University Graduate Business Program, 856-256-4050; Richard Stockton College of New Jersey, Business Studies Graduate Program, 609/652-4519). Contact the Service Corps of Retired Executives to learn more about their services and locate volunteers to work directly with Township businesses (1-800-634-0245).

*Schedule:* Hold brainstorming session by June 2000; implement activities by September 2000.

#### **4. Summary**

The implementation strategy detailed in this document outlines realistic, achievable steps that Mullica Township should take to stabilize and enhance its economic base along Route 30. The strategy is based on the economic development plan that was developed for Mullica Township under the Pinelands Rural Economic Development Pilot Program, which in turn, was based on extensive research and public input. Successful implementation of the strategy is ultimately in the hands of the Township, its residents and business owners. The creation and execution of a monitoring plan will help ensure that the implementation strategy is a living document, subject to ongoing assessment and improvement.

Table 1 on the following page is a summary matrix that lists all action items by geographic area (including Township-wide). The Table also indicates the timeframes and participants needed to accomplish each action item.

**Table 1. Summary of Route 30 Implementation Strategy**

Action Item	Timeframe			Involvement*							
	2000	2001	2002	IL	TC	EcC	EnC	PB	ZB	PC	Other
<i>Township-Wide</i>											
A.1 – Designate Leadership	X			X	X	X	X				X
A.2 – Establish Econ. Dev. Ombudsmen	X			X						X	X
A.3 – Support Creation of Econ. Dev. Circuit Rider	X			X	X						X
A.4 - Increase Interaction Between Interests	X			X		X	X			X	
B.1 - Develop Design Standards for Route 30	<del>X</del> X			X		X	X	X		X	X
B.4 – Consider Forming BID	X			X	X	X					X
C.6 - Support Off-Site Dilution	X			X	X					X	X
D.1 - Develop Township Information Packet		<del>X</del> X		X	X	X					X
D.2 - Develop Web Site		<del>X</del> X		X	X						X
G.1 – Form Regional Corridors Partnership	X			X	X						X
H.1 - Promote Citizen Awareness & Involvement	X			X	X	X	X				X
H.2 - Make Information Available for Visitors	X			X	X			X	X		X
H.3 - Institute Business Outreach Program	X			X		X					X

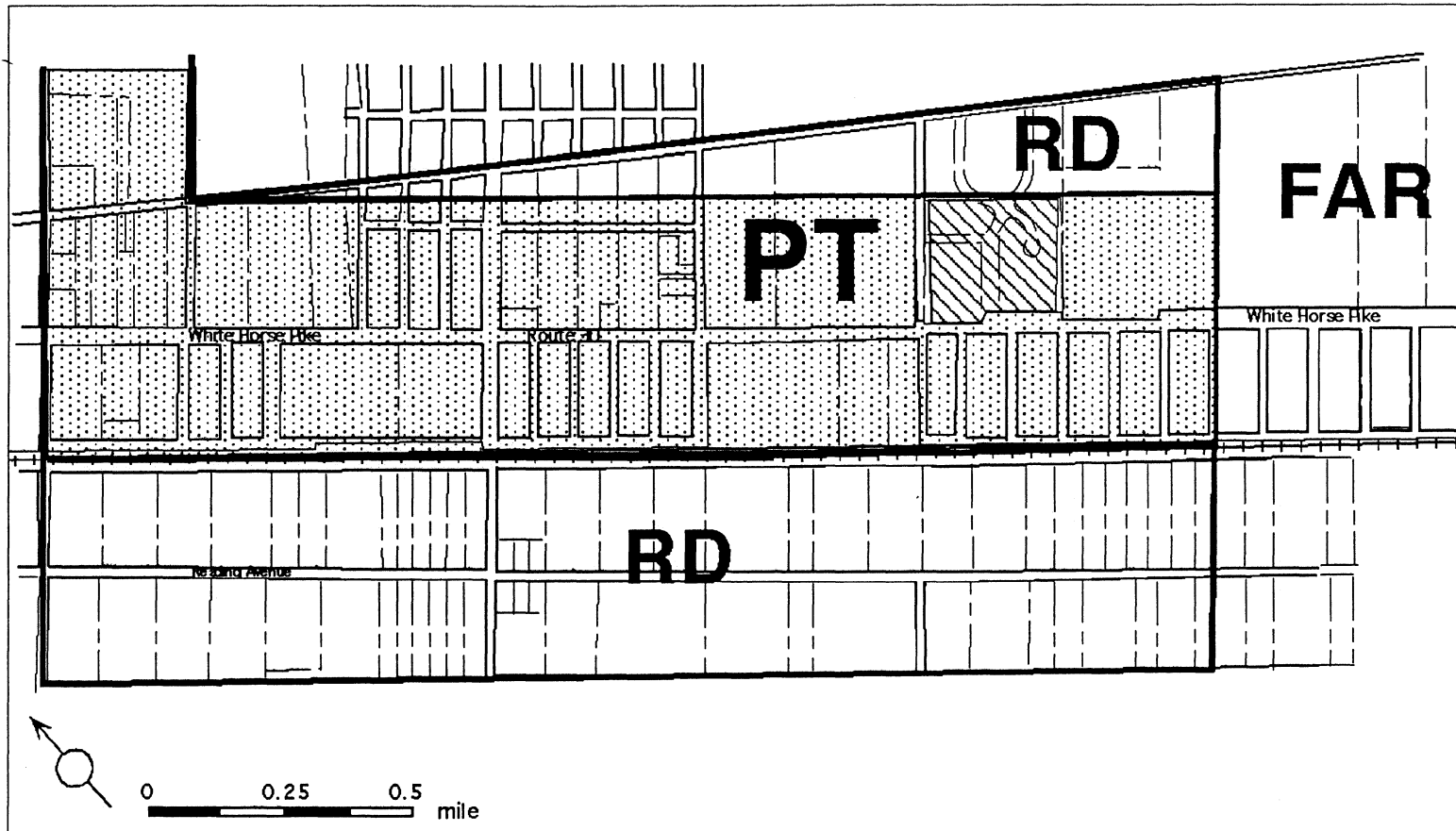
\*IL-Implementation Strategy Leadership; TC-Township Committee; EcC-Economic Committee; EnC-Environmental Committee; PB-Planning Board; ZB-Zoning Board; PC-Pinelands Commission

