

# 2010 CEDS ADDENDUM

## FINAL DOCUMENT

An Update to the

# *Gloucester County Comprehensive Economic Development Strategy*

## February 2010



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# GLOUCESTER COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)



## 2010 ADDENDUM TO THE 2008 CEDS PLAN

### INTRODUCTION

The Economic Recession of 2007-10 has had a significant impact on the Gloucester County Economy. The final months of 2009 were particularly challenging. There were three major corporate layoffs announced. In early October, Sunoco indicated it was closing its Eagle Point Refinery, furloughing about 400 employees. This was followed in close succession by the news that the U.S. Postal Service intended to close its distribution complex in Logan Township, laying-off 650 people; and that Valero is seeking early retirement from about 100 of its 650 senior employees.

These circumstances place added importance on this update of the 2008 Comprehensive Economic Development Strategy, (CEDS). While not a short term strategy or plan, the CEDS is a vehicle for channeling U.S. Economic Development Administration (U.S. EDA) funds and other development financing to development projects in the County.

The changing economic circumstances facing the County prompted the update of the 2008 CEDS with particular attention focused on several key issues and challenges, as follows.

- *Redevelopment and Reuse.* The County is placing additional emphasis on redeveloping Brownfield sites as a result of its 2008 comprehensive inventory of marketable brownfield sites; finding funding for clean up; and focusing on reuse of such properties. The recently completed inventory of Brownfield sites provides the County with the ability to seek new opportunities for redevelopment and reuse. The County is seeking priority funding to advance the clean up of key properties.
- *Marketing of New Development Opportunities.* One of the County's key strengths as noted by CEDS Committee members is its excellent location in the greater Philadelphia region. There are many opportunities for redevelopment, reuse and new industrial construction. The County is seeking State and Federal funding to assist with the sudden closings and layoffs. Specifically, this plan seeks funding from U.S. EDA and other agencies to market the County to prospective companies that will bring new jobs to the region.

- *Refinery Infrastructure and Business Retention.* The new investment in the Paulsboro Port; the investment in new transportation and distribution infrastructure; and the additional attention on marketing redevelopment sites will provide expanded opportunity for new investment in the County's refinery industry. Due to the recently announced layoffs, this issue is taking on greater significance. There will have to be new ideas developed for the reuse of some of the older industrial sites and refineries. There should also be greater emphasis placed on business retention in the County. There are opportunities being pursued by the County to consolidate business operations and promote the long term expansion of existing industries that will help to offset recent job losses.

## BACKGROUND

Under the leadership of the Gloucester County Board of Chosen Freeholders and the County Economic Development Board, a CEDS Committee was formed in 2007 and through intensive public discussions over several months, developed basic principles that guided the CEDS process. These principals were central to preparing this 2010 Plan Update and Addendum.

The CEDS leadership believes that a County's "business culture" ultimately makes a difference in the County's performance in productivity, prosperity and economic growth.

To maintain a strong and welcoming business environment, the County must continue to develop a culture of collaboration, realizing that an area's well being and its ability to compete are conditioned by the level of trust, inherent in its society. This belief has led the CEDS Committee and the County's leadership to focus its efforts on an innovation based economy with a shared vision, widely discussed. The conclusion is that the County's social consensus is built by leadership that is broad, explicit and action oriented. This Addendum continues to reflect the County's belief in these principles.

## ORGANIZATION AND MANAGEMENT

This 2010 Update of the 2008 Comprehensive Economic Development Strategy (CEDS) was prepared through the efforts of the Gloucester County Department of Economic Development, the CEDS Committee and public input. The CEDS committee was drawn from all the major interests of the County including women, minorities, and the private sector to institute a continuing planning process.

Membership on the CEDS was expanded from the 2007 roster to ensure broader participation by business, the public sector and hard-to-reach communities and populations. 2010 representation on the CEDS Committee includes:

- Business and Industry;
- Chambers of Commerce;
- Southern New Jersey Development Council;
- Delaware River and Bay Authority;
- Faith Based Organizations;
- Municipal Government;
- County WIB

- County College;
- Rowan University;

In 2007 the Committee met five times over several months including two publicly advertised community outreach meetings in Paulsboro and Glassboro to ensure that all segments of the population had an opportunity to contribute to the Plan.

As part of this update, there were two CEDS Committee meetings and one public meeting conducted by the County Board of Chosen Freeholders, prior to adoption of this Addendum. Minutes from the CEDS Committee Meetings and the Public Meeting are incorporated into this Report.

## ANALYSIS OF THE COUNTY

The initial approach for analyzing the economy of the County was gathering data using the 2000 Census Survey from the U.S. Department of Commerce, Federal and State Departments of Labor and local sources. Present and past labor force characteristics were analyzed.

There have been many changes since the 2008 CEDS was adopted just a couple years ago. The 2008 population of the County is estimated by the Census Bureau at 284,886 persons. This is a modest increase in population from the 2005 estimate used for the 2008 CEDS Plan.

The most significant change in the County, however, has been the advent of the current economic recession. Even though the County and region seems to be emerging from their economic downturn, the economic indicators remain well below their 2008 averages. The following table illustrates the changes that have occurred.

**Table 1**  
**Changes in Economic Conditions 2008-2010**  
**Gloucester County, New Jersey**

ECONOMIC INDICATOR	JANUARY 2007 FIGURE	MOST RECENT 2009 FIGURE	CHANGE % +/-
Unemployment Rate <sup>1</sup>	4.8%	10.0%	+108% rate
Size of Labor Force	154,900	154,300	- 600 persons
Numbers of Persons Unemployed	7,400	15,500	+8,100 persons
Poverty Rate <sup>2</sup>	6.8%	7.5%	+10.3% rate
Median Household Income <sup>3</sup>	\$66,759	\$69,990	+\$3,231

*Source: Multiple data sources – See End Notes*

As can be seen from this table, the unemployment rate in the County has risen dramatically in the past two years. The “good news” is that the rate of increase was smaller than that of the State. New Jersey’s unemployment rate jumped from 4.6% to 9.7% during the same 19 month period.

The size of the labor force declined slightly over this time period, which is not surprising. Typically in a recession some people simply drop out of the workforce – in other words they stop actively seeking employment – and wait until the recovery starts to occur.

The number of persons living below poverty rose from 15,395 in 2000 to an estimated 21,366 in 2008. Although Gloucester County is one of the fastest growing counties in New Jersey, its per capita income was only 84% of the State average. Similar to most counties in New Jersey, the retail sector leads all others in terms of employment however, the manufacturing sector remains the major primary industrial cluster in the County with the total wages paid by manufacturers exceeding all other sectors. The traditional strengths of the County, manufacturing, professional and technical services continues to fuel growth. However, there is continuing interest in preserving the County's agricultural heritage and promoting agri-industries and agri-tourism. In addition, through the County's partnership with Rowan University, significant opportunities exist to expand the technology sector of the County economy through development of the South Jersey Technology Park.

As illustrated in the table below, the New Jersey Department of Labor projects that through 2016, Gloucester County will be the South Jersey regional employment growth leader. The rate of employment growth is expected to outpace the State's growth rate significantly. This Strategy addresses this finding and its implications for the County's leadership.

**Table 2  
Southern New Jersey Employment Growth Rates through 2016**

COUNTY/JURISDICTION	PROJECTED GROWTH RATE
Atlantic County	7.2%
Burlington County	6.8%
Camden County	6.1%
Cape May County	3.9%
Cumberland County	5.2%
Gloucester County	9.6%
Salem County	2.3%
NEW JERSEY	6.0%

*Source: NJ Department of Labor and Workforce Development, 2009*

## COUNTY STRENGTHS AND WEAKNESSES

### Strengths and Opportunities

The 2008 CEDS Plan listed a number of Strengths and Weaknesses as identified by the CEDS Committee. In November 2009, as part of the plan amendment process, the CEDS Committee met again to review these characteristics. The following is a listing of the top strengths and perceived weaknesses that were identified by the Committee. (*Changes to the 2008 listings are noted in italics.*)

1. Location of the County – To take advantage of this strength the County needs to continue to integrate its economy with that of the larger region and ensure that adequate logistical opportunities are provided.

2. Abundant Farmland and Open Spaces – This strength implies that a healthy land base and farm economy will allow agri-businesses and recreational alternatives to compete successfully with development.
3. Strong Educational System – Educational institutions are committed to the needs of businesses and are excellent partners.
4. Ample Development and Redevelopment Opportunities – By applying sound, Smart Growth principles, downtown areas have the chance to reinvent themselves; brownfields can be adaptively reused; and obsolete and underutilized commercial strips can be repositioned and revitalized.
5. Supportive Business Environment – Continued public/private partnerships thrive in the County as a result of an aggressively proactive Department of Economic Development and Improvement Authority.
6. Strong retail and commercial centers – Downtown development must continue to be a priority of the planning process.
7. Relatively stable workforce – The talents and skills of the workforce are steadily improving.
8. Low Unemployment – This allows public investment in other areas and provides a competitive advantage.
9. *A Well-Trained Workforce – This is a strength that enables the County to market to a wide range of business and industry sectors.*
10. *A Wide Range of Housing and Employment Opportunities – This strength speaks to the diversification of the County and the appeal that this diversification has to new companies looking to move into the County.*

#### Weaknesses and Threats

1. Increasing issues with the County's transportation network.
2. Need for economic diversification.
3. No identifiable "Cottage Industries".
4. Occupational demand and economic opportunities are not aligned.
5. Taxes and rental costs.
6. Lack of "Shovel Ready" sites.
7. Focus on Downtown needs to be sharpened.
8. *A Declining Manufacturing Base.*

9. *Traffic Congestion.*

10. *Too many Brownfields and Vacant or Underutilized Industrial or Commercial Properties.*

While there was reasonable compatibility between the 2007 and 2009 observations of the CEDS Committee about the County’s strengths, the economic recession significantly changes the perceptions of weakness.

The following table compares the ranking of the 2007 and 2009 responses about County weaknesses.

**Table 3  
Top Responses of CEDS Committee Members about  
Weaknesses in the Gloucester County Economy**

2007 RESPONSES	2009 RESPONSES
Traffic and Highway Congestion	Limited Public Transit Options
Need for Economic Diversification	A Declining Manufacturing Base
No Identifiable Cottage Industries	High Taxes and Rental Costs
Limited Public Transit Options	Downtowns in Poor Condition
Occupational Demand and Economic Opportunities Not Aligned	Traffic and Highway Congestion
Taxes and Rental Costs	Too Many Brownfields and Vacant or Underutilized Industrial and Commercial Properties
Lack of Shovel Ready Sites	A Heavily Suburbanized Development Pattern
Downtowns in Poor Condition	A Lack of Tourism or Hospitality Venues

As seen from the table, while transportation issues remain high on the list of concerns, taxes, conditions of the downtowns, brownfields, and an implicit need to focus on redevelopment issues – possibly stemming from the impacts of the recession – are important concerns to the Committee.

