

Recommendation Report for Borough of Wrightstown, Burlington County



Office for Planning Advocacy
Business Action Center
New Jersey Department of State
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This document is a combined Opportunities and Constraints, Consistency Review and Recommendation Report prepared by the Office for Planning Advocacy (OPA) as staff to the State Planning Commission (SPC) subject to change based on the continued input of the State Planning Commission, our partner agencies, the Municipality, County and members of the public. OPA and the SPC reserve the right to edit this document and the accompanying PIA prior and during its presentation to the Plan Implementation Committee (PIC) and again before the State Planning Commission (SPC). Should edits be made up to that point or during either meeting, an updated document will be posted on the OPA website (www.njsmartgrowth.com), with edits highlighted accordingly. Notification of such posting will be sent via e-mail to the list of interested parties maintained by OPA. Interested parties may register with OPA to receive notifications of SPC meetings, hearings or other matters regarding petitions for Plan Endorsement by providing contact information, including name, organization, address and e-mail address to osgmail@sos.state.nj.us to the attention of Karl Hartkopf, Director of Research.

Pictured on the cover is a rendering of a potential configuration of the Patriot's Walk development being considered for the redevelopment area at the heart of downtown; from Ragan Design Group

Text Sources:

While every attempt has been made to reference material, this report may contain unreferenced text from multiple sources submitted by the principal and employees of planning firm Ragan Design Group including Rick Ragan and Mara Wexler-Weubker in the service of Wrightstown Borough's planning initiatives including material for town's Petition for Plan Endorsement, zoning, redevelopment and development plans.

Note: Some calculations may not total 100 due to rounding

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SECTION I

INTRODUCTION

As the first round of the Base Realignment and Closure Commission (BRAC) ground toward its conclusion in 1988, while being spared from the ultimate fate of closure, it was revealed that Fort Dix's role as an Army basic training base, which it had served in for seventy years, was being removed. This was a wake up call to which Wrightstown responded. So while Wrightstown attended its Plan Endorsement Pre-Petition meeting on September 22, 2009 its multi-year planning initiative had been progressing for over a decade before that date.

The military support system for basic training was wound down over four years after the 1988 BRAC decision, resulting in a highly impacted local economy. All of those salaries, traffic in and out of the base, and need for locally sourced goods and services disappeared.

Municipal officials realized that they needed to plan a more resilient town, one which did not rely on the military alone for its livelihood, a military which changed based on technology, geopolitics, politics, and military mission planning. Taking its destiny into its own hands, the 1995 Master Plan included two primary objectives, downtown revitalization and economic development. By 1998, an Economic Steering Committee was formed to identify redevelopment areas and move them forward for implementation. The Economic Steering Committee transformed into the Wrightstown Strategy Committee, that Committee also serving as the Plan Endorsement Advisory Committee (PEAC).

Planning done well is a living process, one in which borough officials continue to adjust its plans and implementation of those plans according to the changing realities around them. As with farming, a significant industry in Burlington County and in the middle of which Wrightstown is situated, the military and market forces continue to evolve in the region, we have no doubt that Wrightstown will continue to allow its planning to evolve along with those forces. We hope that the work done during Plan Endorsement will continue to serve the borough for many years.

WRIGHTSTOWN PLAN ENDORSEMENT STEPS

Typically, the Plan Endorsement process is a ten step process with various steps alternately taken by the municipality, the Office for Planning Advocacy and its state agency partners. This process can change based on the work the municipality has already completed, changing state rules, and waivers and agreements reached between the state and municipal officials on what would actually be required of the municipality.

Below is the process as it has occurred for Wrightstown:

Step 1: Pre-Petition: Petitioner submits letter and planning documents for pre-petition meeting and OPA and state agencies review documents. Once review is complete, a pre-petition meeting is scheduled. Wrightstown attended its Plan Endorsement Pre-Petition meeting on September 22, 2009.

Step 2: Plan Endorsement Advisory Committee (PEAC): Petitioner appoints Advisory Committee by resolution at a public meeting. In October of 2009, our office received the official membership of the PEAC

Step 3: Municipal Self Assessment (MSA): Petitioner conducts self assessment and produces a Self-Assessment Report. They then present findings and conclusions of self assessment at a public meeting* and adopts a resolution to pursue Plan Endorsement. At the March 10, 2010 meeting of the Borough Council, Wrightstown adopts Resolution 2010-032 accepting the MSA and stating their desire to pursue Plan Endorsement. Wrightstown's application was deemed complete on April 6th, 2010.

Step 4: State Opportunities & Constraints Assessment: Normally, NJDEP, NJDOT, NJ Transit, and NJDCA conduct opportunities and constraints analyses and provide information which will inform the Community Visioning process and the rest of the Plan Endorsement process, that is, to identify constraints and opportunities to create a vision that is achievable and realistic. OPA then produces a report with these and its own analysis for use by the municipality in conducting municipal visioning. Due to the gubernatorial election catalyzed move of OPA, loss of staff, staff medical issues, workload and other issues, the office compiled and posted agency reports and portions of its own analysis in July of 2010 before suspending Plan Endorsement for Wrightstown.

Step 5: Community Visioning: Petitioner conducts community visioning, adopts its Vision, and submits it to OPA to complete its Petition submission. Visioning must normally include at least two public workshops and at least two public hearings*, one before the planning board and one before the governing body before submission of the final Vision to OPA. Wrightstown held two Visioning sessions, one on April 12, 2010 covering the Fort Dix Street corridor and one on September 14, 2010. While the street specific Visioning session did not meet OPA's normal standard for Visioning, based on a request by municipal officials, OPA did grant a partial visioning waiver which will allow Wrightstown to conduct an additional visioning session once Phase I of Patriot's Walk has been completed.

Step 6: Consistency Review: At this point, OPA and state agencies should have in hand all existing and newly created planning documents, including a free-standing or Master Plan integrated Vision statement. This package of documents, the "complete petition", is then reviewed by state agencies for State Plan consistency. If inconsistencies exist, OPA will develop draft memorandum of understanding (MOU) and Action Plan, in consultation with the state agencies and the municipality. The Action Plan outlines the necessary steps for petitioner to achieve Plan Endorsement, and includes assistance pledged by state agencies to complete the work and/or benefits available to the municipality upon endorsement. The MOU is signed by both the municipality and the State Planning Commission.

For Wrightstown, two variations on the process occurred. Since the municipality received a visioning waiver for its remaining visioning session, no municipal actions were required between the Opportunities and Constraints Analysis and the Consistency review. The other is that since OPA had produced only a partial Opportunities and Constraints Analysis, it now owed any remaining pieces (if still valid) of the

Opportunities and Constraints Analysis and a Consistency Review. After the rest of the steps are outlined, read on for how OPA is resolving this issue.

Step 7: Action Plan Authorization and Completion: If the state has determined that additional actions need to be taken by the municipality, the SPC considers the draft MOU and Action Plan at a Commission meeting, and once approved by both the SPC and the municipality, the municipality works with State, county and regional agencies to complete Action Plan.

If, however, OPA and state agencies find that no planning actions rise to the level of needing completion prior to Endorsement, they can make a recommendation to the SPC to move to Endorsement without the need for an MOU and Action Plan. This is exactly what staff is recommending, and the reasoning will be explained throughout this document.

Step 8: Recommendation Report and Draft Planning & Implementation Agreement (PIA): Once a municipality is deemed suitable for Endorsement, OPA produces recommendation report and finalizes a Planning and Implementation Agreement (PIA). The PIA is essentially an Action Plan for after a municipality is Endorsed and during its ten year Endorsement period. As with the Action Plan, both the municipality and state agencies may request planning actions or assistance.

Step 9: State Planning Commission Endorsement: OPA presents the Recommendation Report and draft PIA to the PIC at a public meeting and SPC considers this package. The SPC votes whether Endorsement is warranted, and can also send OPA, state agencies or the petitioner back to gather more information or complete more work.

Step 10: Monitoring and Benefits: Municipality, State and regional agencies (as applicable) follow through on PIA action completion, including the delivery of benefits to municipality. For the first year after Endorsement, and biannually afterward, the municipality updates the Commission on PIA progress and other planning changes. Endorsement lasts 10 years.

WRIGHTSTOWN ENDORSEMENT RECOMMENDATION

While preparing this report, which is part Opportunities and Constraints Analysis and part Consistency Review, it became clear that the report should also become a Recommendation Report. The reason for this is the unintended delay between the time when the Plan Endorsement process was suspended and today allowed extensive additional planning work to be completed by the municipality, as well as by Burlington County and the Joint Land Use Study (see more below) in and around Wrightstown, resulting in a complete “plan.” Transportation, environment, economic development, historic resources, intergovernmental coordination, hazard planning, open space and recreation, recycling, community facilities, utilities and infrastructure including water supply and sanitary sewer, housing, zoning, etc. have all been addressed in the numerous documents prepared by, for, or recognizing Wrightstown.

This is not to say that Wrightstown has no challenges, as there are numerous challenges as we discuss below. But there is now a plan, or set of plans, in place to help ameliorate or solve these issues, and perhaps prevent some in the future. So as not to bury the lead any further than we have, given that Wrightstown’s planning is consistent with the State Plan, staff recommends that Wrightstown Borough be granted Plan Endorsement, which includes a Town Center. This report, while a three-in-one report as described earlier, is ultimately a Recommendation Report because of the recommendation of OPA to the SPC to Endorse Wrightstown.

SECTION II

Summary of State Agency Opportunities and Constraints Analysis

In 2010, OPA and our State agency partners conducted preliminary assessments of local opportunities and constraints as they relate to existing development, current zoning regulations, infrastructure and natural resources. The heart of the Opportunities and Constraints Report, this report provided for a comparison of information within the Municipal Self-Assessment Report with the most up-to-date regional and statewide data to determine whether existing growth trends and patterns were sustainable.

The information was intended to guide and direct the community visioning process such that residents and other stakeholders can develop a vision for the future with a 20 year planning horizon based on an understanding of how current land use regulations and policies will result within the context of existing infrastructure and environmental and agricultural resources. The vision shall provide a narrative structure to frame municipal need to recognize fiscal constraints, plan for housing needs, and call for the preservation of natural, historic and agricultural resources ultimately resulting in for sustainable development. By taking into consideration the findings of the Municipal Self-Assessment Report and the Opportunities and Constraints Analysis, communities can envision a both desirable and realizable future.

Agriculture Opportunities and Constraints Analysis

While the Department of Agriculture did not submit an Opportunities and Constraints Analysis, after all the municipality has only 12 acres of harvested cropland and 12 acres of agriculture registered woodlands, the Department and its affiliates have expressed interest in Wrightstown's status as an important part of the region's agricultural landscape. Surrounded on three sides by primarily agricultural communities interested in remaining primarily agricultural, and a military base interested in keeping its those same surroundings conducive to continued military operations, Wrightstown has always been the focus of more significant development possibilities in the area. And with the passage of the cluster development bill (A3761/S2608) on August 7, the region now has another tool to add to the toolbox that now includes Transfer of Development Rights (TDR), fee simple land acquisition, temporary and permanent conservation easements, county, state and federal business development assistance to create better development and agricultural outcomes.

NJDEP Opportunities and Constraints Analysis

The Department of Environmental Protection submitted its usual large assessment, relying as it usually does on DEP's extensive internal databases to supply data on many conceivable environmental features in the Borough. All of the data was covered extensively in Wrightstown's adopted 2011 Master Plan, and issues were addressed.

Topics covered include:

- Water Availability
- Wastewater Treatment
- Wetlands

- C1 Streams
- Total Maximum Daily Loads (TMDLs) - phosphorus focused
- Threatened & Endangered Species Habitat
- Groundwater Recharge Areas
- Wellhead Protection Areas
- Priority Species Habitat
- Known Contaminated Sites
- Preserved Lands
- Historic Sites & Resources
- Pinelands Regional Planning
- Permit Extension Act

Any substantive issues raised in the report are covered elsewhere in this document.

NJDOT Opportunities and Constraints Analysis

Given the dearth of state roads in Wrightstown - the only state road in Wrightstown is Route 68, and that portion traverses the military base and is closed to local traffic - NJDOT had minimal input to the Opportunities and Constraints Analysis. DOT did state that they would be able to assist in obtaining best practices example documents.