Action Item	Timeframe			Involvement*							
	2000	2001	2002	IL	TC	EcC	EnC	PB	ZB	PC	Other
<i>Pinelands Town Area Near Hammonton Border</i>											
C.1 - Perform Feasibility Study for Sewer Extension	X	X		X							X
C.2 - Obtain Funding for Sewer Extension		X	X	X							X
F.1 - Develop Pre-Approval Process for Selected Sites	X	X		X				X	X	X	
<i>Elwood Village</i>											
B.3 - Examine Rezoning	X	X		X					X	X	X
C.5 - Install Sidewalks, Streetlights, & Landscaping	X	X		X				X			X
E.1 - Examine Options for Low-Intensity Uses		X	X	X				X	X		X
E.2 - Construct Visitor Information Kiosk	X	X		X							X
<i>Rural Development Area Near Egg Harbor City</i>											
B.2 - Examine Zoning and Infrastructure	X	X		X					X	X	X
C.3 - Perform Feasibility Study for Sewer Extension		X	X	X							X
C.4 - Obtain Funding for Sewer Extension			X	X							X
F.2 - Consider Development of Specialty Auto Center		X	X	X							X

\*IL-Implementation Strategy Leadership; TC-Township Committee; EcC-Economic Committee; EnC-Environmental Committee; PB-Planning Board; ZB-Zoning Board; PC-Pinelands Commission

## **Appendix A. Potential Development Areas Along Route 30**

The maps that appear on the following pages originally appeared in the Economic Development Strategy that was prepared by Whiteman & Taintor in May 1999 (with the exception of Figure 5) and are included for ease of reference. Additional maps depicting other features can be found in the May 1999 Strategy document.