[A COUNTYWIDE VISION](#)

As the result of several months of discussions by the CEDS Committee and public participation, a Vision Statement was developed that focused on the County’s building on its strengths, offering new economic opportunities and advancing the quality of life for both citizens and businesses. This Vision remains relevant for this 2010 Update as it encompasses the wide range of issues and concerns identified by the CEDS Committee.

*Gloucester County seeks to expand its commercial and industrial base by building on its current strengths; providing the foundation for new opportunities; expanding transportation; and planning activities which advance the quality of life for all of its citizens and businesses.*

*County officials envision a future where new development is centers-based to preserve open space, enhance access to jobs and industry, and promote smart growth and where job training and new employment opportunities are provided to alleviate distress; provide new career paths for residents; and encourage investments in new technology and 21<sup>st</sup> Century industries that help diversify the County’s economy.*

To implement the Vision, the 2008 CEDS identified 5 goals, 12 objectives, and more than 90 strategies, and 87 projects that will advance the County's economic agenda. Given the significant and increasing interest in redevelopment opportunities identified at the November 2009 CEDS Committee meeting, goal number 3 was adjusted slightly to emphasize downtown and brownfield redevelopment.

The following five (5) broad framework goals reflect the 2010 CEDS Plan priorities:

1. Work to expand and diversify the County's economic base to provide a broader range of new jobs and a more viable mix of industries.
2. Reduce unemployment, municipal distress and economic inequities throughout the County.
3. Focus development and jobs around centers of employment and population *with an emphasis on the revitalization of the downtowns and the redevelopment of brownfield and underutilized commercial and industrial properties.*
4. Improve the public transportation and highway circulation systems in the County to serve businesses and commercial centers more effectively.
5. Enhance and coordinate Municipal, County and Regional marketing efforts to promote Gloucester County as a destination for new business.

### ESTABLISH PERFORMANCE MEASURES

The 2007 CEDS Committee agreed on the following performance measures to measure success:

- Economic Diversification
- Reducing areas of distress
- Community and Private Sector Partnership
- Quality of Life Indicators

The above criteria are measurable factors used to place a value on the purpose of each action strategy proposed for implementation and will continue to be evaluated as the CEDS Plan sets guidelines for the coming years.

### ADVANCING THE 2008 CEDS AGENDA

One of the purposes of preparing a CEDS Update is to determine the success that the County has had in addressing some of the challenges facing the economy, to reset priorities, and to monitor the overall implementation of the CEDS. The following outline addresses these objectives.

1. Business Retention and Relief from Recessionary Impacts. Given the recessionary impacts on the County and the recent round of corporate layoffs, this CEDS Addendum is suggesting the possibility of applying to U.S. EDA for

funding to address the “sudden and severe” impacts of the recent round of layoffs. The funding could be directed at a business retention and expansion project that would help to offset recent layoffs and closings. Specifically, the County is seeking to work with Logan Township to provide infrastructure (road and utility) funding to consolidate an existing industry. This would mean the retention of over 700 jobs and the potential for job expansion and development at the site.

2. Port and Waterfront. One of the successes of the 2008 CEDS is the attention it brought to port redevelopment. \$1.8 million in U.S. EDA funding has been invested at the Port of Paulsboro for a new well and water treatment plant that will serve new industry at the port. Another \$1.8 million has been requested for a water tower to service the port facility. U.S. Rural Development Administration financing is also being sought to enhance port development. In addition, a consortium of counties and other entities, including the South Jersey Port Corporation and Conrail applied for \$44 million in TIGER Grant funding through the U.S. DOT to improve rail access at the port and link the port with an efficient regional rail network in southern New Jersey. This should certainly remain as a key area of interest.
3. Transportation Infrastructure. Another project that significantly advances the goals of the CEDS is the proposed extension of a light rail (PATCO) system to Gloucester County. The initial plans for this extension call for the phase one portion of the rail line to have Woodbury as its southern terminus, with longer range plans to extend the line south to Glassboro and eventually to Vineland/Millville. CEDS projects for employment and job generation should be targeted at locations that are accessible via the light rail network. Port, rail, and highway transportation and investments in key infrastructure projects remain high on the County’s list of priorities.
4. Brownfield and Downtowns. While certainly addressed in the 2008 CEDS, the County was not quite poised to advance the issue of brownfield redevelopment aggressively since it did not have a comprehensive compilation of brownfield sites. In 2008, the County prepared such an inventory to include DEP and EPA sites previously not part of the County inventory. This GIS based data network was screened for priority sites – those that were close to major highways and captured by State Development & Redevelopment Planning and other criteria. It positions the County very well to identify quickly potential redevelopment sites, particularly those in U.S. EDA eligible communities. Downtown redevelopment also remains a high priority of the County

## REVISED PLAN OF ACTION

The 2008 CEDS identified the strategies and projects envisioned by the County and its stakeholders to advance the goals and priority areas outlined above.

A Plan of Action was developed based on the following key principles, which remain relevant and will continue to drive the CEDS implementation process:

- Adopt a Smart Growth Approach

- Give project priority to distressed and EDA qualified areas
- Coordinate Actions with State and Regional Agencies
- Work with County Partners
- Develop a comprehensive inventory of projects

## THE ACTION AGENDA

The 2008 CEDS concludes not with a laundry list of all of the County's priority projects but with a Project Implementation Matrix that links each project to a CEDS goal, objective and strategy. It outlined some of the economic benefits associated with each project that support the County's priorities for the near, mid, and long-term.

For example, one of the County CEDS priority projects was the \$250 million development of the 190 acre, Paulsboro waterfront site into a high-tech Port/Distribution/Logistics Center.

Another high priority project for the County was the development of the South Jersey Technology Park. This project at total buildout will result in over 1.5 million square feet of technology-based development in conjunction with Rowan University, Drexel University, and other leading institutions in the region.

This program has completed its first phase of development and ongoing U.S. EDA's participation will be sought to stimulate other phases of this technology program which is easily envisioned to create thousands of new jobs and billions of dollars in new investment. In conjunction with the Technology Park, the Engineering School at Rowan University is a significant asset that Gloucester County has that can be a partner in the job development sector and industrial attraction strategy of the County.

The County's Workforce Development Board (WIB) is also a key partner in job and business development. Clearly, where there have been layoffs in the workforce, the WIB is the County's leader in job training and retraining. Services of the WIB are also integral to business recruitment, attraction, and retention. The WIB needs to be a partner with the County's Economic Development Department in pursuing many of the projects and initiatives outlined in this Plan Addendum.

The Project Matrix, along with the ongoing work of this County's Board of Chosen Freeholders and Economic Development Department, will continue to guide the implementation of the CEDS through to the next five year time horizon in 2015. This inventory of programs and projects is found in Tab 2 of this document. Some more detailed project profiles are outlined in Tab 3.

## SUMMARY

The 2010 update to the Gloucester County CEDS comes at a critical time. The County is beginning to emerge from recession, yet the recent announcements of job losses are troubling. This document will assist the County in revising its economic development priorities and its approach to funding, partnerships and resource development.

The revisions outlined in this Addendum have:

- Provided new data on the trends and characteristics of the County today;
- Expanded public outreach to be more inclusive of the business community and hard-to-reach populations and municipalities;
- Revised the project inventory to reflect changes in County priorities and conditions.

Despite some recent setbacks, this remains an exciting time for Gloucester County. It is the County with the most job growth and economic development opportunity over the coming decade according to the New Jersey Department of Labor and Workforce Development. Its strategic location continues to place it in the heart of the expanding Philadelphia Metro Area. The County has outstanding partnerships in Rowan University, the County College, the Workforce Investment Board, Municipal Government and the Private Sector.

The County can move forward with confidence that it will work through the recent national recession and emerge a strong competitor for new jobs and industry. The funding possibilities, project potential, and collaborations defined in the County CEDS and this Addendum point the way for brighter days ahead.

## **END NOTES**

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<sup>1</sup> New Jersey Department of Labor and Workforce Investment, January 2008 and September 2009 figures.

<sup>2</sup> U.S. Bureau of the Census, 2006 and 2008 American Community Survey data for Gloucester County.

<sup>3</sup> U.S. Bureau of the Census, Ibid.

**Tab 2**

**2010 GLOUCESTER COUNTY CEDS PROJECT INVENTORY**  
**AN UPDATED ACTION AGENDA FOR PROJECT AND PROGRAM DEVELOPMENT**

<u>GOALS</u>	<u>OBJECTIVES/STRATEGIES</u>	<u>PROPOSED PROJECTS</u>	<u>MUNICIPAL LOCATION</u>	<u>ECONOMIC BENEFITS</u>
<p><b>GOAL 1:</b> WORK TO EXPAND AND DIVERSIFY THE COUNTY'S ECONOMIC BASE TO PROVIDE A BROADER RANGE OF NEW JOBS AND A MORE VIABLE MIX OF INDUSTRIES</p>	<p><b>OBJECTIVE 1:</b> Develop New Business Clusters that Provide Locations for Cutting-Edge Industries and Technology.</p> <p><b>Strategy 1:</b> Target Opportunities that Support Investments in New Technology.</p> <p><b>Strategy 2:</b> Promote the attraction and development of the Healthcare and Life Sciences Industries in the County.</p> <p><b>Strategy 3:</b> Invest in the Development of Professional Business Parks.</p>	<ol style="list-style-type: none"> <li>Promote development of the South Jersey Technology Park.</li> <li>Create a Technology Incubator as part of the SJ Technology Park Implementation Strategy</li> <li><b>LS Power Natural Gas Fired Plant</b></li> <li>Develop a Small Business Incubator in the County</li> <li>Invest in Alternative Energy Development such as ethanol, liquified natural gas (LNG), and other clean energy options.</li> <li><b>Work with Surrounding Counties on Regional Broadband Initiative</b></li> </ol> <ol style="list-style-type: none"> <li>Develop an Academy of Allied Health-Medical Sciences to help meet the growing demands of the Health Care and Scientific Industries in the County.</li> <li>Create Post-Secondary Training Facilities for Nurses and Other Key Health Care Professionals.</li> </ol> <ol style="list-style-type: none"> <li>Redevelop the former Nike Base in Woolwich Township.</li> <li>Support the development of the Merideth Farms Business Park.</li> </ol>	<p>Mantua/Harrison/Glassboro/Rowan University</p> <p>Glassboro Borough</p> <p><b>West Deptford</b></p> <p>Westville Borough and/or Gloucester County College</p> <p>County location to be Determined</p> <p><b>Funding Application</b></p> <p>County Location to be Determined</p> <p>County Location to be Determined</p> <p>Woolwich Township</p> <p>Franklin Township</p>	<p>This project, proposed for location at the Interchange of Routes 55 and 322, will be a major boost in the drive to diversify the County's economy and bring new high technology jobs to the region.</p> <p>Glassboro is one of the distressed areas of the County. With the presence of Rowan University and the opportunity provided by the proposed SJ Technology Park, this would be an outstanding location for a new technology incubator.</p> <p><b>This project will enhance the ability of LS Power to provide efficient service to its customer base</b></p> <p>A small business incubator in one of the County's more distressed communities can provide opportunities to expand the employment base and training opportunities in the area.</p> <p>Clean energy options, including a new ethanol plant in Gloucester County would not only provide alternative energy, but would also be an investment in the agricultural economy that is so important to the County.</p> <p><b>This funding opportunity would enhance the County's and Region's ability to provide dependable broadband access</b></p> <p>This project, proposed in concert with the Gloucester County College will provide needed secondary school training for young people interested in a medical or other scientific career. It is a key component of the County's strategy to advance employment and training opportunities in these critical fields.</p> <p>While an Academy of Allied Health and Medical Sciences will address a critical training and educational need for young people, there is a severe shortage of nurses and adult medical professionals in the County. A program among some of the County's key training and educational partners needs to be developed to attract working adults to this field and keep them employed in the County.</p> <p>The Nike facility, located in a rapidly developing community, would make an excellent location for a business/industrial park.</p> <p>Franklin Township, located in the southeastern part of the County, is a rural community needing additional jobs and business development. This project has long been a top priority of the Township.</p>