Council on Affordable Housing (COAH) Opportunities and Constraints Analysis

Council on Affordable Housing (COAH) staff have reviewed the Municipal Self Assessment (MSA) and had a few primary comments. After providing a history of the municipality's efforts in providing its affordable housing obligation along with COAH's own changing regulatory framework, they provided a brief assessment of the Boroughs proposed plan to satisfy its growth share obligation through the extension of expiring controls program on the 52-unit Wrightstown Arms Apartments. Wrightstown Arms is a Project-based Section 8 family apartment complex, which recently extended its affordability controls through 2032.

COAH observes that the crediting of the Wrightstown Arms Apartments may not strictly comply with COAH regulations given the complex rules surrounding when units needed to be created to receive credit. Documents concerning the Wrightstown Arms Apartments indicate that the complex was completed in 1979 but the exact date that COs were issued has not been determined. Wrightstown has requested a waiver from N.J.A.C. 5:97-6.14 to exempt these units from the pre-1980 requirement but COAH has not yet acted on the waiver request.

They observe that the Borough's June 2009 submission provides a back-up plan in the event the Borough does not receive a pre-1980 waiver for the Wrightstown Arms. The Borough will create a market to affordable program, targeting existing single-family units in the downtown area for this program. As part of the market to affordable program requirements (N.J.A.C. 5:97-6.9), units must be brought up to code before they are eligible for COAH credit. The market to affordable program may be the preferred alternative, assuming the

Borough can financially support this program. Effective July 1, 2010, the Borough may be able to re-institute the collection of non-residential fees, perhaps with an eye toward the development and redevelopment planned for the municipality. Otherwise, COAH raises no issues with COAH policies at that point.

NJTransit Opportunities and Constraints Analysis

NJ Transit has a single bus line running through the municipality, the 317 Asbury Park-Philadelphia bus route through Wrightstown. Buses currently travel through the Base, along Railroad Avenue and East Main Street. The bus shelter is located on the west side of Railroad Avenue, adjacent to the public parking lot. Wrightstown's problem, stated in

The major issue which Wrightstown articulates is the problem associated with homeland security-related delays on the #317 bus route in the area of Fort Dix. Since buses are not permitted to pass through the checkpoints without being accompanied by a Military Police officer (MP), and passengers not allowed to board without a government photo identification, delays are nearly inevitable subject to MP availability throughout the day. NJTransit concludes "With extremely limited routing options, NJT has found no way to bypass this problem without eliminating access for some existing passengers. Given the current conditions, NJT merely works around them best we can."

NJTransit, did however, state their willingness to work with the municipality to identify solutions to other problems such as the desire for additional bus stops, particularly as redevelopment brings additional amenities into town.

Office for Planning Advocacy (OPA) Opportunities and Constraints Analysis (O&C)

The Office for Planning Advocacy's role in the Opportunities and Constraints Analysis is both as synthesizer and analyzer. Synthesis of information from the many agencies and stakeholder can be seen throughout this report. At the heart of OPA's analysis for the O&C is a TREND Analysis.

TREND ANALYSIS

TREND Analysis is normally done as part of the Opportunities and Constraints Analysis; however, for reasons given above, it is now being integrated as part of this Recommendation Report.

In addition, this TREND Analysis will not be done as has been the tradition. There are a number of reasons for this:

- Wrightstown adjacency to the military base and the base's somewhat impermeable boundary changes how a buildout would typically behave

- The town's unusual development history did not follow either the typical buildout of a mid to large size suburban municipality with ever expanding post-war sprawl or the pre-war small town buildout
- Municipal land use trends are driven to a much greater than average extent to forces outside of its own boundaries i.e. the military, and those forces do not behave as traditional market forces
- Due to extensive planning and zoning for redevelopment, including on land which wasn't even under civilian control until seven years ago, the timing, extent and form of that redevelopment is not just more uncertain than greenfield redevelopment, but even than typical redevelopment. That this redevelopment is mixed use development, and that the ratios of residential, commercial, office, etc. will be ultimately decided in negotiation with a redeveloper with which based on what the market seems to be demanding in a given moment, only adds to the uncertainty
- Given years of experience modeling buildout, we are somewhat less confident in our buildout technique as it is currently constructed

Normally, we suggest that the buildout should help inform the community visioning process. And while our office did supply a draft of the buildout to Wrightstown planners a number of years ago, we believe that redevelopment will occur based less on rules and more on the vision which Wrightstown has laid out.

Therefore, we will be presenting OPA's TREND Analysis alongside another buildout to paint a general picture of what Wrightstown might expect going forward.

OPA TREND Analysis

OPA begins its analysis by overlaying zoning regulations on municipal lands. We then take into account known environmental constraints and other impediments to development. These constraints included identified State Plan parkland, State Agriculture Development Committee (SADC) preserved farms, wetlands (with a 25-foot buffer), presence of Category 1 (C1) streams, existing developed land including infrastructure, and identified surface water.

After determining developed, environmentally constrained and available lands, our model applies the overlying zoning to the remaining available lands in one model version, and to developed land as a way to indicate redevelopment potential.

For residential zoning, OPA used the most recent U.S. Census Bureau data to determine Wrightstown's average household size, which was identified as 2.60 persons per household (U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates), and multiplied it by the number of units to arrive at population estimates.

For commercial zoning, building coverage was calculated on commercial lands to estimate the number of square feet generated. Square feet were then divided by the number of square feet per job to arrive at job estimates.

The result from the TREND Analysis estimates available land, population, amount of housing, and commercial space that can potentially built, and the number of jobs that may be generated by zoning regulations.

Assumptions

Because some aspects of future development are unknown, certain assumptions had to be made for a few of the zones, particularly those that are mixed-use and allow for both residential and non-residential development. These zones are divided into estimated development ratios of residential various kinds of commercial development in order to perform buildout calculations. Sometimes, and this was the case in Wrightstown, the total square footage of a proposed use was added directly to the results of the model for purposes of estimating the ultimate result of development. The results of our analysis can be seen below in Figure 1: Trend Analysis Summary Table

Figure 1: Trends Analysis Summary Table

Summary Table	
category	acreage
<i>land consumption</i>	
environmentally constrained	95
currently urbanized	211
additional consumption	27-41
total urbanized land at buildout	238-252
<i>buildings</i>	
current residential units	339
new residential units	272-319
total residential units at buildout	611-658
current commercial sq ft	225,000
new commercial sq ft	721,540 - 1,092,189
total commercial at buildout	946,540-1,317,189
<i>people</i>	
current residents	802
new residents	272-319
total residents at buildout	1,074-1,121
current employment	339
new employment	748-1,231

total employment at buildout 1,087-1,570

Sources: Legacy OPA Trend Buildout Spreadsheet, OPA GIS Analysis; Current employment analysis from December 2011 Master Plan, Census data 2010, Commercial Square Footage OPA Estimate from MODIV tax data

Joint Land Use Study (JLUS) Buildout

What is a Joint Land Use Study? These studies, funded by the Department of Defense's (DOD) Office of Economic Adjustment, are in the words of DOD "Through joint, cooperative military and community planning, growth conflicts can be anticipated, identified, and prevented. These actions help protect the installation's military mission, and the public health, safety, quality of life and community economic stability."

One part of their studies of particular interest to them is the buildout analysis of the jurisdictions surrounding military bases, as this growth could directly impact the military's ability to conduct its activities. If there is too much growth, too close to the base, not only could there be direct physical consequences of that growth e.g. tall buildings near military runways, but political and community pressure may make military activities more difficult such as those generating noise above ambient levels.

Buildout by the JLUS was similar in its four part analysis; inventory undeveloped lands, remove protected lands and identify environmental constraints, research and apply zoning regulations, and calculate development potential.

There were some differences between OPA's and JLUS's analysis. Whereas OPA exclusively used NJDEP's 2007 Land Use / Land Cover to determine environmental, developed and available lands, the JLUS study used tax assessor data supplemented by the aforementioned Land Use / Land Cover data as well as 2006 aerials to insure lands were classified correctly.

Another difference was all parcels with development on them were removed from the study without exception, including underutilized parcels. In this way, JLUS's buildout is a purely greenfield, or vacant land buildout, with minimal potential for redevelopment.

Because the JLUS study wanted a uniform analysis across the study region, they composited different municipal zones into groups with similar features e.g. low, medium and high density residential.

The build out analysis assumes access to water and wastewater infrastructure. There are many instances of the JLUS study area lacking infrastructure services but the goal of the build out analysis is to anticipate possible land use scenarios. Inclusion of lands that do not have water and wastewater infrastructure in this analysis is predicated on an assumption that development could be possible on these

lands. This development analysis assumes that existing zoning takes into consideration the growth capacity based on the existing infrastructure (see Section 9 for further discussion).

Buildout Results

In some ways, the outcomes of both buildouts are remarkably similar, in spite of their different techniques for getting there. The Office for Planning Advocacy's additional residential count was 272-319 while the Joint Land Use Study's was 319. In other ways, they could not have been more different.

The Office for Planning Advocacy calculated that between 721,540 and 1,092,189 square feet of new commercial space was possible in the municipality. The JLUS study showed nearly zero.

The JLUS study found there to be negligible commercial development for two reasons. First, because of their no-redevelopment assumption on the build-out, which results in a minimum of vacant commercially zoned land and this little commercial development. More significantly is their single use interpretation of mixed use zones, which ended up classifying Wrightstown's Mixed Use Development Zone (MUD) solely as high density residential.

Given OPA's analysis of the municipal zoning, available land, and redevelopment potential, we believe JLUS's buildout is inaccurate and substantial commercial development will be possible. In addition to the available land, there are many single story and obsolete buildings, leaving plenty of opportunities for building upgrades, including additional stories and clean slate redevelopments. In addition, the zoning clearly encourages mixed use. Redevelopment plans and reports, and redevelopment agreements drafted by the municipality and adopted by redevelopers all clearly plan for a multitude of uses including retail, commercial, and office including a hotel, an educational institution, a hospital branch, specialty restaurants and retail, along with residential of all formats and price points.

SECTION III

In a typical Plan Endorsement Consistency Review, OPA compares a municipality's historical land use development patterns, planning decisions, governing ordinances and the municipal vision to the State Plan, assessing whether a municipality has taken sufficient steps toward implementing the principles of the State Plan. If a municipality has carried out sufficient planning and implementation, the SPC can choose to send the municipality directly to Endorsement; otherwise, a planning to-do list is worked out with the municipality which requires completion for Endorsement.

Planners find it fairly straightforward to apply their analysis to typical urban, suburban and rural municipalities; however, for atypical places, this can be a challenge. As mentioned earlier, Wrightstown's history is anything but typical.

Size

While its official status as the 150th or so smallest municipality in the state places it in the bottom half of New Jersey's 565 municipalities, if military lands are not counted in the calculation, it drops to being the 25th or so smallest municipality, among the smallest in the state.

Population

While New Jersey as a whole has a population density of around 1,200 people per square mile - making us the most densely populated state in the United States, and by almost 20 percent more than the next most dense state (Rhode Island) - there is significant variation between New Jersey municipalities. Densities range from just under one person per square mile to over 55,000 people per square mile.

Population divided by land area may tell us a town's population density, but that number tells only part of the story of a municipality's population distribution, resulting in an incomplete picture. These factors include environmental features of land (e.g. significant undevelopable wetlands), historical development patterns (cities and their multistory residential buildings vs. uninhabited farmland), parks and other open space (easement corridors) and lands controlled by other jurisdictions (reservations and federal facilities). The inclusion of Federal facilities distorting the picture certainly applies to Wrightstown.

While Wrightstown's official area is around 1.7 square miles, nearly 60 percent of that is under national military control. A multitude of side effects emanate from the phenomenon.

Businesses choose locations that are likely to be best for businesses. Particularly for retail businesses, but for many others as well, businesses like areas with dense development patterns, high population density and extensive infrastructure. As a first cut, density calculations are generally done on official land areas, which for Wrightstown would result in an official density of around 480 people per square mile, putting it in the bottom quartile of New Jersey municipalities. This not only excludes it from "first cut" lists, but probably results in it seldom receiving a second look. This would be a mistake.