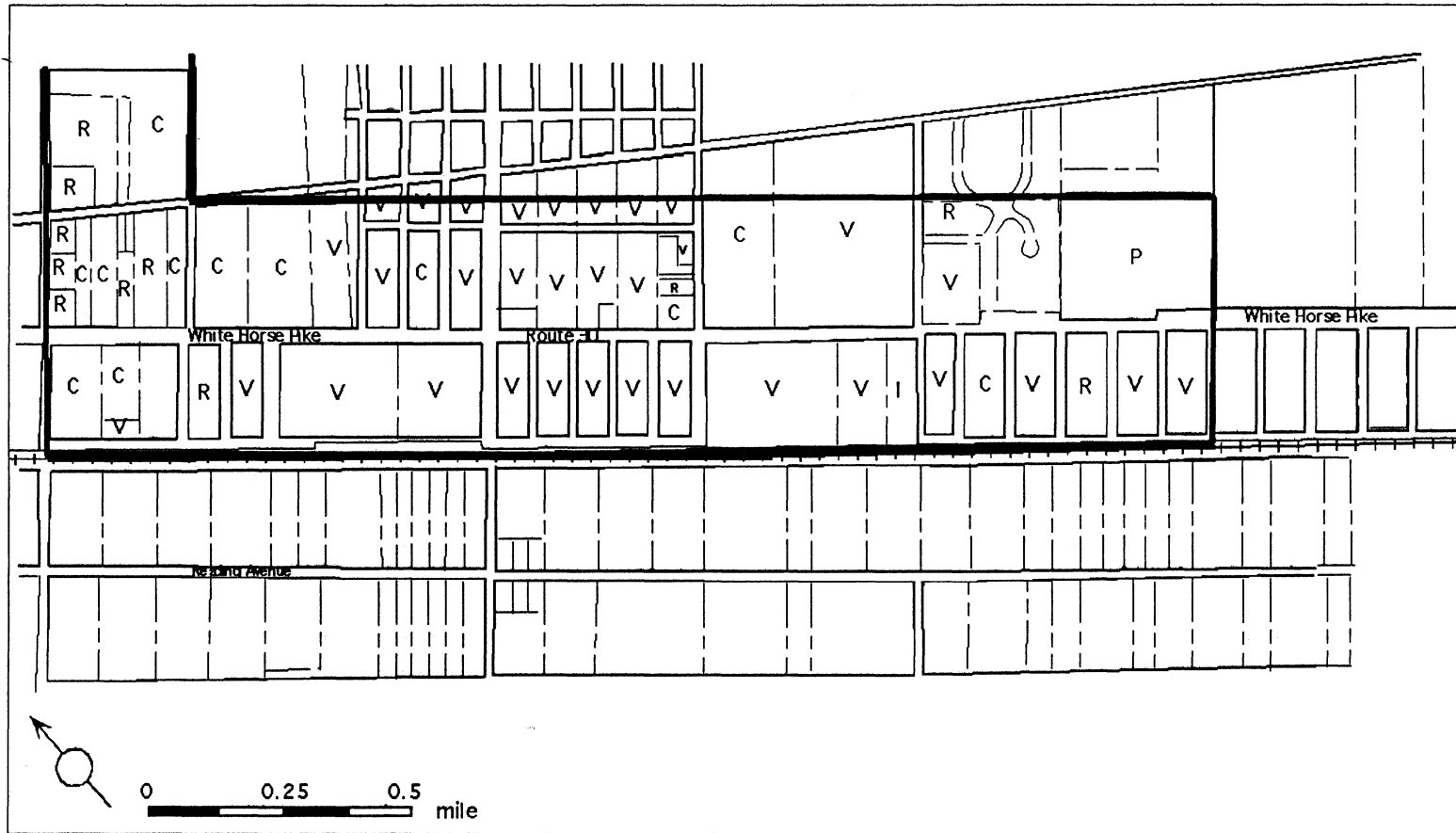


**Pinelands Rural Economic Development Pilot Program  
Mullica Township – Route 30 Corridor**

**Figure 1**  
**Pinelands Town District**  
**(and adjacent management areas)**

**PT** Pinelands Town  
**RD** Rural Development  
**FAR** Forest

Whiteman & Taintor 1999