GOALS	OBJECTIVES/STRATEGIES	PROPOSED PROJECTS	MUNICIPAL LOCATION	ECONOMIC BENEFITS
	<p>Strategy 3 (continued)</p> <p><b>OBJECTIVE 2:</b> Expand the County's Tourism and Agritourism Economies</p> <p><b>Strategy 1:</b> The County should work through its Agriculture Development Board and Board of Agriculture to promote Agritourism Opportunities.</p> <p><b>Strategy 2:</b> The County should work with the South Jersey Tourism Corporation and other Organizations to Develop the County's Tourism Destinations and Develop New Ones.</p> <p><b>OBJECTIVE 3:</b> Reinvest in the County's Traditional Waterfront, Petrochemical and Refinery Industries.</p> <p><b>Strategy 1:</b> Continue to Support Port Development along the Delaware River.</p>	<p><b>3. Promote improved access and road infrastructure at the Logan Township Business Park to help facilitate a new business cluster.</b></p> <p>4. Pursue opportunities to increase the inventory of Class-A office space available in the county.</p> <p>1. Invest in the development of the DREAM Park – the Delaware River Equestrian Agricultural and Marine Park, in Logan Township.</p> <p>2. Promote a County-wide Transfer of Development Rights Program</p> <p>1. Work to Sustain the Pitman Museum in historic Pitman Grove</p> <p>2. Renovate the Glassboro Train Station for a Welcome Center and Museum</p> <p>3. Develop an Arts District in Downtown Glassboro</p> <p><b>4. Develop an Arts District in Pitman</b></p> <p>1. Invest in Facilities to Support the Paulsboro BP Port Development Project.</p> <p>2. Dupont Port Development Project</p> <p>3. Former Hercules property redevelopment</p>	<p>Logan Township</p> <p>County-wide application</p> <p>Logan Township</p> <p>Woolwich Township and County-wide application</p> <p>Pitman Borough</p> <p>Glassboro</p> <p>Glassboro</p> <p><b>Pitman Borough</b></p> <p>Paulsboro Borough</p> <p>Greenwich Township</p> <p>Greenwich Township</p>	<p><b>Gloucester County is working with several companies interested in this location, including a major U.S. Corporation that wants to consolidate its operations at this park. The consolidation will result in significant new freight traffic at the site, necessitating improvements to Center Square Road.</b></p> <p>The County has a very limited inventory of Class-A office space. Working to increase this capacity would provide opportunities to attract professional, research and office-based industries.</p> <p>The equine industry is a growing aspect of Gloucester County agriculture. An equine park would provide an outlet for both tourists, breeders, and recreationalists to interact with the animals, trainers, and other professionals in the field.</p> <p>A County-wide TDR Program would provide many opportunities to develop and redevelop the County while maintaining the County's historic landscapes and agricultural base.</p> <p>This fledgling museum is a cornerstone in the Borough's efforts to bring new interest to its downtown. Funding is needed to keep the facility operational.</p> <p>The redevelopment of this facility will enhance the appearance of this area and create a tourism draw for visitors and local residents.</p> <p>The Arts District would include an Arts Incubator and a significant redevelopment effort to enhance High Street.</p> <p><b>The Borough is seeking funds to help develop a Master Plan and marketing strategy for a proposed Arts District.</b></p> <p>This project will be major investment in new industrial capacity in the most distressed of Gloucester County's municipalities.</p> <p>This project will help to reclaim a currently contaminated industrial property and make it a viable industrial and commercial location</p> <p>This project will also help to reclaim a currently contaminated industrial property and make it a viable industrial and commercial location. Close to the DuPont property with limited waterfront access.</p>

<u>GOALS</u>	<u>OBJECTIVES/STRATEGIES</u>	<u>PROPOSED PROJECTS</u>	<u>MUNICIPAL LOCATION</u>	<u>ECONOMIC BENEFITS</u>
	<p><b>Strategy 2:</b> Expand Infrastructure and Access to the Waterfront to Encourage Private Sector Investment</p> <p><b>OBJECTIVE 4:</b> Improve Access to Shovel Ready Properties through the Revitalization of Brownfield Sites.</p> <p><b>Strategy 1:</b> Accelerate the Identification, Remediation and Marketing of Brownfield Sites throughout the County.</p> <p><b>Strategy 2:</b> Invest in the Elimination of Blight and Return of Brownfield Properties to Productive Commercial Use.</p>	<p>1. Develop transloading facilities, intermodal facilities, and other projects that enhance water to land freight transfers.</p> <p><b>2. Pursue TIGER and other Funding from U.S. DOT to enhance rail freight and port infrastructure in Paulsboro and throughout the greater southern New Jersey Region.</b></p> <p>1. Promote the ongoing implementation of the County's Brownfield Inventory.</p> <p>2. Develop a Funding and Remediation Strategy for Priority Brownfield Sites</p> <p>3. Develop a comprehensive county-wide marketing strategy for remediated brownfield properties.</p> <p>1. Continue the process of cleaning up the mixed use brownfield site on Route 55 in Mantua Township.</p> <p>2. Support investments in designated redevelopment areas such as those in Paulsboro, Swedesboro, and Logan Township.</p> <p>3. Redevelop the former Nike Base in Woolwich Township, (see description on previous page.)</p> <p>4. Redevelop the old Hausman Bus Company property in Mantua Township</p> <p>5. Redevelop the Robert Hawthorne Landfill Area in National Park Borough</p> <p>6. Redevelop the old, Clevinger Glass Factory in Clayton</p> <p>7. Target brownfield sites on Delsea Drive for rehabilitation</p>	<p>Paulsboro, Greenwich Township</p> <p>Paulsboro, Greenwich Township</p> <p>Applicable to all municipalities</p> <p>Applicable to all municipalities</p> <p>County-wide application</p> <p>Mantua Township</p> <p>Paulsboro, Swedesboro, and Logan Township</p> <p>Woolwich Township</p> <p>Mantua Township</p> <p>National Park Borough</p> <p>Clayton Borough</p> <p>Target application, Clayton Borough</p>	<p>A long-term investment in transportation infrastructure (including rail) can help make the port and waterfront development occurring viable and sustainable operations.</p> <p>A regional investment in infrastructure improvements enhances the viability of the Gloucester County Rail/Port Network. The County participated in a September 2009 application for TIGER funding with neighboring Salem and Camden Counties; Conrail; and the South Jersey Port Corporation.</p> <p>Updating the County's brownfield inventory will enable the Economic Development Department to market these areas more effectively and accelerate their transition back to viable commercial properties.</p> <p>Gloucester County has over 700 known brownfield sites. Grant funding is needed to develop a remediation strategy for the priority sites.</p> <p>Currently, the County is lacking a comprehensive approach to identifying and marketing available brownfield properties. This will lend a regional perspective to this important effort.</p> <p>This is a high priority project for Mantua Township that will return this site to a viable commercial use.</p> <p>Redevelopment areas provide local governments with broader funding and regulatory authority to address issues associated with the elimination of blight.</p> <p>(See earlier description.)</p> <p>The Hausman Bus Company property is one of the largest brownfield sites in the Township and an integral component of the municipal redevelopment strategy.</p> <p>This is a priority redevelopment site in National Park Borough and a key aspect of the community's economic development strategy.</p> <p>This project will provide new industrial and commercial space in a distressed area of the community.</p> <p>Delsea Drive is a key commercial corridor in Clayton Borough. Targeting funds for a site assessment and remediation project will provide more opportunity for commercial and industrial expansion in the Borough.</p>

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<p><b>GOAL II:</b> PRESERVE EXISTING JOBS AND INDUSTRY AND REDUCE UNEMPLOYMENT, MUNICIPAL DISTRESS, AND ECONOMIC INEQUITIES THROUGHOUT THE COUNTY</p>	<p>Strategy 2 (continued)</p> <p><b>OBJECTIVE 1:</b> Continue to Support Job Training Programs that Target Key Industries and Emerging Employment Markets.</p> <p><b>Strategy 1:</b> Continue to Invest in Technical Degree Programs at Gloucester County College and the Gloucester County Vocational School</p> <p><b>Strategy 2:</b> Partner with the Rowan Engineering Program and Rowan University to promote career development.</p> <p><b>Strategy 3:</b> Invest in Equine Education that will Support Agritourism and Broaden the Base of the Agricultural Industry.</p> <p><b>OBJECTIVE 2:</b> Identify Innovative Partnerships that Promote Job Development</p> <p><b>Strategy 1:</b> Target the County's Traditional Industry Base for New Partnerships</p> <p><b>Strategy 2:</b> Target High Technology, Pharmaceutical, and Life Sciences Careers to Develop Partnerships in Job Development and Training Programs.</p>	<p>8. Rehab the FMC Brownfield Property in Woolwich Township.</p> <p>9. Begin redevelopment of the Kinsley Landfill and adjoining properties</p> <p>1. Support the Development of Course Curricula that provide training for the trades professions and apprenticeship opportunities at GCC and GCVT</p> <p>2. Continue to support and promote the new food science and food processing technology program at Gloucester County College</p> <p>1. Develop an engineering career track for young people.</p> <p>1. Continue to support and promote the new Equine Science Associate Degree Program at Gloucester County College.</p> <p>1. Create programs to assist small business, including county-wide micro and revolving loan funds.</p> <p>2. Invest in partnerships with the Rutgers Food Innovation Center.</p> <p>3. Develop wet lab and other scientific training facilities and programs in the County that complement the needs of industry.</p> <p>1. Work with the WIB to implement summer youth employment and apprenticeship programs.</p>	<p>Woolwich Township</p> <p>Deptford</p> <p>County-wide application</p>	<p>This project would bring one of the largest brownfield sites in Woolwich Township back into productive use.</p> <p>The redevelopment of this landfill as part of the "Five Points" Redevelopment project will bring this large, and previously contaminated brownfield site back into productive reuse.</p> <p>Gloucester County College and the Technical School are two of the key players in the County's workforce development partnership.</p> <p>Such a program would complement the County's agricultural and food processing industries and help ensure sustainability.</p> <p>The Rowan University engineering program has a great reputation and can be a valuable resource in promoting interest in young people for technical and engineering careers.</p> <p>This project will enhance the College's support of agribusiness in the County.</p> <p>Small business has increasing pressure from benefits costs and other routine costs of doing business. Small business loan programs can help offset these expenses and provide incentives for business retention.</p> <p>The Rutgers Food Innovation Center has the potential to benefit the food processing industry throughout the South Jersey Region and enhance a traditional sector of the area's industrial base.</p> <p>Wet lab and other scientific research facilities could be targeted at some of the downtowns and key redevelopment areas in the County.</p> <p>Young people in the County need greater opportunity to learn on the job and gain productive summer employment.</p>