For development purposes, Wrightstown should be measured using its civilian land, which is where its entire civilian population resides. The result is a population density over three times higher than the official calculation, around 1,500 people per square mile. At 1,500 people per square mile, Wrightstown is 50 percent denser than New Jersey as a whole and would be nearly exactly in the middle in terms of density rank by municipality among New Jersey municipalities.

Military Population

But wait, there's more. Not only do thousands work on base, but approximately 8,000 live on base. Using the combined civilian AND military residents to calculate density, Wrightstown's density rises even further to a whopping 5,200 people per square mile, putting it in the top 100 largest municipalities in New Jersey.

Income

According to the United States Census, 2010 per capita income for Wrightstown was \$24,231, for a total of just under \$20 million in income for Wrightstown. These unremarkable per capita and total amounts belie how much disposable income exists in the region. Below in Table 1: Military and Civilian Payroll for Fort Dix and McGuire are total earnings for 2003 for two of the bases:

Table 1: Military and Civilian Payroll for Fort Dix and McGuire

Military Base	Military	Civilian	Total
Fort Dix	\$83,951,000	\$51,599,000	\$135,550,000
McGuire Air Force Base	\$284,339,000	\$54,074,000	\$338,413,000
	\$368,290,000	\$105,673,000	\$473,963,000

Even without including the incomes of surrounding municipalities, spending power within just a few miles exceeds half a billion dollars. And as is shown below, this spending power is even more valuable to Wrightstown than many other typical locations.

Traffic

Effects of the September 2001 terrorist attacks resonated far beyond the attack sites, in both large and small ways. While Wrightstown did have a role in supporting the major deployments in Iraq and Afghanistan, some of the effects were closer to home. As with other bases across the country, the military closed a main through road to civilian traffic. In this case it was Texas Road through Fort Dix.

Wrightstown's configuration impacts the effect of their traffic counts. Civilian traffic, which used to be able to move North, South, East and West at will are now prevented from taking the southern road. Thus both drivers wanting to go south or come northward need to drive around the base, and most of them make one of their turns in Wrightstown. Formerly brisk north-south through which drivers proceeded straight through are now slower intersections at which drivers wait for their moment to make the required turns.

The results of this change has been felt to be quite negative locally; increased traffic on Borough roads, increased road wear and tear, increased vehicular / pedestrian friction and increased noise levels. And traffic, particularly during peak times during the day as those travelling to and from the base for work and meals fill up local roads. But in these negatives are some silver linings.

One of the most basic measures for choosing retail site locations is by identifying places where cars per day passing is above a certain number e.g. 20,000 cars per day. So Wrightstown's 10,000 cars a day is generally not of a size which would get the interest of a commercial real estate developer. In fact, as in the density selection phenomenon above, the 10,000 car a day number is low enough that second looks may never occur. But this set of 10,000 cars is a more highly captive set of cars than on a typical suburban or urban road. There are few alternatives to these roads for traveling through the town AND through the region. Being the only game in town means

that commercial, retail and office businesses that locate along these routes benefit from exclusive access to these drivers' attention in a way that other roads with similar traffic levels.

Furthermore, these drivers are moving more slowly through town and spending more time at lights, further benefiting businesses who take advantage of their location along these limited routes. While we have no formal study affirming this, we speculate that this traffic level in Wrightstown is possibly as valuable as a traffic level twice or more as high.

Shopping

Wrightstown's October 2007 market study identified a few important facts about the availability of services in town and the region. First, the study showed that a majority of shopping for both essentials and discretionary items took place outside of Wrightstown. Normally, this might indicate that residents simply went to the town next door to shop. But the study also found that most missing services were NOT available WITHIN A TEN MILE RADIUS; even the nearest grocery store is almost ten miles away - an Acme at 8.9 miles. Adjacent and regional municipalities continue to maintain their rural character. Combined with the removal of over 40,000 acres of base lands from access by the civilian population, businesses offering goods and services have two primary choices; sell in Wrightstown, or sell over ten miles away.

Thus, for a significant portion of their shopping needs, people needed to travel over ten miles. This travelling outside the municipality for goods and services, called leakage, presents a huge opportunity for those businesses who choose to offer those goods and services in Wrightstown.

WRIGHTSTOWN HISTORY

Wrightstown's history is also different than for most municipalities in New Jersey. Most commonly, New Jersey towns and cities can date their placement near a specific resource from one to two centuries ago; creation, placement and/or growth along transportation networks; ability to access the energy of waterways, and the separation from their host municipalities to maintain their own school districts. Only a few have the odd status of being created in the middle of nowhere and whose development patterns were as much shaped by their relationship to the military as those more common forces acting on other municipalities. Wrightstown's physical form and population rise and fall are inextricably connected to the history of the military in the region; as the base goes, so goes Wrightstown.

Military History

Before round five of the Base Realignment and Closure Commission met, merging the areas three military bases into one, each base had its own origins.

Fort Dix

Wrightstown's history traces back almost a hundred years when it was created out of portions of North Hanover and New Hanover in 1918. This was just a year after the military, realizing a need for a much larger force than the 200,000 man force already committed to World War I, commissioned the construction of 16 new army camps including Camp Dix in Burlington County, as Fort Dix was known at the time.

McGuire Air Force Base

McGuire Air Force Base was established as Fort Dix Airport in 1937 and first opened to military aircraft in January of 1941. In January of 1948 the United States Air Force reopened the renamed facility having closed it after World War II.

Naval Air Engineering Station Lakehurst

Lakehurst began as a munitions-testing site for the Imperial Russian Army in 1916; it was ceded to the U.S. Army as Camp Kendrick during World War I. In 1921, the Navy purchased the property for use as an airship station and renamed it Naval Air Station Lakehurst.

The Navy's lighter-than-air program was run out of Lakehurst through the 1930s. During World War II, anti-submarine patrol blimps were operated from Lakehurst. Since the 1950s, training on catapult and arresting systems for aircraft carriers has been conducted at Lakehurst.

Table 2: Burlington Ocean Regional Military Chronology

History of Fort Dix	
June 1917	Construction begins on Camp Dix
September 1917	First draftees arrive
By 1918	Camp Dix had its own sewage, water, electrical; medical facilities, paved roads and over 1,600 buildings
November 1918	Becomes a war demobilization center
1920s and 1930s	Training for Army Reserve, National Guard, and Citizens Military Training Camp
1930s	For just over a year, the Federal Bureau of Prisons runs a prison on site

1933-1942	Civilian Conservation Corps runs a multi-faceted center on site
March 1939	Preparation for World War II solidifies the bases permanent status and its name was changed to Fort Dix
1940	During WWII, more than 25 square miles are added to the base
1942 / 1943	Women's Army Auxiliary Corps and later Women's Army Corps created by Congress and run on this and other bases
1944	Base again becomes war demobilization center
July 1947	Established as a basic training center to teach recruits basic military subjects over a period of four months
June 1950	Training period reduced to two months as the Korean War starts
1978	First female recruits enter basic training at Fort Dix
1988	The Base Realignment and Closure (BRAC) process decrees the end of basic and advanced individual training on base which had been conducted since 1917 (wind down was completed in 1992). Mobilization, deployment, and demobilization for global missions is a new base mission focus
August 1990	Round the clock operations and mobilization for Desert Shield and Desert Storm begins
January and February 1991	Kuwaitis trained to assist in the liberation of their country

2005	Round five of the BRAC process once again tags Dix for realignment, merging it with two nearby bases - McGuire Air Force Base and Lakehurst Naval Station to create the nation's first Joint Base - Joint Base McGuire-Dix-Lakehurst. At the same time, activities from at least five other bases are transferred to the Joint Base. This process was completed in October of 2009
2015	Round six of the BRAC will be convened, realigning and closing additional bases around the country.

Recent History and Events

As you can see from the Table 2: Burlington Ocean Regional Military Chronology above, the military has gone through boom and bust cycles, which in turn have affected Wrightstown's population, businesses and economy. Wrightstown's civilian population variation pales in comparison to the variation in on-base residents and employees during those boom and bust cycles.

The Joint Base has retains a number of crucial roles in the military, in spite of the 1988 BRAC process and subsequent drawdown after Desert Shield and Desert Storm. It is hoped that a mirror image of the post 1988 BRAC downturn will occur, where instead of businesses closing and vacant buildings becoming more common, the 2005 BRAC and the transfer of some duties from other bases will result in increased populations, wealth and ultimately business opportunities in town.

WRIGHTSTOWN PLANNING CHRONOLOGY

Since the mid-1990's, Wrightstown has been planning for and implementing change to transform the municipality. Table 3: Wrightstown Planning Chronology shows many of the activities they have carried out.

Table 3: Wrightstown Planning Chronology

Event(s)	Date	Notes
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Economic Steering Committee Established	1995	
Steering Committee Established		Economic Steering Committee has transformed into the 'Wrightstown Strategy Committee,' and has met on a monthly basis for over 15 years
Redevelopment Needs Assessment	1998	
Redevelopment Plan	1999	
EP Henry manufacturing plant built	2004	
Purchased 42 acres from Ft. Dix	2006	
Patriot's Walk Overlay Zoning for Redevelopment Area Phase I	May 2009	
Municipal Self Assessment submitted	June 2009	
Pre-Petition Meeting Held	September 2009	
Community Visioning Session One	April 12, 2010	
Community Visioning Sessions Two	September 14, 2010	
Initial Opportunities and Constraints analysis	May 2010	
Plan Endorsement Advisory Committee (PEAC) Established	September 2010	
Visioning Waiver (Partial)	February 2011	

Master Plan Adopted, including nine master plan elements and vision plan	December 2011	
Combined Opportunities and Constraints, Consistency Review and Recommendation Report reviewed by the Planning Implementation Subcommittee of the SPC	August 2013	
Combined Opportunities and Constraints, Consistency Review and Recommendation Report to be reviewed and voted on by the State Planning Commission	September 2013	

Due to the long history of planning in Wrightstown, dates and records for some meetings were not recoverable. In addition to the records that could be found, this chronology relies to some extent on the memories of past planning consultants and government officials and may contain misrecollections.

STATE PLAN CONSISTENCY REVIEW

Is Wrightstown Consistent with the State Plan? There are a few ways OPA determines consistency: matching the municipality against a checklist of required and suggested planning mileposts, comparing the municipality's actions against the State Plan's eight goals, and a more qualitative planning assessment.

Below in Table 4: State Plan Consistency Requirements is OPA's assessment of the municipality's consistency against the planning checklist:

Table 4: State Plan Consistency Requirements

SORT	Level	Requirements	Required Procedures & Activities	Page #	Consistent?	Notes
A1	-	Master Plan Items	<u>The master plan must have been adopted by the local governing body within the past 10 years</u>	-	<u>Yes</u>	<u>Adopted 12/13/2011</u>
A2	<u>Required</u>	<u>Trends Analysis</u>	<u>The section shall include socioeconomic data and analysis as well as a more qualitative assessment of existing conditions and needs with regard to both people and the environment (built and natural). Problems and deficiencies identified here must be addr</u>	<u>Master Plan 68</u>	<u>Yes</u>	<u>Through 2030, only two years short of OPA's usual 20 year horizon. Given the potential changes surrounding Wrightstown, 18 years is more than sufficient</u>
A3	<u>Required</u>	<u>Relationship between the vision and the master plan</u>	<u>The section shall include a discussion of the outcomes of the community visioning process and how those have been incorporated into the plan. The plan should outline goals and objectives following from the vision and based on sound planning principles.</u>	<u>Master Plan 11</u>	<u>Yes</u>	-
A4	<u>Required</u>	<u>Statement of Coordination</u>	<u>The section shall discuss how the municipality's plans and related activities are coordinated with the plans of neighboring municipalities, the county, regional planning agencies, and the State. This section shall briefly describe how the municipality's</u>	<u>Master Plan 16, 226</u>	<u>Yes</u>	-
A5	<u>Required</u>	<u>Growth Projection & Capacity & Sustainability Analysis</u>	<u>The section shall consider 20 year projections with regard to population, household and economic growth; land consumption; and infrastructure and resource capacity. Opportunities and constraints identified here must be addressed in relevant elements of t</u>	<u>Master Plan 60-75, 113-125</u>	<u>Yes</u>	-
A6	<u>Required</u>	<u>Review of changes post update or re-examination</u>	<u>The section shall review significant changes, including but not limited to zoning amendments, redevelopment plans, planning studies or projects, natural disasters, growth. This section must also analyze how these changes affect the objectives and assump</u>	<u>Changing conditions in Wrightstown integrated throughout Master Plan</u>	<u>Yes</u>	-
B0	-	Land Use	-	-		