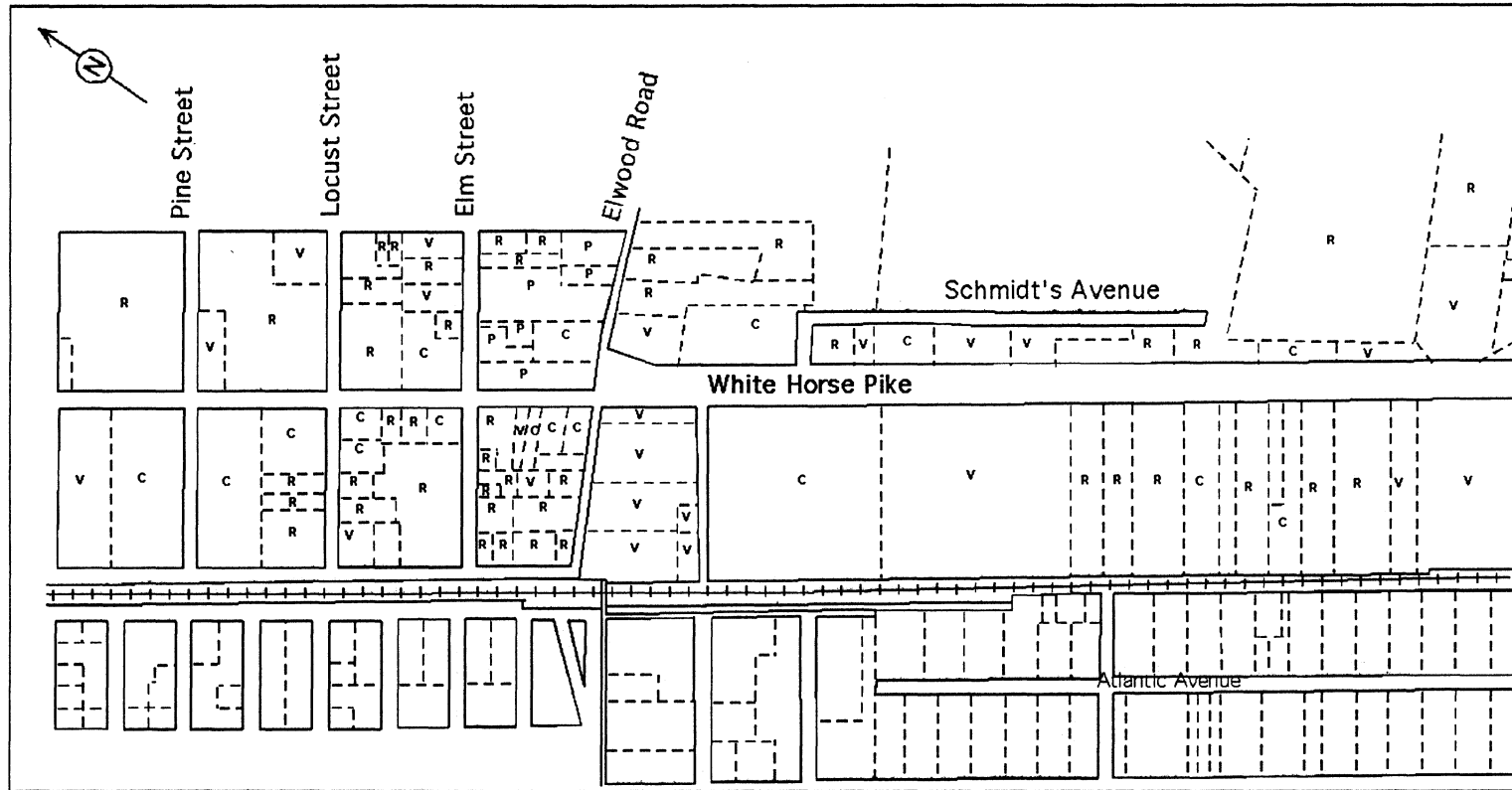
**Pinelands Rural Economic Development Pilot Program  
Mullica Township – Route 30 Corridor**

**Figure 2**  
**Pinelands Town District**  
**Existing Study Area Land Uses**

 Pinelands Town District

Existing Land Uses  
R Residential  
C Commercial  
I Industrial  
V Vacant  
P Public