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<p><b>GOAL III:</b> FOCUS DEVELOPMENT AND JOBS AROUND CENTERS OF EMPLOYMENT AND POPULATION.</p>	<p><b>Strategy 3:</b> Target special needs populations with the support necessary to obtain and retain jobs.</p>	<p>1. Develop a Workforce Re-entry Program.</p>	<p>County-wide application</p>	<p>Bringing people who get out of jail back into the workforce in productive ways can help reduce recidivism and eliminate future social problems.</p>	
		<p>2. Create more opportunities for Day Care and Workforce Support Programs.</p>	<p>County-wide application</p>	<p>Day care remains one of the largest issues facing working families and one that needs greater support throughout the County.</p>	
		<p>3. Develop Career Centers through Boys/Girls Clubs in Paulsboro and Glassboro</p>	<p>County-wide application</p>	<p>Boys and Girls Clubs are great partners with whom to expand workforce training and opportunities for young people.</p>	
		<p>4. Partner with the "Seeds to Success Program"</p>	<p>County-wide application</p>	<p>Seeds to Success is another prospective partner to engage young people in career building and education.</p>	
		<p><b>OBJECTIVE 3: Expand Business Retention Programs in the County</b></p>			
		<p><b>Strategy 1: Enhance Access to Funding Opportunities</b></p>	<p><b>1. Create a Business and Industry Loan Pool</b></p>	<p><b>County-wide application</b></p>	<p><b>A County Loan Pool would expand low-interest financing options for local business and industries</b></p>
			<p><b>2. Conduct Periodic Business Retention Workshops to acquaint local businesses with available programs and resources</b></p>	<p><b>County-wide application</b></p>	<p><b>Providing opportunities for business to learn about the range of State, County and other programs can help meet many financing, training, infrastructure, transportation, and other business needs.</b></p>
		<p><b>Strategy 2: Provide Technical Assistance to businesses seeking to remain in the County.</b></p>	<p><b>1. Provide one-on-one support to Businesses looking to consolidate operations or expand their Employment Base in Gloucester County</b></p>	<p><b>County-wide application</b></p>	<p><b>A Technical Assistance Team can help make the retention connections needed to keep businesses in the County</b></p>
			<p><b>2. Create Business Retention Tool Kits and Distribute to Area Industries</b></p>	<p><b>County-wide application</b></p>	<p><b>Tool kits with information on available programs, the County's Technical Assistance Team can help connect businesses with the assistance they need.</b></p>
		<p><b>OBJECTIVE 1:</b> Promote Downtown Redevelopment and the Revitalization of the County's Main Street Communities.</p>			
		<p><b>Strategy 1:</b> Develop Niche Markets to Help Downtowns Identify a New Customer Base and Recover Economically</p>	<p>1. Coordinate Main Street Festivals and events with the Gloucester County and Regional Tourism Programs</p>	<p>County-wide application</p>	<p>Festivals and events can help expand the tourism industry in the County and provide the types of specialized activities that can provide economic impact.</p>
		<p><b>Strategy 2:</b> Promote New Infrastructure and Investment in the County's Downtown Areas and Commercial Corridors.</p>	<p>1. Study and Invest in New Retail Opportunities that expand the regional economy of the County, (currently underway by County Economic Development.)</p>	<p>County-wide application</p>	<p>Niche market retailing that caters to a cluster of retail or specialty market opportunities can be a great way to enhance downtown redevelopment.</p>
		<p>2. Replace old sewer and water mains and extend and/or upgrade such infrastructure in key development and redevelopment areas throughout the County.</p>	<p>Priority application in the Boroughs of Newfield, Swedesboro, and Clayton; and in Mullica Hill, Harrison Township</p>	<p>Sound infrastructure is integral to expanding and diversifying a community's economic base.</p>	
		<p>3. Develop Guidelines to enhance design of downtown and Main Street areas.</p>	<p>Priority application in Woodbury</p>	<p>Woodbury is the County seat of Gloucester County. It is one of the County's target areas for downtown redevelopment projects.</p>	

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	Strategy 2 (continued)	4. Provide opportunities for new parking facilities in the County	Priority application in Swedesboro	Swedesboro is one of the more distressed communities in the County. This project will provide more convenient access to the Borough's downtown shopping district.
		5. Provide funding for redevelopment planning	Priority application in Woodbury	A redevelopment plan for Woodbury will allow the community to prioritize areas of the City where new investment will occur.
		6. Invest in Fiber Optic Improvements	County-wide application	Areas of the County can benefit tremendously by investments in new fiber optic technology that will allow existing businesses and organizations to upgrade their telecommunications capacity. This will also be an incentive for redevelopment.
		7. Center Square Road Development Project	Woolwich Township	This project will enhance the Township's ability to accommodate the additional growth pressure it faces by providing a location to cluster new development.
		8. Develop a new State of the Art Public Library in downtown Glassboro	<b>Borough of Glassboro</b>	<b>The Borough views a new public library in the entertainment district as a major anchor in its vision for downtown redevelopment. A new library would certainly complement the facilities at Rowan University and be a quality of life improvement for residents of the community.</b>
		9. Downtown Improvement Design Strategy	<b>Pitman Borough</b>	<b>The Borough wants to develop and fund a strategy to construct a downtown pedestrian plaza and community center, with appropriate landscaping and lighting improvements</b>
	Strategy 3: Enhance the Appearance of Downtowns	1 Redevelop Paulsboro Plaza	Paulsboro	This old shopping plaza has deteriorated and is without many of its original anchor stores and tenants. The revitalization of this center would greatly enhance the viability of the Borough's main street.
		2 Develop a Mullica Hill Streetscape Beautification Project.	Harrison Township	The current appeal of Mullica Hill as a tourism destination can be enhanced by the proposed streetscape project.
		3. Develop Façade Improvement Programs	Priority application in Swedesboro, Clayton, and Westville	Programs to encourage small businesses to fix up and repair their facades can greatly enhance the appeal of downtown locations.
		4 Develop a pedestrian mall in Pitman	Pitman Borough	A pedestrian mall would create a more shopper friendly environment and enhance the appearance of downtown.
		5 Upgrade Delsea Drive streetscape through Westville from Poplar Street to Big Timber Creek	Westville Borough	Streetscape improvements are needed to enhance the viability of many older towns and villages in the County.
		6 Westville Blight Elimination Project – Pine Street Target Area	Westville Borough	This redevelopment project will enhance the attractiveness of the Pine Street neighborhood for new investment and redevelopment.
		7. Comprehensive streetscape improvement project in Malaga Village that will provide for lighting, signage, sidewalk, landscaping and other improvements.	<b>Malaga, Franklin Township</b>	<b>Key investments in streetscape improvements will encourage façade redevelopment, new businesses, and other enhancements to the village center.</b>

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	<p>Strategy 3 (continued)</p> <p><b>Strategy 4:</b> Promote the Revitalization of Downtown Neighborhoods</p> <p><b>OBJECTIVE 2:</b> Encourage New Development to Occur in Centers-Based Growth Patterns</p> <p><b>Strategy 1:</b> Promote the Development of New Town Centers.</p> <p><b>Strategy 2:</b> Encourage Older, Commercial Corridor Redevelopment</p>	<p><b>8. Comprehensive streetscape improvement project in Franklinville Village that will provide for lighting, signage, sidewalk, landscaping and other improvements.</b></p> <p>1. Develop Home Equity Programs to enhance lending in urban areas that promote home fix up and repair</p> <p>2. Expand the Home Weatherization Program</p> <p><b>3. Redevelop and enhance Pitman Grove Neighborhood</b></p> <p><b>4. Redevelop Shertel Park and Develop a Community Recreation Center</b></p> <p>1. Develop a new town center in Woolwich Township</p> <p>2. Develop a new town center in Washington Township</p> <p>3. Develop a town center in Clayton Borough</p> <p>4. Develop a new town center in Harrison Township.</p> <p>5. Develop a new town center in Deptford Township at Five Points.</p> <p><b>6. Develop a new Mixed Use Project in Clayton Borough and Franklin Township</b></p> <p>1. U.S. 322 Corridor Redevelopment Project</p> <p>2. N.J. Route 130 Corridor Redevelopment Project</p>	<p><b>Franklinville, Franklin Township</b></p> <p>County-wide application</p> <p>County-wide application</p> <p><b>Pitman Borough</b></p> <p><b>Pitman Borough</b></p> <p>Woolwich Township</p> <p>Washington Township</p> <p>Clayton Borough</p> <p>Harrison Township</p> <p>Deptford Township</p> <p><b>Clayton and Franklin</b></p> <p>Multiple Municipalities</p> <p>Multiple Municipalities</p>	<p><b>Key investments in streetscape improvements will encourage façade redevelopment, new businesses, and other enhancements to the village center.</b></p> <p>Bringing new residents back to downtowns can significantly enhance the viability of downtown shopping areas and businesses.</p> <p>This program can help residents gain needed assistance to address home heating and cooling needs.</p> <p><b>The Borough wants to conduct a housing inventory; prepare a marketing analysis; and develop a Neighborhood Stabilization Strategy for the Pitman Grove Neighborhood.</b></p> <p><b>The redevelopment of Shertel Park and the addition of a new community center will enhance the livability of the surrounding neighborhoods</b></p> <p>A new town center would provide Woolwich Township, one of the fastest growing communities in New Jersey, with a Smart Growth approach to channeling new development.</p> <p>A new town center has long been an objective of Washington Township. The center will provide the Township with a focal point for commercial development and community activities.</p> <p>A new town center in Clayton will provide a smart growth development opportunity in this distressed area of the County.</p> <p>A new town center in Harrison Township will provide a smart growth development option for additional commercial growth in this community.</p> <p>This town center would complement the existing retail and commercial opportunities located elsewhere in the community.</p> <p><b>The mixed use project would include retail and commercial uses in Clayton and a senior affordable housing project in Franklin Township.</b></p> <p>This is one of the major east west routes through Gloucester County and a significant commercial corridor.</p> <p>Route 130 is a major north south artery through the County and one that links many of the older, more distressed urban areas. Enhancing circulation in this corridor will help these communities provide better access to jobs and industry.</p>