B1	Required	Land Use Plan	<u>In developing a land use plan, the municipality should consider various sets of data in an overlay fashion, including: Land Use Inventory/Map, NRI and Maps, Community Facilities Map, Historic Resource Inventory, stable versus distressed areas – opportunity</u>	<u>Multiple sections of Master Plan, including appendices</u>	Yes	-
B2	Required	Existing Land Use Map	<u>Define land use by acreage, including developable land, undeveloped land, developed land, different types of housing, (housing densities per acre) agriculture, forested lands, recreational land, and land used for commercial purposes. The existing land use</u>	<u>Master Plan 233 (appndx p 1)</u>	Yes	-
B3	Required	Update Zoning Map	<u>Must correspond to the state plan policy map, including centers, planning areas, and Critical Environmental sites. Should reflect boundaries of state plan centers and planning areas</u>	<u>Master Plan 233 (appndx p 2)</u>	Yes	-
B4	must be submitted if they exist	Redevelopment Plans	<u>Municipalities should identify and prioritize opportunities for redevelopment, infill and rehabilitation to accommodate future growth. These areas with existing improvements, infrastructure and buildings already embody the capital, labor and resources f</u>	<u>Master Plan 25.57; resolution and plan in pre-petition package</u>	Yes	-
B5	Required	Zoning Ordinance	<u>Where development and growth are proposed, the zoning ordinance shall have mechanisms to promoted mixed-use development. Potential tools include Planned Unit Development (PUD), incentivize overlay zones for mixed use, and design guidelines. A PUD can al</u>	<u>Core ordinance, June 2009 overlay provided in posted documents</u>	Yes	-
B6	Required	Pipeline Projects	<u>• Inventory of pending major subdivision and site plan applications • Inventory of approved major subdivision and site plan projects for the past 5 years • Board of Adjustment reports prepared for each of the past 5 years pursuant to NJSA 40:55D-70.1</u>	<u>Provided, posted</u>	Yes	-
C0	-	Conservation	-	-	-	-
C1	Required	Open Space, Recreation & Parks Plan	-	<u>Master Plan 144, 152, second to last appendix page</u>	Yes	-

<u>C2</u>	<u>Required</u>	<u>Conservation Plan</u>	<u>Based on the NRI, the conservation plan shall provide for the preservation, conservation and utilization of natural resources, including, to the extent appropriate: Energy, Open space, Water supplies and their drainages, Forests, Soil, Marshes, Wetlands.</u>	<u>Master Plan page 144, 152</u>	<u>Yes</u>	-
<u>C3</u>	<u>Required</u>	<u>Public Health Impact</u>	<u>DEP will provide petitioners with an inventory of sites known to emit pollution or be contaminated. Petitioners must cross-apply this information with demographic information to ensure that planning does not adversely or disproportionately affect minority</u>	<u>Master Plan page 169</u>	<u>Yes</u>	-
<u>C5</u>	<u>Required</u>	<u>Stream Corridor Protection Plan & Ordinance</u>	<u>This plan will establish a waterways map considering all waterways within or forming the boundary of a municipality and any state required setback, wetland transition area, riparian buffer, and the standard limits of construction disturbance for each water.</u>	<u>Most of Stream Corridor not in Sewer Service Plan and/or slated for preservation</u>	<u>N/A</u>	<u>Not applicable in Wrightstown</u>
<u>C6</u>	<u>Required</u>	<u>Source Water Protection Plan / Water Conservation Ordinance</u>	<u>Manages potential sources of contamination and threats of contamination in a source water protection area. This plan shall include a delineation of the source water area, inventory of known contaminated sources, potential sources of contamination, public</u>	-	<u>N/A</u>	<u>Municipality will work to protect its water supply in a wide variety of ways</u>
<u>C7</u>	<u>Required</u>	<u>NRI</u>	<u>The NRI should include, but not be limited to, the following:</u> <ul style="list-style-type: none"> • <u>Identification of public and private lands preserved or held in conservation easements such as wildlife refuges and properties preserved through the farmland preservation program;</u> • <u>Habitat</u> 	<u>Master Plan pages 144-172 contain much of the material normally in NRI</u>	<u>N/A</u>	<u>Work done on the Master Plan suggest that no critical environmental resources exist in Wrightstown. Municipality will adopt, as resources permit, after Endorsement</u>
-	<u>DEP Recommended</u>	<u>Steep Slope Ordinance</u>	-	<u>Slopes addressed in in Master Plan on p 163</u>	<u>N/A</u>	<u>Areas targeted for development are in the flat, western portions of town. While a few areas with slope do exist in Wrightstown, most are off limits to development from land-lock, size or other reason. Most are targeted</u>

						<u>for preservation.</u>
-	<u>DEP Recommended</u>	<u>Environmental Assessment Ordinance</u>	-	<u>Critical environmental resources not identified in municipality</u>	<u>N/A</u>	<u>Work done on the Master Plan suggest that no critical environmental resources exist in Wrightstown.</u>
<u>C8</u>	<u>Required</u>	<u>Well Head Protection Ordinance</u>	-	<u>Previously approved water use plan in place</u>	<u>N/A</u>	<u>Municipality will work to protect its water supply in a wide variety of ways</u>
<u>F0</u>	-	<u>Community Facilities</u>	-	-	-	-
<u>F1</u>	<u>Required</u>	<u>Community Facilities Plan & Map</u>	<u>A community facilities plan will need to be created if the petition proposes significant growth and will generate demand for facilities addressed in the existing plan.</u>	<u>Master Plan p 126 and CF-1</u>	<u>Yes</u>	-
<u>F2</u>	<u>Required</u>	<u>Board of Education 5-Year Facilities Plan</u>	<u>School should be appropriately sited. Where possible they should be within walking distance from students. Walking paths or sidewalks should be located away from fast moving traffic to accommodate younger students.</u>	<u>One borough school, pre-k through 8th, discussed in Master Plan; High Schoolers go to regional</u>	<u>Yes</u>	-
<u>H0</u>	-	<u>Housing</u>	-	-	-	-
<u>H1</u>	<u>Required</u>	<u>Housing Plan & Fair Share</u>	<u>The Housing Plan shall be designed to achieve the goal of providing housing to meet present and prospective housing needs, with particular attention to low- and moderate-income housing</u>	<u>Included in pre-petition package, deemed complete in 2009 with no objections</u>	<u>Yes</u>	-
<u>H2</u>	<u>Required</u>	<u>Resolution for COAH Substantive Certification</u>	-	<u>n/a</u>	<u>N/A</u>	-

H3	Required	Draft Implementing Documents	<p>Although these Guidelines will not require a specific type of ordinance, we expect the municipality to utilize at least some of the tools in the toolbox:</p> <ul style="list-style-type: none"> • zoning ordinance – absolute requirement for which affordable housing provisions are desired • Deve 	see discussion in Master Plan, FSP, and HP	Yes	-
PS0	-	Public Safety	-	-	-	-
PS1	Required	Approved Municipal Emergency Plan	<p>When a municipality is sensitive to risks of flooding, nuclear hazards or other disasters, the petition should include formal evidence. A copy of the letter from NJ State Police approving the Emergency Operating Plan will suffice.</p>	Municipality has an operating agreement with the New Jersey State Police for policing	Yes	-
PS2	Required	Capital Improvement Plan	<p>The program shall at a minimum:</p> <ul style="list-style-type: none"> • Encompass major current or planned projects involving federal, state, county and other public funds or supervision; • Prioritize projects according to urgency and need for revitalization, and recommend a time sequence for 	Master Plan 141	Yes	-
R0	-	Recycling	-	-	-	-
R1	Required	Statement of consistency	<p>The petition shall include a statement of consistency with the County Solid Waste Management Plan, including municipal strategies to achieve the State's Recycling Goals and reduce municipal solid waste. The statement shall include:</p> <ul style="list-style-type: none"> • Provisions for coll 	Master Plan 222	Yes	-
R2	Required	Municipal Recycling Ordinance(s)	Provide the municipal recycling ordinances required pursuant to N.J.S.A. 13:1E99.11 et seq.	-	Yes	-
T0	-	Circulation	-	-	-	-
T1	Required	Circulation Element	<p>A multi-modal approach integrated with land use is emphasized throughout this section of the Guidelines, the circulation plan (and other relevant elements) must have the appropriate planning framework to justify state investment. The circulation plan mus</p>	Master Plan page 89; JLUS Regional Trans Study	Yes	-

<u>T2</u>	<u>Required</u>	<u>Zoning Ordinance Consistency</u>	<u>As with the circulation plan, the zoning ordinance must be compliant with the State Highway Access Management Code, if the municipality contains state highways, by demonstrating that it has not approved any non-conforming uses since the adoption of the Ac</u>	<u>Master Plan page 96</u>	<u>Yes</u>	-
<u>U0</u>	-	<u>Infrastructure & Utilities</u>	-	-	-	-
<u>U1</u>	<u>Required</u>	<u>Municipal Stormwater Management Plan & Ordinance</u>	-	<u>Master Plan page 121</u>	<u>Yes</u>	-
<u>U2</u>	<u>Required</u>	<u>Wastewater Management Plan</u>	-	<u>Previously approved by DEP plan in place, new mapping complete</u>	<u>Mapping complete</u>	<u>Municipality will adopt during Endorsement Period.</u>
<u>U3</u>	<u>Required</u>	<u>Water Infrastructure Plan</u>	-	<u>Master Plan page 113</u>	<u>Yes</u>	-

As one can see above of the 34 items we usually require of Plan Endorsement petitioners, 26 have been completed fully to SPC standards. Of the remaining eight, six are not applicable in Wrightstown, while the final two items are awaiting action by various state and local agencies. Below are the reasons for each of the eight items:

- **Stream Corridor Protection Plan & Ordinance:** Development has already occurred along the developable sections of North Run, the town's only creek. Most proposed new development is in areas away from the stream corridor. In addition, wetland portions of Wrightstown are excluded from the sewer service area, which overlap to some extent with the North Run stream corridor. Most of the remaining area along North Run is slated for preservation by the town and county. Finally, most of the municipality is on a sewer system, eliminating the potential for septic systems to degrade the stream water quality. We concur that this ordinance will not be necessary to achieve positive results.
- **Source Water Protection Plan & Water Conservation Ordinance:** Wrightstown is acutely aware of its use of water. Its current allocation is enough for existing users and for Phase I of its proposed redevelopment. Any additional demand will require additional allocations by the Department of Environmental Protection. Given Wrightstown's status as the highest cost water in the county, there is a natural market based cap on usage demands. Wrightstown intends to join Sustainable Jersey in order to identify and implement water reduction techniques for citizens, government, agriculture, and industry throughout the borough after Endorsement.
- **Environmental Resource Inventory (ERI):** Much of the work for an ERI has been completed in the adopted Conservation Element of the 2011 Master Plan. The municipality will continue its work on completing a full inventory after Endorsement, based on the availability of resources.

- **Steep Slope Ordinance:** Most slopes in the municipality are associated with the North Run corridor and thus will not be developed for the reasons mentioned above.
- **Environmental Assessment Ordinance:** Environmental Assessment ordinances are more commonly reserved for areas with significant environmental resources. In addition, the remaining developable vacant land in town is the Pinelands Town designated portion purchased from the military in 2006. Environmental features associated with this land, and the proposed development was reviewed by the Pinelands before changing it to its current designation of Town Center. Given these facts, while the municipality will work with DEP on protections for environmental resources, a comprehensive environmental assessment ordinance is not necessary.
- **Well Head Protection Ordinance:** Two wells currently serve Wrightstown, and future wells may be desirable. Two older wells are no longer in use due to low yield and/or poor quality and this may occur to current and future wells, as well. Wrightstown is interested in not just protecting existing wells, but as much of Wrightstown's land area from contamination that can lead to aquifer contamination in that event new wells are to be drilled. Wrightstown will work with DEP to achieve protection of all land in town from contamination.
- **Resolution for COAH Substantive Certification:** Wrightstown's housing element and fair share plan have been submitted and are under review by COAH. Existing plans are sufficient for Endorsement.
- **Wastewater Management Plan:** Sewer Service Area mapping was adopted in May of 2013, with the text to accompany the mapping to be completed by the County and negotiated with DEP. Wrightstown has the water supply and sewer capacity to serve its existing users and proposed development, and the footprint of the development has been well known for years. Environmental resources are not threatened by their proposed development. If any questions remain, they apply to where Wrightstown's excess capacity will be utilized in the future e.g. non-contiguous cluster or TDR receiving areas outside the municipality or additional redevelopments within the municipality on previously developed lands. None of the remaining questions warrant waiting to Endorse the municipality until after the full wastewater management plan is adopted.