Whiteman & Taintor 1999



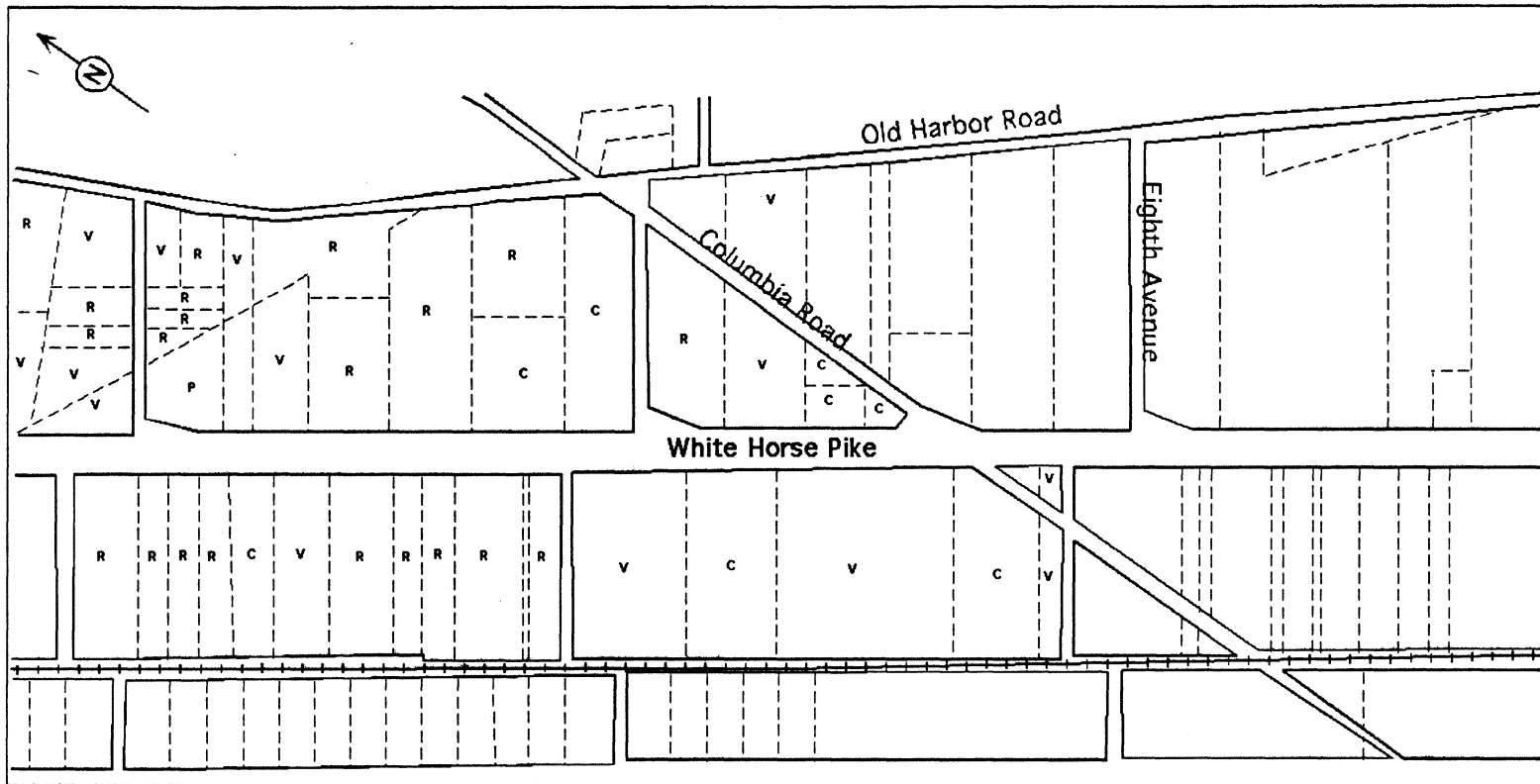
**Pinelands Rural Economic Development Pilot Program  
Mullica Township - Route 30 Corridor**