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<p><b>GOAL IV:</b> IMPROVE THE PUBLIC TRANSPORTATION AND THE HIGHWAY CIRCULATION SYSTEMS IN THE COUNTY TO SERVE BUSINESS AND COMMERCIAL CENTERS MORE EFFECTIVELY</p>	<p>Strategy 2 (continued)</p> <p><b>OBJECTIVE 1:</b> Encourage a Greater Investment in Public Transit.</p> <p><b>Strategy 1:</b> Encourage the Construction and Rehabilitation of Transit Infrastructure.</p> <p><b>Strategy 2:</b> Promote the Expansion of Transit Services throughout the County</p>	<p>3. Swedesboro Avenue Sewer Extension Project.</p> <p>4. I-295 Sewer Extension Project</p> <p>5. Construct Rowan Boulevard Improvements</p> <p>1. Develop a Transportation (Bus) Center in Woodbury</p> <p>2. Repair Existing Bus Shelters around the County</p> <p>1. Support the extension of the PATCO light rail system through Gloucester County</p> <p>2. Explore expansion of bus service to Pitman and other rural town centers</p> <p>3. Initiate trolley service for commuters and business patrons in Glassboro and Woodbury</p> <p>4. Provide a local transit shuttle that links with the NJ Transit System to provide direct access to the University, neighborhoods, employment centers and other locations in and around Glassboro</p> <p>5. Prepare a Transit Oriented Development (TOD) Strategy</p>	<p>Greenwich and East Greenwich Townships</p> <p>East Greenwich Township</p> <p>Glassboro</p> <p>Woodbury</p> <p>Priority application in Pitman</p> <p>County-wide application at location to be determined (eg. Route 55 Corridor, Route 42 Corridor, elsewhere.)</p> <p>County-wide application</p> <p>Glassboro/Woodbury</p> <p>Glassboro</p> <p>Pitman Borough</p>	<p>This project will enhance development opportunities in Greenwich and East Greenwich Townships.</p> <p>This will provide new industrial and commercial growth in the I-295 Corridor, the most heavily traveled north south artery in the County.</p> <p>These include streetscape as well as new retail improvements including a book store and a hotel and conference center in this important corridor</p> <p>A bus center in Woodbury, the Gloucester County seat, will enhance the ability of Woodbury residents to get to jobs and training opportunities around the region.</p> <p>Funding is needed to upgrade NJ Transit's many bus facilities in the County.</p> <p>PATCO is the premier light rail system in Southern New Jersey. Extending this system through Gloucester County will open up many new development opportunities and reduce congestion on the area highways.</p> <p>Enhancing bus service in some of the County's rural areas will enable people to get to jobs and address one of the primary needs identified by community leaders during the County's public outreach meetings.</p> <p>The trolley service would help people get around the downtown, reduce congestion and parking demands, and promote access to downtown businesses. Trolley service will link Underwood Hospital with County offices, historic sites, and Woodbury's downtown shopping area</p> <p><b>This service would enhance the environment by reducing automobile traffic in the heart of downtown Glassboro and improve air quality by lower carbon emissions.</b></p> <p><b>The Borough wants to prepare for the potential extension of the PATCO Light Rail system to the Borough</b></p>

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<p><b>GOAL V:</b> ENHANCE AND COORDINATE MUNICIPAL, COUNTY, AND REGIONAL MARKETING EFFORTS TO PROMOTE GLOUCESTER COUNTY AS A DESTINATION FOR NEW BUSINESS.</p>	<p><b>OBJECTIVE 2:</b> Enhance Road, Highway, and Traffic Circulation in the County</p> <p><b>Strategy 1:</b> Continue to Coordinate Highway Corridor and Circulation Projects with Local, County, Regional, and State Agencies.</p> <p><b>Strategy 2:</b> Enhance Access and Circulation in the County's Older Communities</p> <p><b>Strategy 3: Promote better Bicycle and Pedestrian Connections Countywide</b></p> <p><b>Strategy 4:</b> Invest in Rail Freight Infrastructure to Provide Greater Capacity and Access to the County's Key Industrial Areas.</p> <p><b>OBJECTIVE 1:</b> Continue to Expand and Build on County Marketing Programs and Materials</p>	<ol style="list-style-type: none"> <li>Continue implementation of the U.S. Route 322 Corridor Improvements</li> <li>Center Square Road Development</li> <li>Route 55/40 Interchange</li> <li>Coordinate transportation projects with County and DVRPC Transportation Improvement Program (TIP)</li> <li>Invest in a County-wide study to promote traffic calming projects</li> <li>Parking Improvements</li> <li>Improve sidewalks, trails, and bicycle facilities at transit stations, public facilities, businesses and other popular destinations throughout the County</li> <li>Develop Bicycle and Pedestrian Master Plan</li> </ol>	<p>Multiple municipal applications</p> <p>Woodwich Township and Logan Township (See Logan Business Park project referenced earlier.</p> <p>Franklin Township</p> <p>Countywide application</p> <p>Priority application in Woodbury</p> <p>Woodbury</p> <p>Pitman</p> <p>Pitman</p> <p>Clayton</p> <p>Countywide</p> <p>Pitman Borough</p> <p>County-wide applications</p>	<p>This major highway corridor can enhance access and commercial transportation to numerous jobs and industries throughout the County.</p> <p>This important project will enhance access to one of the State's most rapidly expanding communities.</p> <p>Improving this interchange will enhance the movement of goods and traffic through one of the primary interchanges in the County.</p> <p>The County TIP is the primary vehicle for getting those projects that can enhance development and redevelopment planned and built.</p> <p>A traffic calming project on Broad Street will slow traffic in this important commercial center.</p> <p>Improving the City's principal commercial parking lots will enhance access to downtown merchants and services.</p> <p>Parking access improvements will enhance the viability of Pitman's village center as a place to invest in redevelopment.</p> <p>Explore the possibility of a parking garage in Pitman's village center.</p> <p>Develop a new parking garage in Clayton to help alleviate some of the downtown parking problems and enhance access to stores and facilities.</p> <p><b>Improving biking and pedestrian facilities can enhance the livability and walkability of many Gloucester County communities</b></p> <p><b>Prepare and implement a Borough-wide Bicycle and Pedestrian Master Plan for the Borough</b></p> <p>Good rail freight access is integral to any community's economic development program.</p>

<u>GOALS</u>	<u>OBJECTIVES/STRATEGIES</u>	<u>PROPOSED PROJECTS</u>	<u>MUNICIPAL LOCATION</u>	<u>ECONOMIC BENEFITS</u>
	<p><b>Strategy 1:</b> Provide additional tourism marketing materials to highlight the County's Historic, Cultural, and Visitor Attractions.</p> <p><b>Strategy 2:</b> Coordinate County-wide Marketing of Industrial and Commercial Properties with other Public and Private Organizations.</p>	<ol style="list-style-type: none"> <li>1. Continue distribution of the new, county-wide tourism brochure and map, and explore technology applications to promote tourism such as a PodCast and/or a Tourism Website.</li> <li>2. Provide ongoing support for Farm Markets</li> <li>3. Create welcome packets for hotels and restaurants that highlight Gloucester County attractions</li> <li>4. Promote festivals and events in the County's main street communities.</li> <li>5. Develop tourism brochure to promote Lighthouse Weekend.</li> <li><b>6. Support the creation of a new Visitor Center at Redbank, in National Park</b></li> </ol> <ol style="list-style-type: none"> <li>1. Link commercial and industrial realtors and site databases in the County through a GIS Network.</li> <li>2. Develop a County-wide marketing program that promotes new retail opportunities for downtowns, commercial corridors, and other smart growth centers.</li> <li>3. Upgrade economic development website to include searchable incentives, properties, demographics, etc.</li> </ol>	<p>County-wide application</p> <p>County-wide application</p> <p>County-wide application</p> <p>County-wide application</p> <p>Paulsboro</p> <p><b>National Park</b></p> <p>County-wide application</p> <p>County-wide application</p> <p>County-wide application</p>	<p>Printed pamphlet will be used in brochure racks, travel centers and in hotels. Will fulfill request for tourism information from visitors.</p> <p>Promoting agritourism is one of the County's primary objectives and a way to build its tourism base.</p> <p>Welcome packets will promote the many sights and attractions in Gloucester County for visitors being exposed to the area for the first time.</p> <p>Downtown festivals bring new people to a community and expose them, perhaps for the first time, to many of the commercial opportunities in those communities.</p> <p>This is a festival that brings many people to the Delaware River each year</p> <p><b>A new visitor center will enhance the tourism experience at this important historical site</b></p> <p>This use of GIS technology will speed and enhance access to information about various development and redevelopment opportunities in the County.</p> <p>This will be a way to implement the County's inventory of downtown retail and development needs.</p>

NOTE: The projects and concepts **outlined in green** are those that were added to the project inventory as a result of the 2010 Addendum review process.

**Tab 3**

## PROJECT PRIORITIZATION AND PROFILES

At a joint meeting of the CEDS Committee and the Gloucester County Municipal Economic Development Council, held at *Riverwinds Community Center* on January 28, 2010, participants were asked to rank an inventory of County wide and regional projects. The following table illustrates that ranking. The column “Number of Votes” represents the total vote tally for each project. “Ranked Votes” indicates how many individuals assigned a 1, 2 or 3 ranking to a particular project, and “Final Ranking” indicates the project’s final priority based on the total votes received.

From this project prioritization table and review and input from Gloucester County Economic Development Department, four project profiles were prepared and appear on the following pages.