Any remaining items from the above review will be placed in the post Endorsement Planning and Implementation Agreement (PIA). The overwhelming amount of planning done by the municipality and work done on other consistency items justify moving these items to the PIA.

STATE PLAN GOALS REVIEW

OPA also assesses municipalities based on their consistency with the State Plan. In many ways, Wrightstown is the perfect municipality when compared to the State Plan. State Plan Goals and Wrightstown's relationship to them are as follows:

STATE PLAN GOAL

HOW WRIGHTSTOWN MEETS THE GOAL

<p>GOAL 1: REVITALIZE THE STATE'S CITIES AND TOWNS</p>	<p>Generally, this policy generally applies only to select areas in the state with very dense development, significant infrastructure, high populations and a heavy transit system presence. That said, the plans of the borough, surrounding municipalities, county and Joint Base are all oriented toward a more vibrant Wrightstown through redevelopment, revitalized infrastructure and targeted assistance</p>
<p>GOAL 2: CONSERVE THE STATE'S NATURAL RESOURCES AND SYSTEMS</p>	<p>Wrightstown itself with its small size and minimal natural resources seems at first not to fulfill this goal in any particular way. However, when viewed in a regional context in which it serves as a center for the municipalities and region around it, it is a natural fit. By focusing commercial, office, light industrial and residential development in town, surrounding areas with their natural features and extensive farmland can remain. Wrightstown's redevelopment plans, along with regional aspirations for TDR and non-contiguous clustering make a perfect match in fulfilling this goal</p>
<p>GOAL 3: PROMOTE BENEFICIAL ECONOMIC GROWTH, DEVELOPMENT AND RENEWAL FOR ALL RESIDENTS OF NEW JERSEY</p>	<p>Wrightstown's ambitious but reasonable and accomplishable vision includes extensive development and redevelopment. When executed, this growth will generate jobs, ratables and generate extensive regional economic activity.</p>

<p>GOAL 4: PROTECT THE ENVIRONMENT, PREVENT AND CLEAN UP POLLUTION</p>	<p>While the municipality does not have many contaminated sites, the few it has or had have been an important focus. For example, receiving a no further action letter for an old dry cleaners near the triangle and Patriot's Walk redevelopment area is an important step in carrying not just that property but the entire area to the next step of redevelopment.</p>
<p>GOAL 5: PROVIDE ADEQUATE PUBLIC FACILITIES AND SERVICES AT A REASONABLE COST</p>	<p>Maximizing the Borough's extensive existing infrastructure assets will increasing business and living options at a lower cost due to scales of economy</p>
<p>GOAL 6: PROVIDE ADEQUATE HOUSING AT A REASONABLE COST</p>	<p>Currently, the municipality has a high concentration of low income rentals. Planned redevelopment and development will increase the living options to include more ownership options as well as upscale rentals. Increased diversity results in a more resilient community.</p>
<p>GOAL 7: PRESERVE AND ENHANCE AREAS WITH HISTORIC, CULTURAL, SCENIC, OPEN SPACE AND RECREATIONAL VALUE</p>	<p>Borough plans will forward this goal in a few ways. In Borough, there are plans are to preserve and protect North Run, the Borough's only creek. In addition, plans are in place to assess the viability to restore a historic church, perhaps using it as a municipal building or museum</p>

GOAL 8: ENSURE SOUND, INTEGRATED
PLANNING AND IMPLEMENTATION STATEWIDE

Wrightstown has been the subject of more planning than most municipalities in the state including a County regional study, a Federal Joint Land Use Study, as well as the focus of numerous grants and studies. The result is a comprehensive set of plans not just for revitalizing the municipality but also connecting to this endeavor organizations which may assist in carrying it out.

GRANTS AND ASSISTANCE

County, state and regional agencies and New Jersey organizations have provided many grants to Wrightstown Borough to carry out their planning efforts:

In 2007, Wrightstown Borough received a \$48,000 Transportation Community Development Initiative (TCDI) grant from the Delaware Valley Regional Planning Commission (DVRPC), the region's Metropolitan Planning Organization, for a study and survey of the businesses along Fort Dix Street.

Wrightstown has received Local Aid dollars for various projects including:

- FY 2009 Municipal Aid - Saylors Pond Road Stormwater Drainage and Resurfacing - \$180,000
- FY 2009 - Local Infrastructure - East Main Street and Hanover Road Drainage - \$180,000 - to complete an FY 2005 Municipal Aid project on East Main Street

Over a decade ago, the Borough created a redevelopment area establishing a Multi-Use District within the downtown. The Borough was awarded a Rural Business Opportunity Grant from the United States Department of Agriculture (USDA) in order to create a comprehensive economic development strategy for the Borough's Multi-Use District and the existing Central Business District.

The Economic Development Strategy and Market Study prepared by TRIAD associates in October of 2007 identifies the highest and best use for the vacant properties in the Central Business District and the planned business areas in the Multi-Use District. See Economic Development Element for more details.

Wrightstown Borough recently received a \$144,000 County Open Space Grant for maintenance items at Croshaw Park

DEMOGRAPHICS

Table 5: Wrightstown Demographics

	Muni	County	New Jersey
Land area (sq mi)	1.79	820	8,721
Population	802	448,734	8,791,894
Households	309	166,318	3,214,360
Average Household Size	2.60	2.62	2.68
Housing Units	348	175,615	3,553,562
Home Ownership Rate	29.4%	78%	65.4%
Vacancy Rate	11.2%	5.3%	9.5%
Median Household Income (ACS Five Year - DP03)	\$40,048	\$77,798	\$67,681
Per Capita Income (ACS Five Year - DP03)	\$24,041	\$36,101	\$33,555
Poverty Rate (ACS Five Year - DP03)	12.4%	3.7%	10.3%
Unemployment Rate (NJDOL 2012 ann. Avg.)	13.5%	9.2%	9.5%
Sources: Data from Decennial Census and ACS unless otherwise noted			

PLANNING AND IMPLEMENTATION AGENDA (PIA)

Normally, the Planning and Implementation Agenda (PIA) is relegated to an appendix, attachment, or the end of the Recommendation Report. There are some practical reasons for this; they are occasionally quite long. In this case however, we believe that this should not be the case and that the PIA should be acknowledged a bit more directly.

Recommendation Reports are the end of a long process culminating in Plan Endorsement. PIAs are more often used to tweak the result achieved from the work done to accomplish the Action Plan. In this case however, the municipality has done what it can from the confines of "pre-Endorsement". Nearly every conceivable form of planning has been done by or on Wrightstown; planning is no longer what Wrightstown needs. Wrightstown, OPA and partner agencies, the military need to act on these plans to put them in action. These actions include encouraging the development of Patriot's Walk and Patriot's Way, building museums, preserving farmland, installing additional recreational opportunities in new and existing parks and enhancing and protecting the North Run and its multi-faceted benefits. All of these are planned and ready to implement and that path to a better Wrightstown is in the PIA below.

Perhaps the longest PIA done for any Endorsement, this 100 plus item list is primarily the work of the Borough, taken from the many plans they have completed during the 15 plus year mission to reinvent the municipality. Many of the items, while proposed by state agencies through this process, have been embraced and extended by Wrightstown in their own work. Items have been added by OPA and state agencies with an eye toward protecting existing resources and developing new assets in town.

To the state agencies, county officials, area citizens, developers and other stakeholders or potential stakeholders, this list should serve as a launch point for action and increased collaboration. After the PIA, we discuss some of the key items requested by state agencies of Wrightstown, and those items requested by Wrightstown of the agencies.

Table 6: Wrightstown Planning and Implementation Agreement (PIA)

Wrightstown Borough Planning and Implementation Agreement (PIA)					
Draft - September 2, 2013					
Topic	Item No.	Subtopic	Activity (municipal action unless otherwise noted)	Requested State / County / Municipal / Federal Assistance	Time Frame
General	A1	Borough Documents	The Borough shall submit all new and revised planning documents to OPA.		Ongoing
General	A2	Revised State Plan Policy Map Notice	Publication of required notice in NJ register	OPA shall provide the requisite notice concerning designated Center in the NJ Register.	OPA shall submit notice to Office of Administrative Law (OAL) within 45 days of Plan Endorsement
General	A3	Plan Endorsement Monitoring	By May 2014 and biennially thereafter, Wrightstown Borough shall submit a report to OPA, which OPA will provide to partner State agencies and the public concerning the terms of this PIA and related efforts.		Ongoing (By September 2014 and biennially thereafter)
General	A4	Center Plan	OPA and the Borough will, if necessary, work to adjust the Center boundaries, along with any adjacent municipalities and any other stakeholders i.e. the military, when and if a Transfer of Development Rights (TDR) program is implanted in the region.	State agency technical assistance (OPA, DEP, DOT, NJTransit, SADC) and Burlington County	Ongoing
Land Use and Zoning	B3	Zoning ordinances	Prepare and adopt, if necessary, any changes to Patriots Walk and Patriots Way zoning town center plan as redevelopment plans are implemented	OPA Technical Assistance	Ongoing
Land Use and Zoning	B4	Zoning ordinances	Create a telecommunications ordinance to govern the placement, proliferation and visual impact of any telecommunications equipment	OPA Technical Assistance	Short-Term

Land Use and Zoning	B5	Pinelands Commission Coordination	If necessary, submit to the Pinelands Commission with a copy to DEP and OPA, a completed application to amend the certified master plan and land use ordinances for that portion of the Borough located within the Pinelands. The submission to the Pinelands Commission shall comply with all applicable rules regarding development within the Pinelands include its development rights program. The submission shall include all documents adopted pursuant to this PIA as of the date of the submission to the Pinelands Commission.	DEP and the Pinelands Commission will coordinate their respective reviews	Short-Term
Land Use and Zoning	B6	Zoning ordinances	Merge "Apartment-1" and "Apartment-2" zoning districts into one Apartment district (as there are no distinctions in bulk regulations currently), Change name of "APT-1" and "APT-2" to "APT";		Short-Term
Land Use and Zoning	B7	Zoning ordinances	Change the name of "Office Campus/Retail District" to "Light Industrial District" and amend permitted uses therein to remove retail as a permitted primary use		Short-Term
Land Use and Zoning	B8	Zoning ordinances	For the "Historic/Apt-2 District:" <ul style="list-style-type: none"> o Change the name to "R-4," or another residential district name; o Delete "RC permitted uses" as conditional uses; o Delete "Professional Offices" from permitted uses; o Add "Office," as a conditional use with condition that meets design requirements o Delete two-story apartments and two-family duplexes from permitted uses; o Expand former Historic/Apt-2 District to include both sides of West Main Street, by changing the following lots from R-1 to R-4: Change from R-1 to R-4 Block 302 Lots 6-16 		Short-Term
Land Use and Zoning	B9	Zoning ordinances	Permit residential uses on upper floors of buildings in the RC and GC districts;		Short-Term
Land Use and Zoning	B10	Zoning ordinances	Clarify the existing parking standard in the RC and GC District (Sections 405 and 406 G.2) so it cannot be misconstrued to require a 20-foot minimum front yard requirement		Short-Term
Land Use and Zoning	B11	Zoning ordinances	Convert the GC lots along Railroad Avenue to RC: Change from GC to RC Block 402 Lots 10.01, p/o 10.02, Block 404 Lots 1-17		Short-Term