**Figure 3: Existing Land Uses in Elwood Village  
Intersection of Elwood Road and White Horse Pike (Route 30)**

Existing Land Uses  
 R Residential  
 C Commercial  
 V Vacant  
 P Public

0 0.25 mile

Whiteman & Taintor 1999



**Pinelands Rural Economic Development Pilot Program  
Mullica Township - Route 30 Corridor**

**Figure 4: Existing Land Uses in Elwood Village  
Intersection of Columbia Road and White Horse Pike (Route 30)**

Existing Land Uses

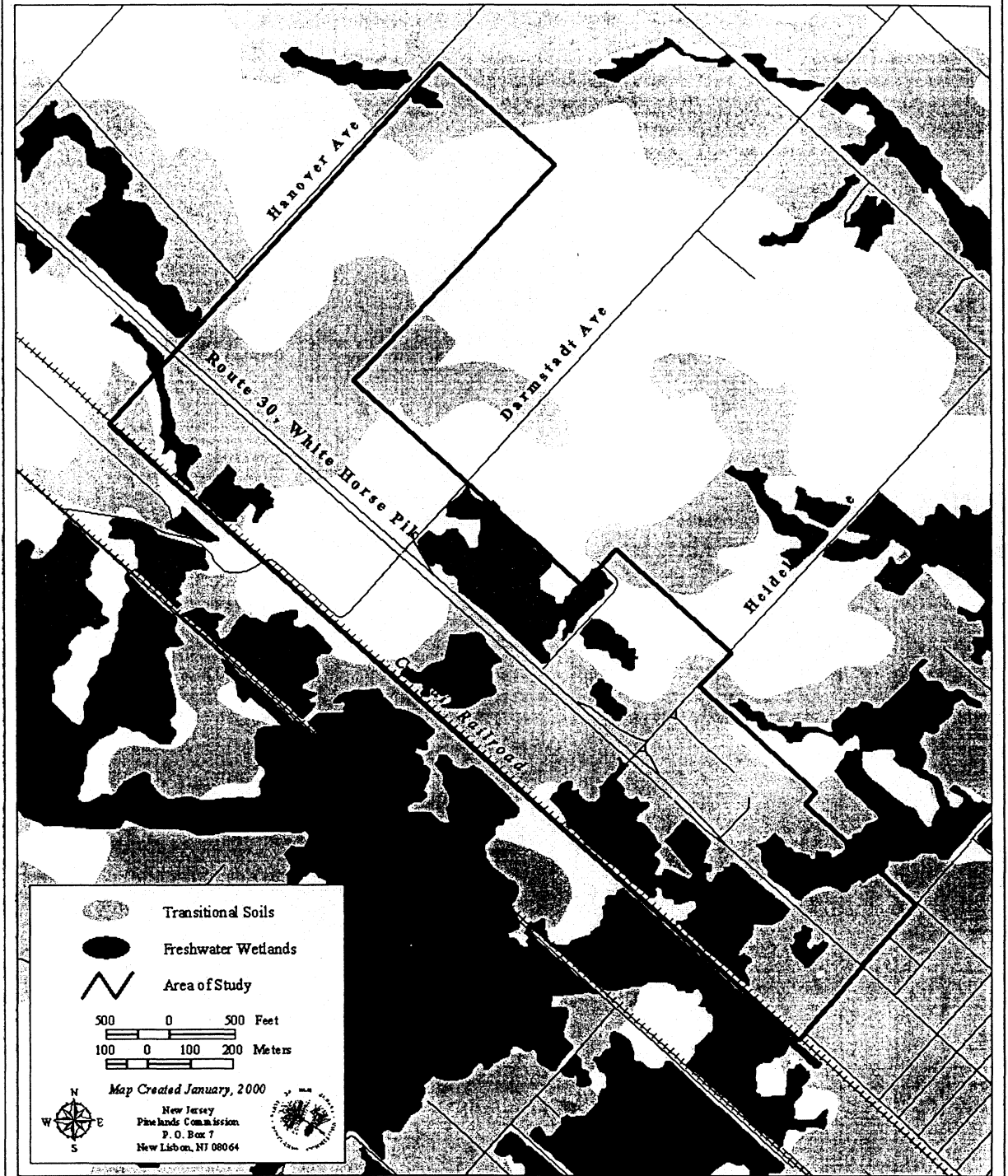
- R Residential
- C Commercial
- V Vacant
- P Public



Whiteman & Taintor 1999



Figure 5: Route 30 Area 3 Near Egg Harbor City  
Wetlands and Transitional Soils



## Appendix B. Establishing a Monitoring Program

Communities implement monitoring programs to learn how implementation is progressing (and whether revisions are needed) and to demonstrate accountability of actions and resources. On a broader level, the measuring process leads to a better understanding of the link between actions and overall goals.<sup>9</sup> Since most sources of grants and loans now require plans for measuring success as part of the overall application, having a monitoring program in place also gives communities a head start in pursuing future funding opportunities.

As a starting point, Mullica Township should consider organizing its monitoring plan around the broad goals set forth in the economic development strategy; i.e., protect the environmental resources of the community; provide a tax base that will support the services desired by residents; create new jobs; better define Route 30 business areas; and clarify the community's position on economic development. A comprehensive framework for a monitoring plan relates each goal to one or more indicators, which in turn, are evaluated by one or more measures. For example:

*Goal* – Provide a tax base that will support the services desired by residents

*Indicators* – Increased business diversity; improved business health/efficiency

*Measures* – Total number of employers (this measurement serves as a proxy for the number of types of employers, which is more difficult to track); number of new business openings reported in local paper; number of requests handled by economic development ombudsmen and circuit rider; number of visits to existing businesses.

Organizing the action items under specific goals can help to suggest types of indicators and measures, which in turn, can be used to assess progress in completing specific activities as well as reaching overall goals.

In identifying appropriate measures, Mullica Township should refer to the following guidelines:

- When possible, measure “goods” (e.g., employment levels) as opposed to “bads” (unemployment levels) to foster more positive efforts
- Only measure things that provide needed information
- Use indicators that have the most potential to focus and redirect activities, if needed
- Use proxy measures when direct measurement is not feasible
- Balance the need to know with the ability to find out
- Be sure to specify a baseline, who will be responsible for collecting the information, and when measurements will be taken.