### PROJECT PRIORITY RANKING

PROJECT IDENTIFICATION	NUMBER OF VOTES	NUMBER OF RANKED VOTES (1,2,3)	FINAL PROJECT RANKING
Expand South Jersey Tech Park at Rowan Univ.	10	1	4
Develop Small Business Incubator in County	7	0	9
Develop Natural Gas Fired Plant at LS Power	4	2	15
Expand Broadband Access to all of GloCo	5	0	13
Redevelop Nike Base in Woolwich Township	3	0	18
Develop Academy of Health & Medical Services	6	2	11
Training Facility for Post Secondary Nursing	4	1	16
Business Park at Merideth Farms	2	0	21
Develop/Redevelop Paulsboro and other Ports	14	5	2
Market County Brownfield Sites	9	4	6
Develop Wet Lab Space and Scientific Facilities	7	0	10
Develop Workforce Re-Entry Program	11	3	3
Create Business and Industry Loan Pool	10	1	5
Create Business Retention Tool Kits	4	1	17
Replace/Expand Sewer and Water Lines	8	3	7
Focus on Corridor Redevelopment	6	2	12
Continue to Develop Rowan Boulevard	8	1	8
Invest in PATCO/Light Rail Extension	15	5	1
Interchange Improvements	3	0	19
New Tourism Materials and Information	5	1	14
New Visitor Center at Redbank	3	1	20
Other*	2	0	22

*\*Other suggestions included expanding the Dream Park in Logan Township and investing in an Agri-Tourism Program.*

#### Top Five Project Concepts

PATCO/Light Rail Extension  
 Paulsboro/Port Facilities  
 Workforce Re-Entry Program  
 South Jersey Tech Park Expansion  
 Business and Industry Loan Pool

#### Top Five Ranked Projects

Paulsboro/Port Facilities  
 PATCO/Light Rail Extension  
 Market Brownfield Sites  
 Workforce Re-Entry Program  
 Expand Sewer/Water Lines

## Gloucester County CEDS Project Profile 1

### **Extension of the PATCO/Light Rail System to Gloucester County**

**Project Description:** In 1989, Route 55 was completed from Vineland, in Cumberland County north to Deptford in Gloucester County. This limited access highway opened up new development opportunities for many Gloucester and Cumberland County municipalities. As a result, this highway corridor has become increasingly congested, particularly in the morning and evening rush hours. With the increasing price of fuel and rising automobile costs, the Delaware River Port Authority initiated a study in 2004 to examine various routes for a possible extension of the PATCO or other light rail system.

After a number of public meetings and significant analysis of options, a preferred route was announced in 2009. This route would traverse the existing Conrail line which runs south from Camden, through Woodbury and onto Glassboro in southern Gloucester County. A later phase of the project would extend service on to Vineland and Millville in Cumberland County.



**CEDS Priority:** This was the top project, ranked by the CEDS Committee members and municipal officials who attended the joint CEDS/Municipal Economic Development Council meeting on January 28, 2010.

**Project Cost:** The initial project cost estimate for Alternative 3 (see map above), provided as part of the study prepared for the DRPA ranged from \$1.5 to \$1.8 billion depending on the degree of grade separation. The service suggested would provide PATCO style service to Glassboro every 7.5 minutes in the peak hours and every 15-20 minutes in the non-peak hours. Initial ridership estimates are for up to 31,100 daily boardings.

**Possible County Actions:** This service would traverse a number of communities eligible or potentially eligible for U.S. EDA, USDA, DOT, EPA Brownfield and other State and Federal Economic Development funding. Given the significant amount of time that transportation projects usually take to get implemented, there are a number of actions that the County can take now to plan and prepare for this significant investment in regional transit.

1. Corridor Study. The County could work with its member communities and DRPA to identify possible investment and other economic opportunities along the proposed project corridor. These could include locations for station stops, and abandoned or underutilized industrial and commercial sites that may benefit from proximate transit service. The goal would be to bring a consensus on options and alternatives to the table to speed project development.
2. Mixed Use Projects. The proposed station stops in Gloucester County will provide excellent locations for mixed use projects as they might be identified and desired. Such

projects can enhance the desirability of communities along the transit route as places to live and develop businesses.

3. Transportation Improvements. There are many commercial and other locations along the proposed rail line that will require significant new investments in ancillary transportation. These include parking areas, road and street improvements, access improvements, possible new rights-of-way and other investments in transportation that will be necessary to feed the new rail service. These improvements if completed in conjunction with light rail extension can place Gloucester County and its municipalities ahead of other communities along the corridor and make it easier to develop targeted sites that have been identified by County and local government for development or redevelopment.
4. Political and Municipal Support. Clearly this project will greatly enhance the economic development potential and marketability for many areas of Gloucester County along the proposed PATCO/Light Rail Route. Southern New Jersey, however, has often been left behind when other funding priorities are identified in other areas of the State. It will be important for the County's leadership and its economic development team and agencies to continue to lobby hard for the extension of this service.

## Gloucester County CEDS Project Profile 2

### **Paulsboro Port and General Port Development**

**Project Description:** Gloucester County has approximately 15 miles of Delaware River waterfront. Historically, communities along the waterfront have been active locations for refineries, freight distribution, and other port and waterborne activities. Over the past 10 years, however, many of the older operations along the waterfront have disappeared. The Port at Paulsboro is undergoing a complete redevelopment. U.S. EDA is funding several million dollars of that redevelopment effort. In addition, Gloucester County recently submitted an application to U.S. DOT for TIGER Grant Funding in partnership with Salem and Camden Counties to rehabilitate rail infrastructure at the Paulsboro Port and other port facilities in the region. This \$44 million dollar project, if funded, would provide approximately \$18 million to upgrade the rail infrastructure in Gloucester County and at the Paulsboro Port. This would complement the \$200 million that the South Jersey Port Corporation is planning to spend on port related improvements.

Ongoing port development would ensure an excellent regional alternative to the Port of Philadelphia, which is important for reasons of commerce as well as national security. It would also be a catalyst for revitalization of some of Gloucester County's most distressed communities along the Route 295 Delaware River Corridor.

**CEDS Priority:** This was the second most highly ranked project concept at the January 28, 2010 CEDS Meeting. Several communities in this corridor are currently eligible or may be eligible for U.S. EDA funding and other State and Federal economic development financing.

**Project Cost:** Overall port redevelopment is in excess of \$250 million which can be financed through a mix of public and private investments.

**Possible County Actions:** There are a number of actions currently listed in this CEDS Addendum that are directly related to port and/or waterfront development. They include:

- Development of a Gas Fired Power Plant at the LS Power Facility in West Deptford
- Invest in Infrastructure and other Facilities at the former BP site at the Paulsboro Port
- Support the DuPont Port Development Project in Greenwich Township
- Redevelop the former Hercules property on the Greenwich Township waterfront
- Pursue funding for Intermodal, Rail and other Transportation Improvements to Port Facilities
- Invest in Route 295 Corridor Sewer Extension Project

Other County Actions could include:

1. Work with NJ DOT to identify alternative sources of funding for rail improvements. If the TIGER Grant application is not funded, the County should work with NJDOT and the Office of Freight Services for alternative rail improvement funding.
2. Continue to advocate for Port Improvements with SJ Port Corporation. The South Jersey Port Corporation is planning more than \$200 million in new investments in port facilities in Paulsboro and vicinity. This important partner can also be a conduit for a range of State and Federal funding aimed at port redevelopment. The County should continue to be a partner and advocate in this regard.

3. Upgrade and Enhance the County Road Network that provides access to Port Communities. County government has sole jurisdiction over many of the roads and highways that serve port communities and port facilities themselves. The County should initiate a regional transportation plan that ensures adequate highway access for trucks and other vehicles as the ports are redeveloped.
4. Market Port Locations and other properties in port communities through County Brownfield Inventory and Marketing Initiative. The recently completed Gloucester County Brownfields Inventory provides a comprehensive listing of brownfield properties that could be redeveloped at port facilities and at other sites in port communities.
5. Apply to U.S. EPA for Delaware River Brownfield Corridor Redevelopment Funding. The U.S. EPA has funding available for site remediation, clean up and redevelopment of brownfield properties. Funding applications that are part of a regional cluster of sites or that are integral to a comprehensive development and redevelopment strategy have a better chance to be funded. The County can play a key role as a conduit for funding to help prepare these sites for market and new uses.

## Gloucester County CEDS Project Profile 3

### **South Jersey Technology Park Expansion at Rowan University**

**Project Description:** The South Jersey Technology Park is located just about one mile west of the main campus of Rowan University, at the interchange of NJ Route 55 and U.S. Route 322. This important facility provides communities and companies throughout the Southern New Jersey region with access to innovations, new technology and other academic resources.

The initial funding for this project was paid for in part by the U.S. EDA, which provided upwards of \$2 million dollars for the construction of the facility and necessary infrastructure. When fully completed, the site will provide approximately 1.5 million square feet of space for research and development facilities, academic activities, and build-to-suit corporate space.

**CEDS Priority:** This was a highly ranked project by the CEDS Committee. Committee members and the County view Rowan University, the Community College, the County Technical School and other academic institutions as essential partners in the growth and development of the County and its resident workforce.



**Project Cost:** There is no fixed cost at this time for the complete build-out of the SJ Technology Park. The Phase 1 facility, shown in the photo above (*courtesy of Rowan University*) houses the Center for Innovation and Entrepreneurship, academic offices, and a small business technology incubator that provides both virtual and on-site services and support.

**Possible County Actions:** There are a range of County actions that can support the ongoing growth and development of this important facility. They include:

1. Workforce Development. Finding funding for workforce training is one of the most important initiatives that County government can take to support the goals, businesses and other pursuits related to the work of the Technology Park. Obviously, new businesses that spin-off from the Technology Park will need well trained labor in order to remain in the County. Making these connections through the Workforce Investment Board and other workforce venues will be critical to the long-term growth of this facility.
2. Partner in EDA and other State/Federal Project Funding. Expansion plans can be accelerated and supported through additional funding from U.S. EDA or other State or Federal funding sources. The County can be a partner with the SJ Technology Center in applying for these funds and administering the successful implementation of grants.
3. Work with Glassboro and communities for Infrastructure Funding. Infrastructure funding, including broadband access is very important to the future of this facility and the region. Without adequate broadband access, new technology companies and facilities will find other places to locate and develop.
4. Advocate for Transit. In conjunction with the extension of light rail service to Glassboro or the expansion of New Jersey Transit bus service, providing access to the Technology Park will be an important aspect of its long-term growth and development. The County can work with its para-transit providers, NJT, and other transit services to ensure that the

Center has a transit support network that provides it with access to the potential student, customer and investor populations.

5. Business Loan Pool. Another project that is part of this CEDS Addendum and that received a number of committee priority votes is the development of a business loan pool. Such a County loan pool could provide funding for a number of the start up companies and spin off businesses connected with this Center.
6. Find commercial Sites for Incubator spin-offs. Finding suitable and affordable sites for new business development stemming from the Center will also be important in order to maximize the economic benefits of the Center.
7. Partner in marketing. The County can also be a good partner in marketing and promoting the Center as a research facility and important partner in the economic development and future of the County and region.

## Gloucester County CEDS Project Profile 4

### **Plant Consolidation at Logan Township Business Park**

**Project Description:** Over the past several months, Gloucester County has experienced a number of layoff and closing announcements that have added to the economic distress generated by the 2007-2010 national recession. Sunoco announced that it was closing its Eagle Point Refinery and furloughing 400 workers. This was followed by word from the U.S. Postal Service that it intended to close its Logan Township distribution facility and lay off 600 workers. Volero then indicated that it too would be reducing its workforce by 100 workers, primarily through early retirement. Nonetheless, these jobs are lost to the region since they will not be filled.

Subsequent to these announcements, the County has been aggressively working to stabilize its economic base and pursue new opportunities for industrial growth. Toward that end, the County is assisting a major U.S. Corporation to consolidate plant operations in Logan Township which would mean the long-term retention of 750 jobs with an opportunity to expand this job base over time.