Land Use and Zoning	B12	Zoning ordinances	In the RC district, permit a zero front yard setback from the ultimate right of way and incorporate a maximum front yard setback	Short-Term
Land Use and Zoning	B13	Zoning ordinances	Amend Section 522 of the Zoning Ordinance to change the ultimate R.O.W. on Fort Dix Street to 66’;	Short-Term
Land Use and Zoning	B14	Zoning ordinances	Incorporate a maximum impervious coverage requirement for the RC District	Short-Term
Land Use and Zoning	B15	Zoning ordinances	Require parking to be primarily located behind buildings in the RC and GC districts	Short-Term
Land Use and Zoning	B16	Zoning ordinances	Increase permitted building height in the RC District to allow three-stories	Short-Term
Land Use and Zoning	B17	Zoning ordinances	Reduce parking minimums and incorporate parking maximums in the RC and GC districts,	Short-Term
Land Use and Zoning	B18	Zoning ordinances	Reduce minimum building setback and create maximum front yard setback in the GC district	Short-Term
Land Use and Zoning	B19	Zoning ordinances	Reduce the maximum impervious coverage from 90% to 75% in the GC district	Short-Term
Land Use and Zoning	B20	Zoning ordinances	Require building facades fronting the street to have window and door openings in all districts	Short-Term
Land Use and Zoning	B21	Zoning ordinances	<p>For MUD District:</p> <ul style="list-style-type: none"> o Create overlay district for Phase II with architectural, site design, and streetscape requirements when appropriate (including a vegetative buffer between Phase II and West Main Street uses), o Amend MUD Zone regulations, as some assumptions have changed since the time of adoption (i.e., mixed use ratios). o Amend MUD regulations to permit three-story buildings and to allow a small percentage of buildings to be four-stories (i.e., hotel and office buildings)., o Incorporate any future overlay districts that are adopted for the MUD zone; o Amend the Redevelopment Area and MUD boundaries on the zoning map (in the vicinity of Argonne Avenue and New Hanover Township municipal boundary) to reflect the true civilian boundaries of the Borough, if needed. It appears that the 1996 Zoning Map erroneously included a portion of Block 202, Lot 1 (the site of a utility sub-station) as civilian land. However, the 2009 Tax Maps show this portion of Block 202, Lot 1 to be under military control. 	Short-Term

Land Use and Zoning	B22	Zoning ordinances	For new development in Air Hazard Overlay Zone: o Create new single- family residential district that will have a density of 1 unit per 3 acres (to supplant the portion of the R-2 zone in the Air Hazard Zone) for clarification purposes; o Amend Section 527 to encourage noise reduction methods and noise abatement site planning; o Expand list of prohibited land uses in Section 527, including motels, hotels, theaters, and places of assembly; o Convert the following “R-2” lots in the Air Hazard Overlay Zone to “R-5” (or another zoning designation) to clarify the residential density of 1 unit per 3 acres. Change from R-2 to R-5 Block 601 Lots p/o 16.02, 16.03-25, 39-50		Short-Term
Land Use and Zoning	B23	Zoning ordinances	Incorporate a Cell Tower section to Zoning ordinance to regulate how and where future cell towers can be located. See Utilities Plan Element for details.		Short-Term
Land Use and Zoning	B24	Zoning ordinances	Incorporate Solar Energy section to Zoning Ordinance to regulate how and where solar power structures can be located (i.e., setbacks, etc).		Short-Term
Land Use and Zoning	B25	Zoning ordinances	Clarify the bulk regulations for accessory structures in all zones so it is clear when “structures” that don’t fall under the “building” definition are required to meet bulk regulations.		Short-Term
Land Use and Zoning	B26	Zoning ordinances	Show the Air Hazard Overlay Zoning District		Short-Term
Land Use and Zoning	B27	Zoning ordinances	Show the Phase One Patriots Walk Overlay Zoning District		Short-Term
Land Use and Zoning	B28	Zoning ordinances	Expand the R-3 District on Meeting House Road to include the following properties currently designated as R-1: Change from R-1 to R-3 Block 302 Lots p/o 2,3,4,5		Short-Term
Land Use and Zoning	B29	Zoning ordinances	Change boundaries of INST/R/C and RC Districts, as a result of the Borough and School Department land swap;		Short-Term
Land Use and Zoning	B30	Zoning ordinances	Change zoning ordinances to require shared parking primarily located behind buildings		Short-Term

Land Use and Zoning	B31	Zoning ordinances	Explicitly change municipal zoning to allow second story additions for residential, and new three story buildings, on portions of Ft. Dix Street and in the Triangle portion of downtown		Short-Term
Land Use and Zoning	B32	Green Building	Encourage all new construction to meet the minimum requirements for a LEED certification (without requiring the actual pursuit of a certification).		Short-Term
Land Use and Zoning	B33	Solar Structures	Amend Zoning Ordinance to regulate how and where solar power structures can be located.		Medium-Term
Land Use and Zoning	B34	Green Buildings and Environmental Sustainability Master Plan Element	The Borough is encouraged to create a Green Buildings and Environmental Sustainability Master Plan Element in accordance with the MLUL (<u>N.J.A.C. 40:55D-28</u> et seq.)	DEP and OPA technical assistance	Medium-Term, contingent upon funding
Housing	C1	Fair Share Plan and Housing Element - Municipal Obligation	Borough shall implement its plan to satisfy its municipal obligation. If its waiver request for Wrightstown Arms to satisfy its Prior Round and Growth Share obligation is not accepted, it shall work with state, federal and other governmental, non-profit and or private partners to satisfy its obligation	OPA Technical Assistance, DCA, COAH, HMFA, Burlington County, JB MDL, etc.	Ongoing
Housing	C2	Fair Share Plan	The Borough shall to utilize at least some of the following tools: zoning ordinance amendments, development fee ordinance and spending plan, and redevelopment plans to fulfill its obligations	OPA Technical Assistance, DCA, COAH, HMFA, Burlington County, JB MDL, etc.	Ongoing
Housing	C4	Housing Maintenance & Condition	DCA, its affiliates and the Joint Base will assist Wrightstown in identifying funding for, constructing a revolving loan fund for, and/or creating a grant program to assist tenants and property owners in repairing, restoring and bringing up to code properties	OPA Technical Assistance, DCA, COAH, HMFA, Burlington County, JB MDL, etc.	Short-Term
Environmental Resources	D1	Conservation Plan Element	Based on work done in its Master Plan Conservation Element, the Borough will shall prepare an ERI / NRI to provide for the preservation, conservation and sustainable utilization of natural resources.	Burlington County, OPA and DEP technical assistance	Medium-Term, as resources permit

Utilities/Infrastructure	E1	Total Maximum Daily Load (TMDL) Implementation Plan	Adopt additional ordinance as necessary regarding long-term TMDL management strategies, as identified in DEP's Implementation Plan of the TMDL Report	DEP technical assistance	Joint Land Use Board approved a Municipal Storm Water Management Plan (MWMP) on March 13, 2007 dated October 2006. Borough Council adopted two Stormwater Management ordinances, Ordinance no.2007-08, on September 12, 2007 (Pinelands Area) and Ordinance no.2007-09, on December 27, 2007 (Non-Pinelands) requiring flood control, groundwater recharge and pollutant reduction through nonstructural or low impact techniques to be explored before relying on structural BMPs. Borough also adopted litter control and proper waste disposal ordinance.
Utilities/Infrastructure	E2	Water Supply	Arrange an informational meeting with the Burlington County Resource Conservation Land Use Office, the DEP Bureau of Water Allocation, and if residential development in their proposed receiving area is imminent, the Township of North Hanover, to discuss the potential increase in the amount of water the Wrightstown Municipal Utility Authority (MUA) can remove from the Potomac-Raritan-Magothy (PRM) aquifer system in the future.	OPA, DEP, Burlington County, as necessary, North Hanover	Medium-Term, or as necessary
Utilities/Infrastructure	E3	Water Supply	Investigate the cost of installing an elevated water storage tank on Block 203, Lot 1.09 in the Industrial Park and explore financing mechanisms.		Short-Term
Utilities/Infrastructure	E4	Water Supply	Hire an independent professional engineer to conduct a complete inspection of the ground water storage tank and pumping mechanisms at least every 5 years		Long-Term
Utilities/Infrastructure	E5	Water Supply	Develop a database program to monitor the location, age, condition, and capacity of the water network and plan for periodic improvements by allocating funding (i.e., CIP), to ensure the structural integrity of the water network	Municipal Utilities Authority responsibility, Burlington County	Long-Term

Utilities/Infrastructure	E6	Sewer Service	Explore Federal and State grant opportunities and low interest loans for water infrastructure improvements, such as a sand infiltration system which may be necessary to meet new water quality based effluent limits on phosphorus, through entities such as the New Jersey Environmental Infrastructure Financing Program, in order to accommodate additional flows for development	Municipal Utilities Authority responsibility, Burlington County, NJEIT, DEP	Medium-Term
Utilities/Infrastructure	E7	Sewer Service	Assist the Burlington County Office of Resource Conservation to amend Wastewater Management Plan (WMP).	Burlington County	Short-Term
Utilities/Infrastructure	E9	Sewer Service	Develop a database program to monitor the age, condition, and capacity of the sewer system and plan for periodic improvements by allocating funding (i.e., a CIP) to ensure the structural integrity of the sewer system.		Long-Term
Utilities/Infrastructure	E10	Storm water Management and Drainage	Identify state, federal and other funding sources to allow private entities to make storm water infrastructure improvements where public sources of funds cannot be used	NJEIT, DEP, OPA, Burlington County	Short-Term
Utilities/Infrastructure	E11	Storm water Management and Drainage	For County and Military infrastructure, it is recommended that the Borough make a formal request to the County and the Military for maintenance and improvements of infrastructure.	Burlington County, JB MDL	Short-Term, and ongoing
Utilities/Infrastructure	E12	Storm water Management and Drainage	Develop a database program to monitor the location, ownership, age, condition, and capacity of the storm water infrastructure and plan for periodic improvements by allocating funding (i.e., CIP) to ensure the structural integrity of the storm water network.		Long-Term
Utilities/Infrastructure	E13	Storm water Management and Drainage	If additional stormwater management recommendations are required beyond those laid out in the Conservation Plan Element and the Municipal Storm Water Management Plan (MWMP) dated October 2006, work with DEP to integrate them into municipal plans	DEP	Medium-Term
Utilities/Infrastructure	E14	Storm water Management and Drainage	Participate in educational, clean-up, and enforcement activities, as outlined in the Master Plan that will improve storm water quality, as well as earn points towards meeting the Borough's Tier B, Municipal Stormwater General Permit requirements.	Municipal Utilities Authority is responsible party	Medium-Term

Utilities/Infrastructure	E15	Storm water Management and Drainage	Host storm water training for elected municipal officials and Borough employees to educate them on the Storm water Management Rules, Tier B Permit requirements, and steps the municipality can take to minimize storm water pollution		Medium-Term
Utilities/Infrastructure	E16	Electric Utilities	Relocate existing above-ground utility lines underground in selected developed areas, such as Fort Dix Street and adjacent to the Base. Pursue grant opportunities, military funding and JCPL cooperation for this purpose.	JCPL, JB MDL	Medium-Term
Utilities/Infrastructure	E18	Electric Utilities	Continue to work with JCPL and the Military to relocate / bury the utility lines along Railroad Avenue to the military perimeter, as shown in 2011 MP in Exhibit U-3, p292. Pursue grant opportunities for this purpose.	JCPL, JB MDL	Medium-Term
Utilities/Infrastructure	E19	Stream Study	Identify sources and obtain funds for a stream study of the North Run, perhaps as part of a regional consortium and/or the County, in order to identify stream quality, existing pollutant levels and the resulting technologies that will be required to remediate those pollutant levels.	Burlington County, OPA, DEP, NJEIT	Medium-Term, as resources permit
Utilities/Infrastructure	E20	Wellhead, Present and Future	Work with DEP to insure that current and future wellhead areas are protected from contamination	DEP	Medium-Term, as resources permit
Community Facilities	F1	Municipal Facilities	Continue to explore grant and low interest loan opportunities and begin financial planning for a new municipal building.	OPA	Short-Term
Community Facilities	F3	Municipal Facilities	Start financial planning and pursue grants and low interest loans for completion of the Fire House in order to incorporate original design specifications and amenities that were eliminated because of financial constraints		Short-Term