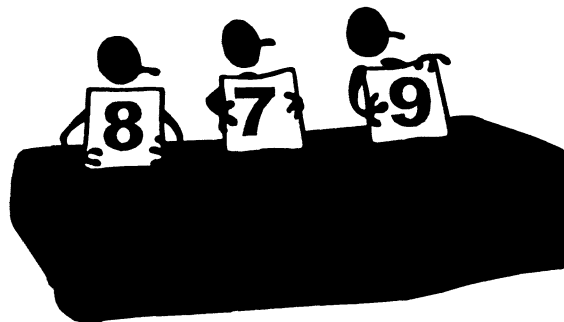
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<sup>9</sup> Much of the information used to develop this section is based on *Measuring Community Success and Sustainability: An Interactive Workbook*, North Central Regional Center for Rural Development, Iowa State University, 1999. Other sources are noted where appropriate.

Other helpful suggestions include:

- Seek assistance from a regional or state economic development agency or university in developing appropriate measures, particularly for difficult-to-measure indicators, such as the local impact of travel and tourism.
- Celebrate successes and recognize those involved in the effort.
- Establish and participate in “peer community sessions” with other Pilot Program municipalities to exchange information on goals and strategies with each other.<sup>10</sup>
- Consider using different measures for different audiences to address different needs (e.g., program administrators, taxpayers, and outside funders).<sup>10</sup>
- Recognize that measurements can be made of either processes or products.<sup>11</sup>
- Avoid using measures that are outside of the Township’s controls (e.g., creating a certain number of jobs per year versus creating a new industrial site).<sup>11</sup>
- Institute a once-a-year formal review of progress in implementing the strategy.<sup>11</sup>

Finally, if a particular measurement is not working well once the monitoring plan is up and running, try to replace it with another, more suitable method. Ideally, the measurements should be made over the long-term, but like the implementation strategy, the monitoring plan should be improved as needed.



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<sup>10</sup> From Walzer, Norman, *Community Visioning/Strategic Planning Programs: State of the Art*, Illinois Institute of Rural Affairs, 1995 (available at <http://cait.wiu.edu/iira/main.html>).

<sup>11</sup> From Phillips, Phillip D., *Economic Development for Small Communities and Rural Areas*, Office of Continuing Education and Public Service, University of Illinois at Urbana-Champaign, 1990.

## Appendix C. Additional Resources

One of the key approaches used in the Pilot Program was supplying communities with professional expertise in the area of rural development planning to minimize the learning curve for participants. The increasing abundance of easy-to-use resources targeted to rural communities, however, allows Townships such as Mullica to continue learning throughout implementation of their development strategies. Informed and educated leaders and participants are much more likely to realize successful outcomes. In addition, due to time and other resource limitations, the Pilot Program may not have been able to adequately cover issues that are both important to the community and have the potential to affect implementation of the development strategy (e.g., education and child care). Many of these topics are covered by the resources noted below.

This list is by no means exhaustive and is primarily limited to publications (many of which have been cited in footnotes throughout this document) and web sites. All of the publications and other materials are available for loan by calling the planning staff at the Pinelands Commission (609/894-7300). The web sites that are listed tend to offer more general information or assistance; most, in turn, contain links to many other sites with more specific areas of focus.

### A. Publications

Dane, Suzanne G., *Main Street Success Stories*, National Main Street Center, National Trust for Historic Preservation, Washington, DC, 1997

*Federal Funding Sources for Rural Areas*, United States Department of Agriculture, Washington, DC, 1997 (available from the internet at <http://www.nal.usda.gov/ric/ricpubs/funding/federalfund/ffintro.htm>)

Flora, Cornelia Butler, *Rural EZ/EC Champion Communities: What Happened After Application?*, North Central Regional Center for Rural Development, Iowa State University, Ames, IA, 1998 (available from the internet at <http://www.ag.iastate.edu/centers/rdev/EZECCC4.html>)

Forman, Maury and James Mooney, *Learning to Lead, A Primer on Economic Development Strategies*, Washington State Community, Trade and Economic Development, Olympia, WA, 199 (available from the internet at <http://edd.cted.wa.gov/cac/whatsnew.htm>)

*Funding Sources for Community and Economic Development 1997, A Guide to Current Sources for Local Programs and Projects*, The Oryx Press, Phoenix, AZ, 1997