#### Economic Impact

These closings and layoffs have pushed the County's unemployment rate higher, to the point that in December 2009 (the last month that official statistics are available), the County's unemployment rate surged ahead of the national rate to 10.5%. Prior to that, the County's unemployment rate trailed that national average. It is not unreasonable to expect that with layoffs and plant closings fully underway, the January-February 2010 rate may be in excess of 11%.

In response to these economic challenges, the County is requesting \$700,000 in U.S. EDA Economic Adjustment funding to expand road infrastructure to accommodate the relocation of a major industry that otherwise will leave the County and force the disappearance of 750 county jobs.

#### Project Location

The proposed project is located along Center Square Road in Logan Township, Gloucester County. The project consists of the construction of an improved entrance to the Logan Township Business Park and the addition of acceleration and deceleration lanes along Center Square Road to accommodate an anticipated and significant increase in freight traffic. The company is seeking assistance from the County to consolidate its operations in a single Logistics Center at the Logan Township site. This consolidation will save 750 jobs and create an opportunity to add 350 new jobs over time.

**CEDS Priority:** This key CEDS priority was added to the Addendum by the County Economic Development Department which has been working with the company in question for some time in order to secure the partnerships and support necessary to facilitate the relocation.

**Project Cost:** \$80 million dollars.

**Possible County Actions:** The County is a partner in helping to relocate and consolidate the operations of this company. Actions that the County is taking and should continue to pursue include:

1. U.S. EDA Application. The County should prepare and submit an application to U.S. EDA for Economic Adjustment funding to support the development of the road infrastructure necessary to accommodate the project.
2. Other State/Federal Funding. There are other funding opportunities through HUD, NJ EDA and other programs that can advance a successful corporate relocation and consolidation. The County can and should be leading the pursuit of these funds.
3. Workforce Training and Development. Preparing the workforce for jobs at the new facility will be important to the long-term success of the operation. Working with the WIB and other County training and educational institutions, the County can be a partner in ensuring that an adequate and well trained workforce is available.
4. Road Construction. The County can undertake to construct the roadway improvements once they are funded. Direction by the County Engineer's office and the Public Works Department can ensure a speedy completion of the project.

**Tab 4**



## AGENDA

### GLOUCESTER COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

#### KICK-OFF MEETING NOVEMBER 10, 2009 COMMITTEE MEETING

#### **Welcome and Introductions**

**Joseph A. Brigandi, Jr.**  
Freeholder Liaison to  
Economic Development

#### **The CEDS Committee: Our Roles as Committee Members**

**Lisa Morina**  
Director, Economic Development

#### **The CEDS Committee Survey What is a Comprehensive Economic Development Strategy?**

- *The CEDS and USEDA Funding*
- *The 2007 CEDS*
- *Changing Demographics*
- *SWOT Analysis of Gloucester County*
- *Current County CEDS Goals*

**Lisa Morina**  
Triad Associates  
**Michael Zumpino**  
**Michael Zumpino**  
**Jerry Velazquez**

#### **Updating the 2007 CEDS: Review and Discussion**

**Steve Kehs**  
**Lisa Morina**

#### **Questions**

#### **Adjourn**



## GLOUCESTER COUNTY CEDS COMMITTEE MEETING

### Bogey's Club and Café

Tuesday, November 11, 2009

#### Members Present

Diane Hale, Swedesboro	Jerry Velazquez, Triad Associates
Michael Zumpino, Triad Associates	Patricia Knobloch, Franklin Township
Jerry Frecon, RCF of GC	Chuck Romick, GC Planning
Kathy Farinaccio, WIB/Comcast	Sue Miller, Clayton
Marc Kamp, Paulsboro	Lisa Lindsey, Valero Refining
Vikki Holmstrom, National Park	Steve Kehs, Triad Associates
David Slack, Elk Township	Eshia "Jake" Jacob, Borough of Woodbury Heights
Michelle Bruner, Mantua Township	Frank Minor, DRBA
Daniele Brida, Freeholder Aide	Fred Keating, GCSSSD
Rev. A.B. Frazier, Second Baptist Church	Christina Morales, GCED
Hosea Johnson, WIB	Randi Woerner, Borough of Glassboro
Rob Curtis, City of Woodbury	Ken Biddick, WIB
Gary Schwarz, GC Treasurer	Mo Reichman, One Stop
Joseph Brigandi, Freeholder	Tony Zappasodi, Woolwich Township
Lisa Morina, GCED	Michelle Shirey, GCED
Thomas Bianco, GCED	Joseph Frattali, GCED

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The Gloucester County CEDS Committee met at Bogey's Restaurant at the Pitman Golf Club on Tuesday, November 11, 2009 at 12:00 noon. There were approximately 30 people present.

Freeholder Joseph Brigandi welcomed CEDS Committee members to the meeting and indicated how important their participation was to assembling a revision to the 2007 CEDS. He cited numerous funding successes as a result of the CEDS' preparation and thanked everyone for their ongoing involvement.

Lisa Morina, County Economic Development Director, then asked everyone to introduce themselves. Ms. Morina indicated that there were a number of new faces on the CEDS Committee and explained the purpose of the CEDS. She emphasized the point that even though many communities may not meet eligibility criteria for U.S. EDA funding, the CEDS provided the opportunity to compile a very comprehensive inventory of projects and encouraged everyone to remain engaged in the planning process. She also pointed out that a questionnaire was distributed to everyone in attendance that will help the consultant team update the CEDS document and asked that people fill it out before they leave the meeting.

Ms. Morina then introduced Michael Zumpino, Chairman of Triad Associates, who initiated an overview of the 2007 CEDS. He presented a power point outline of the changes in demographics,

economic conditions and other factors since the 2007 CEDS Report was completed. Jerry Velazquez, President of Triad Associates and Vice President Stephen Kehs assisted in this presentation.

Mr. Zumpino then opened up the meeting for discussion and comment. He wanted committee members to focus specifically on their impressions of strengths and weaknesses of the County in light of what was highlighted in the 2007 CEDS and the recent economic downturn. He reiterated Ms. Morina's point that even if a municipality is not eligible for direct EDA project funding, given the recently announced plant closings and layoffs, projects in the County may qualify for funding given the "sudden and severe" impacts noted.

There were a number of questions and comments from CEDS members, including the following:

- Some members felt that there was a strong relationship between the community, County government and State and Federal legislators that afforded good communication and coordination and enabled the County to address critical economic, community development and other needs.
- Access to capital was identified as a concern. While interest rates are low, it remains difficult for businesses or developers to obtain financing. This was particularly stressed where small businesses are concerned. The possibility of a loan pool or some other financing vehicle for small businesses was emphasized.
- It was noted that Gloucester County and its partners could do more to promote international trade and identify a niche for international commerce and market development.
- Integrating transportation assets of the County – particularly rail and port facilities – was identified as a need and potential strength of the County.
- A lack of arts, entertainment and cultural venues and infrastructure impedes the development of the tourism industry. More needs to be done to advance this component of the County economy.
- It was stressed that school taxes are the most significant aspect of the property owner tax burden and more funding is needed from the State to offset local school obligations.
- Residential development, particularly affordable housing obligations as prescribed by COAH, the N.J. Council on Affordable Housing, needs to be integrated with economic development. Redevelopment sites and Brownfields are good locations to create mixed use commercial and workforce housing projects. There may also be opportunities for regional coordination and solutions to meeting workforce housing needs.
- The County at large needs to focus on attracting small business and redeveloping downtowns and main streets. Programs targeted at these goals need to be created.
- The County and its affected municipalities should focus on corridor development and redevelopment to include such key highway corridors as Route 322, 47, 45 and 130.

- Retaining the wealth in Gloucester County is critically important. Many counties in Northern New Jersey have lost residents, businesses and industries due to congestion and a reduction in quality of life. Gloucester County needs to identify ways to avoid this type of wealth and brain drain.

Lisa Morina reminded everyone to complete the survey and reviewed the next steps in the plan amendment process. She said that Triad would be preparing an Addendum to the 2007 CEDS that would highlight some changes in conditions, goals, and economic development strategies. Most importantly, she encouraged everyone to submit project concepts. Her office sent out Project Nomination Forms to all CEDS members and municipal officials and will be collecting new ideas over the next several weeks to add to the CEDS. She stressed again that conditions change quickly and it is important to have as complete and updated an inventory of projects and relevant information as possible. She also highlighted some upcoming employment and job training events that the County is hosting and encouraged members to circulate that information.

Mr. Zumpino told the CEDS members that a draft of the Addendum would be ready for their review by mid-December and that the County is proposing to have a document submitted to U.S. EDA in Philadelphia by early January 2010.

Given no additional business or discussion, the meeting was adjourned at 1:50 pm.

**Attached to these meeting notes are** the following materials:

- 1) A copy of the CEDS Committee Questionnaire
- 2) Responses to the Questionnaire; and
- 3) A copy of the agenda for the CEDS Committee Meeting.

**GLOUCESTER COUNTY CEDS COMMITTEE**  
**Committee Questionnaire**  
November 10, 2009

**1. Which of the following do you believe is a significant strength of Gloucester County?  
(Please indicate your top 5 choices.)**

- The County's Location
- A Diverse and Sophisticated Industrial Base
- A Thriving Tourist Economy
- A Well Trained Workforce
- Ample Farmland and Open Spaces
- A Strong Educational System
- Ample Development and Redevelopment Opportunities
- A Supportive Business Environment
- Strong Retail and Commercial Centers
- A Good Transportation Network of roads, railroads, ports and transit
- Ample Recreational Opportunities
- Lively Entertainment Venues
- A Wide Range of Housing and Residential Options
- A Good Job Base and Employment Opportunities
- Other: (Identify) \_\_\_\_\_
- Other: (Identify) \_\_\_\_\_

**2. Which of the following do you perceive as significant weaknesses or challenges for  
Gloucester County? (Please indicate your top 5 choices.)**

- A Declining Manufacturing Base
- Limited Public Transit Options
- Traffic and Highway Congestion
- A Lack of Economic Diversification
- No Identifiable "Cottage" Industries (ie. Those that have a special niche in Gloucester County)
- Inadequate Open Spaces
- A Lack of Developed Park and Recreational Opportunity
- Limited Shopping and Retail Venues
- A Lack of Shovel Ready Sites
- Too many Brownfields and Vacant or Underused Industrial and Commercial Properties
- A Heavily Suburbanized Development Pattern
- High Taxes and Rental Costs
- Occupational Demand and Workforce Readiness are not aligned
- Downtowns in poor Condition
- A Lack of Tourism and Hospitality Venues
- Other: (Identify) \_\_\_\_\_
- Other: (Identify) \_\_\_\_\_

**3. What are the major problems facing the Gloucester County economy today? (Check as many as you like.)**

- Fallout from the Recession including plant closings and job layoffs
- An Underskilled or Unqualified Workforce
- Too much Regulation of the workplace and business environment
- A Lack of Land on which to Construct new plants, factories, or commercial facilities
- No specialization or concentration of industry clusters such as medical, pharmaceutical, or technology industries
- A Lack of infrastructure, including broadband, needed to service new high performing industries and employers
- Inadequate funding – public and private – for the expansion of existing businesses and the development of new ones
- An insufficient number of public/private partnerships devoted to marketing and promoting Gloucester County
- Other: (Identify) \_\_\_\_\_
- Other: (Identify) \_\_\_\_\_

**4. In which of the following project areas do you think the County should focus its funding and economic resources? (Check as many as you like.)**

- Public Transit Opportunities
- Road, Highway and other Infrastructure Improvements that serve Business
- New Industrial and Business Parks
- A County Marketing Program that promotes Gloucester County as a great place to live and work
- Port and Rail Freight Improvements
- Redevelopment of Downtowns and Commercial Centers
- New Quality of Life Improvements
- Recruiting new Industries that Diversify the Employment Base
- Promoting new Tourism, Entertainment and Recreational Opportunities that bring new people and revenue to the County
- Workforce Education and Training
- Other: (Identify) \_\_\_\_\_
- Other: (Identify) \_\_\_\_\_

**5. Are there specific projects that you believe could be developed by either the public or private sectors that would significantly enhance the Gloucester County economy? If so, what?**

**6. What do you believe is the single, greatest opportunity the County has to grow and develop its economy in the coming years?**

7. Are there circumstances regionally or nationally that you believe will have an adverse impact on the County economy in the future?
  