Community Facilities	F4	Historic Church Structure	Consult with an architect who specializes in historic preservation to evaluate the Methodist Church located at 34 West Main Street and the former school house, located at 105 East Main Street for a determination of architectural integrity, as well as to determine appropriate ways of rehabilitating the property. Meet with representatives of the State Historic Preservation Office to determine whether the structures would be suitable for listing on the New Jersey Register of Historic Places. Assessment would include interior, exterior, foundation and historical features; structural analysis; analysis of building code; ADA requirements; as well as identification of work needed to maintain or restore the historic integrity of the properties.		Medium-Term, as resources permit
Community Facilities	F6	Historic Preservation	When the Borough financial and human capital resources are available, Borough should recognize significant historic resources and districts on the local level by adopting a Historic Preservation Ordinance. Ordinance would provide criteria and procedures for the designation of historic resources, the creation of a Historic Preservation Commission, the establishment of procedures for the review of alterations, new construction and demolition affecting designated properties, and the establishment of design criteria and guidelines for ensuring the appropriate treatment or sensitive alteration of properties and the visual compatibility of new construction.		Medium-Term, as resources permit
Community Facilities	F9	Capital Planning	If the Borough's capital planning becomes more complex in the future, it is recommended that the Borough consider using a more formal Capital Improvement Plan (CIP) to plan for capital improvements to public facilities, utilities, and other Borough needs in the long-term.		As necessary
Community Facilities	F10	Sustainable New Jersey Certification	Wrightstown should consider applying to Sustainable Jersey	OPA, DEP and Burlington County technical assistance	Short-Term

Economic Development	G1	Development Opportunity Marketing	The Business Action Center (BAC) housed in the Department of State shall assist the municipality in identifying resources available for the preparation of a marketing plan for its redevelopment areas, vacant properties and other economic development assets. Marketable assets will be added to all site marketing lists with which BAC has a relationship.	BAC at SOS, OPA, EDA	Short-Term
Economic Development	G2	Design, Façade, and Upkeep Assistance	OPA, Main Street New Jersey and the Joint Base will assist in identifying resources available for the creation of a façade improvement plan	OPA, Main Street NJ, JB MDL	Short-Term
Economic Development	G3	Branding & Identity	OPA, Main Street New Jersey and the Joint Base will work together to identify resources to create a branding plan for the municipality including budget, potential consultant list, and short and long term funding sources	OPA, Main Street NJ, JB MDL	Short-Term
Economic Development	G4	Wayfinding	OPA, Main Street New Jersey and the Joint Base will work together to identify resources to assemble a wayfinding plan including budget and branding	OPA, Main Street NJ, JB MDL	Short-Term
Economic Development	G5	Design, Façade, and Upkeep Assistance	Explore the possibility of retaining a design firm for use by municipal building owners and retailers for assistance in designing, upgrading, purchasing and installing building upgrades. Seek grants and low income loans for the town or end users to fund the work	OPA, Main Street NJ,	Short-Term
Economic Development	G6	Branding & Identity	In conjunction with the redeveloper, sidewalks in the downtown and redevelopment area be enhanced with granite markers, known as a Patriots Walk of Fame, to signify important dates, people and events in the military's history, as part of the Borough's efforts to create a Sense of Place. See Exhibit C-3. p. 289, Master Plan	Redeveloper, OPA	Short-Term
Economic Development	G7	Business Development, Enhancement & Communication	Convert the existing Strategy Committee to a Business and Intergovernmental Association allowing all stakeholders to participate in shaping the Borough's future.	OPA will assist identifying a variety of partners including higher education program studio and internship possibilities, pro-bono work from companies, and crowdsource possibilities	Short-Term

Economic Development	G8	Branding & Identity	It is recommended that the Borough embark on a signage campaign, such as a festive banner program affixed to street light fixtures, to attract motorists and visitors to the Borough.	OPA will assist identifying a variety of partners including higher education program studio and internship possibilities, pro-bono work from companies, and crowdsource possibilities	Short-Term
Economic Development	G9	Branding & Identity	It is recommended that the Borough maximize its marketing strategies by becoming a member in the Burlington County Chamber of Commerce, which will allow local business and government to tap into the combined business experience of hundreds of businesses in the County. It would also allow the Borough and its businesses to collaborate on events, shared ideas, participate in educational workshops, and learn how to improve the Business and Intergovernmental Association.		Short-Term
Economic Development	G10	Business Development, Enhancement & Communication	It is recommended that the Borough develop and distribute a professionally designed marketing brochure and video designed to solicit businesses to Wrightstown. The brochure should contain compelling information to draw businesses to Wrightstown and should be sent to commercial realtors and targeted businesses and industries, utilizing the Retail Marketplace Profile prepared by Triad Associates and the list of locally identified needs outlined in this Master Plan Element. Contents could profile the historical aspects of the community, shopping and dining opportunities, as well as seasonal promotions and events.	OPA will assist identifying a variety of partners including higher education program studio and internship possibilities, pro-bono work from companies, and crowdsource possibilities	Short-Term
Economic Development	G11	Business Development, Enhancement & Communication	It is recommended that the Borough partner with the appointed Redeveloper(s) in conducting a marketing campaign for the Borough.		Short-Term
Economic Development	G13	Business Development, Enhancement & Communication	Website that will improve customer service to local residents and businesses by providing answers to common municipal information requests and will serve as a marketing tool to advertise existing businesses to visitors, to recruit new businesses to the Borough, and to publicize Borough events that would draw people to the community.		Short-Term, as resources permit

Economic Development	G14	Business Development, Enhancement & Communication	The Borough will arrange a monthly call or meeting with Joint Base Representatives to identify cross marketing opportunities on Base and in town and include them on the Base's monthly activity calendar, on the municipal website, and to identifying locations and access to put visitors brochures at key locations on Base and in town.		Short-Term
Economic Development	G15	Business Development, Enhancement & Communication	It is recommended that the Borough implement a small event series that is centered on music, art, food, and/or recreation, such as a Farmers Market, a Spring Festival, or car show, that will complement Wrightstown's fall Community Day event. The event series should be marketed on the proposed Borough's website, through press releases, and in marketing materials to the Joint Base, as discussed above.		Medium-Term
Economic Development	G16	Business Development, Enhancement & Communication	It is recommended that the Borough and proposed Wrightstown Business and Intergovernmental Association should begin participating in co-op advertising that are strategically placed in resident, visitor, and military-oriented publications. Co-op advertising would allow businesses to pool their financial resources for advertising, supported by the Borough.		Long-Term
Economic Development	G17	Business Development, Enhancement & Communication	Upon further redevelopment progress in the Borough, it is recommended that the Business and Intergovernmental Association evaluate whether a Business Improvement District / Special Improvement District (BID / SID) should be implemented for targeted areas of the Borough.		Long-Term
Open Space and Recreation	I1	Municipal Trails	Assemble a funding plan for the acquisition, development and maintenance of trails in town including along the North Run and the abandoned rail line and their relationship to trails in adjacent towns, the base and region. It is recommended that a multi-use trail be developed along the Creek, as well as pedestrian linkages to Wrightstown Arms Apartments and Maple Court Apartments. It is recommended that the Borough consider purchasing land and/or conservation easements along the North Run and that the Borough develop nature trails as a secondary use along the corridor	OPA, DEP and Burlington County	Short-Term

Open Space and Recreation	I2	Municipal Trails	Prepare a trail design plan, with both passive and low impact active recreational opportunities (e.g. exercise trails), to coordinate with the acquisition, budget and phasing developed in the funding plan implementation item	OPA, DEP and Burlington County technical assistance	Medium-Term
Open Space and Recreation	I3	Maintenance & Upgrade	For maintenance items and upgrades not covered by an existing county grant, the Borough should seek additional grant funding, such as through green acres program, for the maintenance and upgrade of municipal parks	OPA, DEP and Burlington County technical assistance	Short-Term
Transportation	L1	Shared Driveways	Municipality will change ordinances to encourage fewer roadway access points, allowing for more efficient building placement		Medium-Term
Transportation	L2	Traffic Calming & Speed Reduction	Traffic calming shall be applied to all current and future through roads to accomplish not just increased safety but to engage those commuters in the increasing number and quality of businesses in town. Techniques and devices include speed bumps, chokers, neck downs and bulb-outs		Ongoing
Transportation	L3	Traffic Calming & Speed Reduction	In order to gain compliance with the speed limit, it is recommended that awareness campaigns be utilized, such as posting signs and banners reminding motorists to check their speed and slow down.	NJSP	Medium-Term
Transportation	L4	Traffic Calming & Speed Reduction	It is also recommended that the State Police conduct periodic enforcement of speed limits	NJSP	Ongoing
Transportation	L5	Traffic Calming & Speed Reduction	Continue to develop and implement low cost speed reduction techniques, such as the use of radar trailers which can help produce lower average speeds without valuable law enforcement personnel		Ongoing
Transportation	L6	Bicycle & Pedestrian Transportation	While the municipality has determined that some roads in town are not amenable bicycle lanes, the extensive redevelopment being considered throughout borough may present opportunities to add bicycle lanes and pedestrian access in a way that a fully built out municipality might not be able. Where feasible, it is recommended that the Borough explore opportunities for encouraging bicycling in the Borough, such as incorporating a designated bicycle lane along County Road 615, along the former railroad corridor, and perhaps along Railroad Avenue, if it becomes a one-way street.		Ongoing, as resources permit

Transportation	L7	Bus Transportation	It is recommended that the Borough initiate dialogue with NJ Transit to discuss the various issues related to public transit in the Borough, including (1) adding new bus stops along the existing bus route on East Main Street, (2) the potential change in circulation pattern on Railroad Avenue, which may result in a new circulation pattern for NJ Transit, (3) opportunities for expanding bus service in other areas of the Borough, including North Fort Dix Street and in the MUD Zone/ Patriots Walk Overlay Zone area.	NJTransit	Ongoing, as municipal change occurs
Transportation	L8	Bus Transportation	It is recommended that the Borough request the Joint Base to consider instituting a military-run shuttle bus that would bring Base personnel and residents off-base to various destinations in the Borough.	JB MDL	Short-Term
Transportation	L9	Roadway Assessment & Alteration	In order for Fort Dix Street, north of Main Street, to serve as an extension of the Downtown in the long term, it is recommended that the center two-way left turning lane on North Fort Dix Street be eliminated and that on-street parking be incorporated into North Fort Dix Street, north of the Creek. It is also recommended that adjacent sites on North Fort Dix Street be encouraged to consolidate driveways, provide cross-access, and utilize a shared rear alley to improve circulation.		Medium-Term and as opportunity presents
Transportation	L11	Pedestrian Improvements	It is recommended that the Borough incorporate more mid-block crosswalks to produce a more pedestrian-oriented environment. Additional pedestrian crossings at targeted mid-block locations would allow pedestrians to safely cross the street at multiple locations.		Medium-Term
Transportation	L12	Pedestrian Improvements	It is recommended that the sidewalks be connected so there are no breaks in sidewalk connections on Fort Dix Street, north of Main Street.		Medium-Term
Transportation	L13	Pedestrian Improvements	It is recommended that streetlights be installed that contain pedestrian-oriented light fixtures to illuminate walkways and enhance pedestrian safety in an attractive manner.		Medium-Term