*Guiding Principles of Sustainable Design*, United States Department of the Interior, National Park Service, Denver Service Center, Denver, CO, 1993

*Harvesting Hometown Jobs, The New Small Town Guide to Local Economic Development*, National Center for Small Communities, Washington, DC, 1997

*Measuring Community Success and Sustainability: An Interactive Workbook*, North Central Regional Center for Rural Development, Iowa State University, Ames, IA, 1999

Phillips, Phillip D., *Economic Development for Small Communities and Rural Areas*, Office of Continuing Education and Public Service, University of Illinois at Urbana-Champaign, 1990

*Pinelands Interpretation Plan*, U.S. Department of the Interior (in cooperation with the Pinelands Commission and the New Jersey Department of Environmental Protection), Philadelphia, PA, 1998

*Rural Tourism Handbook, Selected Case Studies and Development Guide*, United States Travel and Tourism Administration, U.S. Department of Commerce, Washington, DC

Vysatova, Romana and Laurie S.Z. Greenberg, eds., *A Guide to USDA and Other Federal Resources for Sustainable Agriculture and Forestry Enterprises*, United States Department of Agriculture, Washington, DC, 1998

Walzer, Norman, *Community Visioning/ Strategic Planning Programs: State of the Art*, Illinois Institute of Rural Affairs, 1995 (available from the internet at <http://cait.wiu.edu/iira/main.html>)

## **B. Web Sites**

[www.livablecommunities.gov](http://www.livablecommunities.gov) – Contains links to sustainable development programs and related initiatives in applicable federal agencies (e.g., USDA, DOE, HUD, DOT, EPA).

[www.rurdev.usda.gov](http://www.rurdev.usda.gov) – Information on the USDA's Rural Development Program, including financial and technical assistance for business and cooperative programs, housing and community facilities, utility programs, and community development and empowerment programs.

[www.rurdev.usda.gov/nrdp](http://www.rurdev.usda.gov/nrdp) – The National Rural Development Partnership is comprised of 36 state councils. Although New Jersey is not one of the Partners, the site details information on current projects and resources that applies nationwide.

[www.nal.usda.gov/ric](http://www.nal.usda.gov/ric) – The Rural Information Center provides information and referral services to rural communities, officials, organizations, and citizens. Topics of inquiry include successful development strategies, small business growth, and tourism promotion.

[www.rcap.org](http://www.rcap.org) – The Rural Community Assistance Program is a nationwide organization that provides on-site and technical assistance and training for water supply, wastewater, solid waste, and other community development issues.

[www.cas.psu.edu/docs/casconf/nercrd/nercrd.html](http://www.cas.psu.edu/docs/casconf/nercrd/nercrd.html) – The Northeast Center for Rural Development is one of four such centers nationwide and focuses on rural problems in the northeast. The Center initiates, facilitates, funds, and evaluates research and educational programs that improve economic and social well-being.

[www.unl.edu:80/kellog](http://www.unl.edu:80/kellog) – The W.K. Kellogg collection is an on-line compilation of rural community development resources, including guidebooks, manuals, workshop materials, reports, books, and videos.

[www.4w.com/heartland](http://www.4w.com/heartland) – The Heartland Center for Leadership Development is an independent, nonprofit organization that provides programs and publications focusing on the critical role played by local leadership.

[www.attra.org](http://www.attra.org) – The Appropriate Technology Transfer for Rural Areas Program functions as a national sustainable farming information center. Primary topics are sustainable practices, alternative enterprises, and marketing.

[www.planning.org](http://www.planning.org) – The American Planning Association sponsors research, publications, and conferences on a broad spectrum of planning topics, including small town and rural planning.

[www.ecotourism.org](http://www.ecotourism.org) – The Ecotourism Society provides information on research, conservation, and business issues related to ecotourism.

[www.nbia.org](http://www.nbia.org) – The National Business Incubator Association has a resource center that serves as a clearinghouse for publications, conferences, and other information pertaining to business incubators.

### **C. Other**

Bruce, Willa and Christine M. Reed, *S.T.A.R.T. Economic Development Local Leaders Guide* (Handbook and Video), Board of Regents, University of Nebraska, Omaha, NE, 1989

Wade, Jerry, *Building Communities from the Grassroots – Community Development Academy* (training course materials), University of Missouri Extension Service, 1998

## **Appendix D. Resource Guides**

Getting Started: Forming a Steering Committee  
Building a Broad Basis of Support and Involvement