Transportation	L14	Noise Reduction	It is recommended that the Borough amend Section 527 of the Zoning Ordinance to incorporate suggested noise level reduction measures for all new construction in the Borough and to amend the list of prohibited land uses in the accident potential zone.		Medium-Term
Transportation	L15	Roadway Assessment & Alteration	Town officials, OPA and NJDOT will work early to lay out requirements for potentially needed new signals at two redevelopment area access points on Fort Dix Street and on Saylor's Pond Road, as well as one for volume at the intersection of Railroad Avenue and Fort Dix Street. Alternatives, such as making Railroad Avenue a one-way street, while eliminating two closely spaced signals, would have effects that should also be discussed.	OPA, NJDOT	Short-Term
Intergovernmental Coordination	M1	Shared Services	Explore opportunities for sharing services at all levels of government and for every function including entering cooperative purchasing agreement with area communities, the county and/or state for purchasing tools and equipment, engineering contracts described elsewhere in this PIA, etc.	DCA	Ongoing
Intergovernmental Coordination	M1	Shared Services	While agreements exist the State Police for local policing, the municipality should consider additional relationships or arrangements that allows it to obtain local, round the clock policing	DCA	Short-Term
Intergovernmental Coordination	M1	Regional Utility Coordination	Meet with Federal, County and municipal officials from the region on a regular basis to discuss the potential sewer needs	Burlington County, DCA, JB MDL	Ongoing
Intergovernmental Coordination	M1	Joint Base Coordination	While the Joint Base has not offered to purchase off base land to protect base operations, there may be opportunities to coordinate on TDR, partial land bundle purchases (air rights, development rights), and non-contiguous cluster development as well as learn from what the military has done with surrounding lands in other parts of the country	OPA, Burlington County, JB MDL	Medium-Term
Hazard	N1	Hazard Mapping	Contact FEMA for a digitized FIRM map, when one becomes available	FEMA, SHMT, NJOHSP, DEP, OPA	Medium-Term
Hazard	N2	Hazard Planning	Participate in the Community Rating System (CRS) of FEMA in order to lower flood insurance rates for residents	FEMA, SHMT, NJOHSP, DEP, OPA	Medium-Term
Hazard	N3	Hazard Planning	Identify funding assistance to repair and upgrade the culvert, water main, and bridge at culvert on north Fort Dix Street	FEMA, SHMT, NJOHSP, DEP, OPA, NJEIT	Medium-Term

Transfer of Development Rights (TDR)	O1	Regional Coordination on Development Transfers	Continue to meet with the County, county municipalities and others on topics such as the potential for designating receiving areas in Wrightstown, extending Wrightstown's State Plan Center, additional support from the military for TDR and other forms of farmland preservation, etc.	Together or separately; Dept. of Agriculture, DEP, SADC, OPA, Burlington County, North Hanover, New Hanover, Springfield, JB MDL, Highlands	Ongoing
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TOWN CENTER PROPOSAL

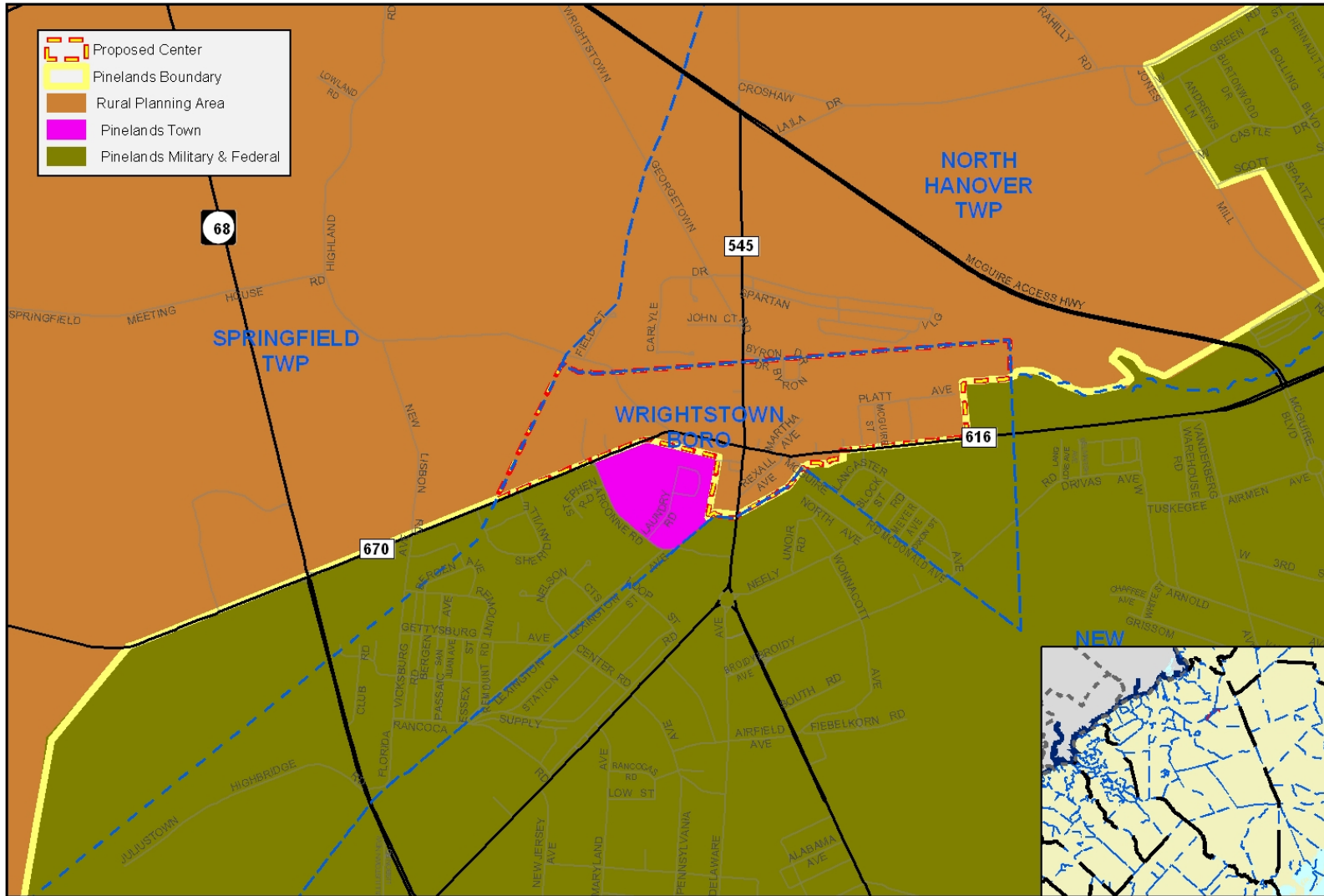
Wrightstown's single State Planning change request is for a Town Center, coincident with the northeastern civilian boundaries of the civilian portion of the Borough, adjacent to the 42 acres purchased from the military in 2006 which have been designated Town Center by the Pinelands Commission. At 244 acres, the civilian core is a common sense boundary for the Center given Wrightstown's development pattern and how it has traditionally served as a natural center for the region.

Surrounding areas include:

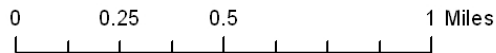
- North Hanover is to the north of this center
- Springfield is to the northwest
- The military base is to the west and south of the center, most of which resides in New Hanover township boundaries

The Center can be seen on the next page in Map 1: Proposed Center, Planning Areas, and Pinelands Management Area

Map 1: Proposed Center, Planning Areas, and Pinelands Management Area



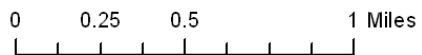
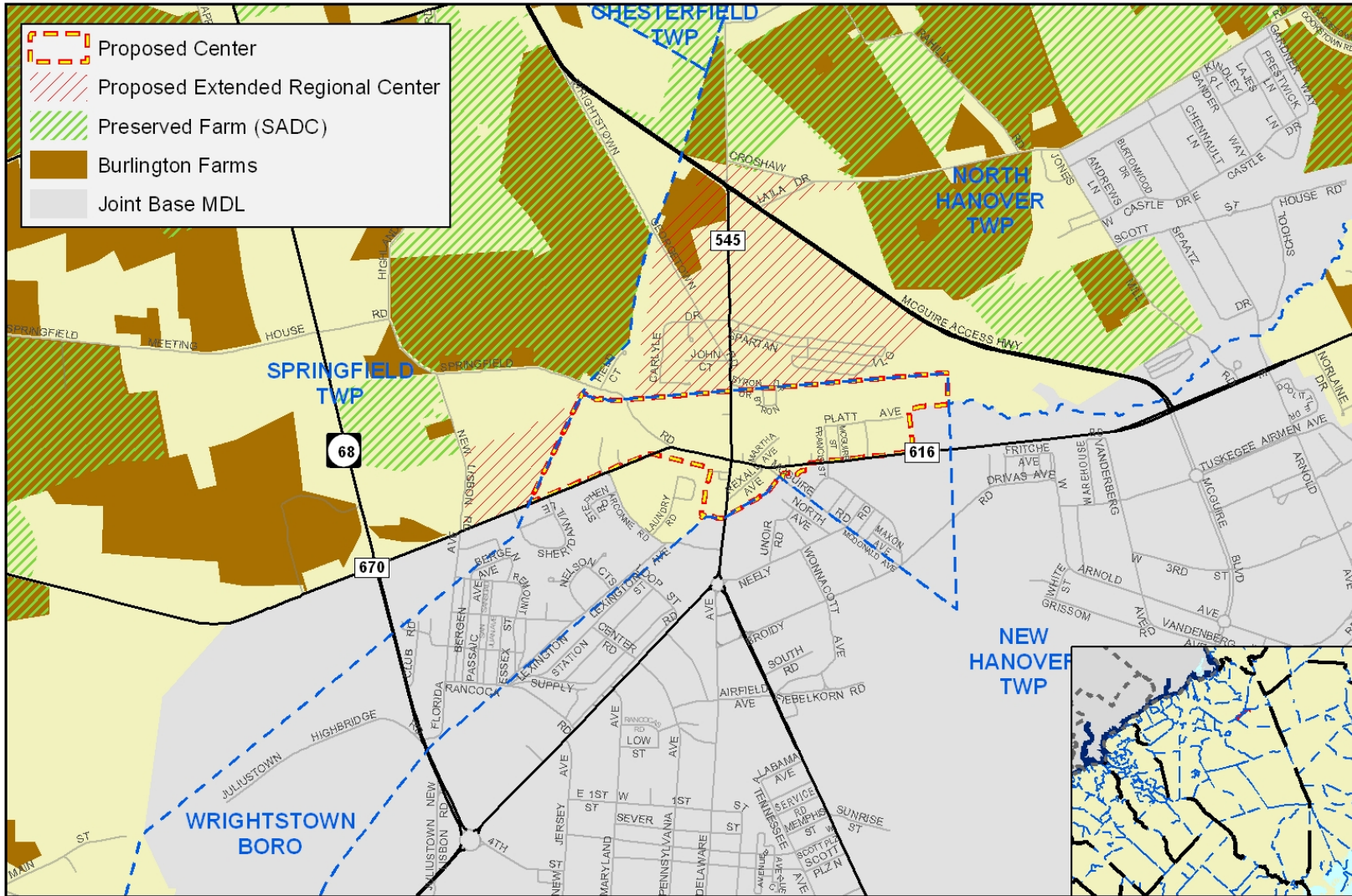
Wrightstown
Planning Areas/Pinelands Management Areas



Source: NJ Dept. of State, Business Action Center, Office for Planning Advocacy, August 2013.

Over time, regional cooperation is anticipated between the County, Joint Base and area municipalities to preserve additional farmland, focusing development in and around Wrightstown. In Map 2: Regional Farmland, in addition to showing existing farms and preserved farmland, a proposed Extended Regional Center is shown. That proposal, which was elaborated on in the Northern Burlington County Growth and Preservation Plan, extends the current proposal for a Wrightstown Center into areas which have been designated as receiving areas for a proposed TDR in North Hanover and Springfield.

Map 2: Regional Farmland



Wrightstown Regional Farmland



Source: NJ Dept. of State, Business Action Center, Office for Planning Advocacy, August 2013.

Appendix A: Documents Consulted by Municipality, County, JB MDL, and OPA for Planning

Municipal Documents

- 1995 Master Plan (full)
- 2001 Master Plan (reexamination)
- 2007 Master Plan (reexamination)
- 2011 Master Plan (full)
- Draft Housing Element and Fair Share Plan with associated Spending Plan and Affordable Housing Ordinance (June 2009)
- Wrightstown Tax Map
- Zoning Ordinances (1998 - later date overlay, etc.)
- Zoning Map
- Redevelopment Areas Resolution - 1999-45
- Redevelopment Plan June 2009
- Inventory of Pending and/or Approved Major Subdivisions and Site Plan Applications
- Board of Adjustment Reports
- Patriot's Walk Phase One Concept Renderings
- Saylors Pond / Fort Dix Mixed Use Redevelopment Project Economic Development Strategy: Market Study
- Downtown Marketing and Façade Improvement Plan

All of these documents are available in electronic form from their creator entities and have been posted online as at from OPA upon request.