  
  
  
  
  
  
  
  
  
8. Are there any other issues or information that you believe are relevant to the future of the County economy that you would like to see addressed in the update to the CEDS?

THANK YOU FOR YOUR ASSISTANCE



## RESULTS OF THE CEDS COMMITTEE QUESTIONNAIRE

There were 24 questionnaires completed and returned. The results were compiled and are outlined as follows.

1. Which of the following do you believe is a significant strength of Gloucester County? (Please indicate your top 5 choices.) The responses receiving votes in descending order are as follows:

- 22 The County's Location
- 17 A Strong Educational System
- 10 A Well Trained Workforce
- 10 Ample Development and Redevelopment Opportunities
- 10 A Wide Range of Housing and Employment Opportunities
- 9 A Supportive Business Environment
- 7 Ample Farmland and Open Space
- 6 A Diverse and Sophisticated Industrial Base
- 5 Strong Retail and Commercial Centers
- 4 A Good Transportation Network of Road, Railroads, Ports and Transit
- 4 Ample Recreation Opportunities
- 3 A Good Job Base and Employment Opportunities
- 2 Other: Strong County Government and Legislative Connections

2. Which of the following do you perceive as significant weaknesses or challenges for Gloucester County? (Please indicate your top 5 choices.) The responses receiving votes in descending order are as follows:

- 21 Limited Public Transit Options
- 15 A Declining Manufacturing Base
- 13 High Taxes and Rental Costs
- 12 Downtowns in Poor Condition
- 8 Traffic and Highway Congestion
- 8 Too Many Brownfields and Vacant or Underused Industrial and Commercial Properties
- 7 A Heavily Suburbanized Development Pattern
- 7 A Lack of Tourism and Hospitality Venues
- 6 A Lack of Economic Diversification
- 6 No Identifiable "Cottage" Industries
- 4 Limited Shopping and Retail Venues
- 1 A Lack of Developed Park and Recreational Opportunity
- 1 A Lack of Shovel Ready Sites
- 5 Other: Each of the following received one vote – Poor Infrastructure, Regulations/Fees, Lack of East/West Highway, School Taxes, COAH Obligations

3. *What are the major problems facing the Gloucester County economy today?* (Check as many as you like.) Receiving votes in descending order are the following:

- 22    Fallout from the Recession including plant closings and job layoffs
- 13    Inadequate funding – public and private – for the expansion of existing businesses and the development of new ones
- 11    Lack of Infrastructure, including broadband, needed to service new high performing industries and employers
- 11    Too much regulation of the workplace and business environment
- 7     No specialization or concentration of industry clusters such as medical, pharmaceutical, or technology industries
- 6     An insufficient number of public/private partnerships devoted to marketing and promoting the County
- 1     An Underskilled or Unqualified Workforce
- 1     A Lack of land on which to construct new plants, factories, or commercial facilities
- 3     Other: Each of the following received one vote – COAH fees for non-residential development; there needs to be more stimulus for new business development, retaining existing businesses.

4. In which of the following project areas do you think the County should focus its funding and economic resources? (Check as many as you like.) Responses receiving votes in descending order are as follows:

- 16    Public Transit Opportunities
- 14    Recruiting new industries that diversify the economic base
- 13    Redevelopment of Downtowns and Commercial Centers
- 12    Port and Rail Freight Improvements
- 11    Promoting New Tourism, Entertainment and Recreational Opportunities
- 10    Workforce Education and Training
- 9     A County Marketing Program that promotes Gloucester County as a great place to live and work
- 9     Road, Highway and other Infrastructure Improvements that serve Business
- 4     New Industrial and Business Parks
- 4     New Quality of Life Improvements

5. *Are there specific projects that you believe could be developed by either the public or private sectors that would significantly enhance the Gloucester County economy?*

The answers to this question were varied. Improvements to the ports/waterfront received the most votes (4). The extension of light rail got 3 votes. All others received no more than two votes. Responses are as follows:

- Port/Waterfront Improvements
- Light Rail Extension
- Mixed Use Projects
- Widen Routes 40 and 45
- Promote Bus Rapid Transit
- Improve Electric Infrastructure
- Create a Science Academy and Invest in Health/Science Infrastructure
- Focus on Route 322 Infrastructure
- Create Partnerships for Downtown Redevelopment
- Create a Professional and Small Business Registry

- Promote and Partner with the Colleges
- Develop an Apprenticeship Program
- Improve/Expand Glassboro Library
- Develop a Business Trolley for Downtowns
- Promote International Trade and Expand Export Opportunities

6. What do you believe is the single, greatest opportunity the County has to grow and develop its economy in the coming years?

Again, responses varied significantly. Receiving 4, 3 and 3 votes respectively, were “utilizing available land,” “develop the ports and waterfront,” and “the proposed light rail line.” All others received no more than 2 votes.

- Utilizing Available Land
- Develop the Ports and Waterfront
- Construction of the Light Rail System
- Marketing the County’s Location
- Promoting the S.J. Technology Park
- Partnerships and Support from Government
- Partnerships with Educational Institutions
- Develop the Ports
- Create new Jobs
- Provide Economic Incentives
- Work done through the County Economic Development Office
- By providing Funding for new Business and Industry
- Investing in Green Technology

7. Are there circumstances regionally or nationally that you believe will have an adverse impact on the County economy?

- The state of the National and/or Global Economy
- Overregulation
- High Taxes
- Ongoing Layoffs
- National Trade Imbalance
- Impacts from around the Region
- Shortage of Water and/or Sewer Infrastructure
- Reductions in State or Federal Funding
- Lack of Business Retention Financing
- Change in State Administration

8. Are there any other issues or information that you believe are relevant to the future of the County economy that you would like to see addressed in the update to the CEDS?

- More infrastructure in transportation corridors
- Improve Transit
- Address Brownfield Redevelopment
- Focus on Revitalizing Glassboro Downtown
- Work with Rowan University and Expand Tech Park

- Reduce the size of government
- Mitigate Adverse COAH Impacts
- Provide funding for Redevelopment
- Enhance Workforce Training
- County should focus on importing products for assembly in USA (GloCo)

(These survey results will be evaluated by County staff and the consultant team and incorporated into the CEDS Addendum.)



## AGENDA

### GLOUCESTER COUNTY MUNICIPAL ECONOMIC DEVELOPMENT COUNCIL/COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

January 28, 2009  
RiverWinds Community Center

1. **Welcome and Introductions** Lisa Morina, Director
2. **Delaware River and Bay Authority** Frank Minor, Deputy Executive Director
  - Overview of economic initiatives
  - Partnership opportunities
3. **CEDS** Steve Kehs, Triad Associates
  - 2010 CEDS addendum status
  - Project Survey
4. **MEDC** Lisa Morina, Director
  - Brownfields update
  - Solar power site interest
5. **GC Economic Development Update** Lisa Morina, Christina Moran
  - Bankers & Brokers –  
Municipal participation
  - Community Development Block Grant  
Application process
6. **Adjourn**



## Joint MEDC/CEDS Committee Meeting

January 28, 2010

RiverWinds Community Center

### Members Present

Joe Scott, Deptford Council	Herb Johnson, Workforce Investment Board
Ken Biddick, Workforce Investment Board	Marc Kamp, Borough of Paulsboro
Steve Kehs, Triad Associates	Michelle Bruner, Township of Mantua
Colleen O'Brien, Township of Mantua	Donna Szymborski, Township of West Deptford
Anne Marie Henry, Borough of National Park	Patricia Knobloch, Township of Franklin
Sandi Rost, West Deptford Planning	Randi Woerner, Borough of Glassboro
Bill Bittner, Borough of Westville	Les Vail, Gloucester County Chamber
Michelle Griscom-Collins, DRBA	John Sarro, DRBA
Frank Minor, DRBA	Jim Salmon, DRBA
Ken Hynson, DRBA	AJ Crescenzi, DRBA
Patty Claghorn, GCC	Sue Miller, Borough of Clayton
Rob Curtis, City of Woodbury	Marlene Asselta, Southern NJ Dev. Council
Judy Pye, GC Economic Development	Leanne Hogan, GC Economic Development
Tom Bianco, GC Economic Development	Lisa Morina, GC Economic Development

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Lisa Morina, Director of Gloucester County Economic Development welcomed everyone and self-introductions were made. She noted that there were packets at everyone's seat that included a survey form. Lisa asked everyone to complete this form before they left the meeting

At this time, Ms. Morina introduced Frank Minor, Deputy Executive Director of the Delaware River Bay Authority, who explained what the DRBA does and the projects they are currently involved with. Mr. Minor explained that the DRBA is willing to help and work with municipalities on new projects to make the projects a reality. He stated that job creation is the main goal of the DRBA and the County. Most recently, the DRBA has secured an agreement with Boeing Corporation to modify 105 Chinook helicopters that will be used in Afghanistan. This will be done at Millville Airport and is a great opportunity for the DRBA and the State of New Jersey. Mr. Minor closed by telling the attendees if they have a project that they would like the DRBA to help with a project to make sure the project is viable, makes economic sense and to have other stakeholders involved, the DRBA cannot be the only funding source for a project.

Ms. Morina then introduced Michael Zumpino, Chairman of Triad Associates, explained to the attendees what the CEDS document is. The role of Triad was to develop the CEDS and then to periodically update it. The draft CEDS addendum is now in with a timeline to finish it. The input of community leaders and representatives of businesses is needed in order to complete this process. Triad will use the CEDS document to address the economic conditions in the county.

Mike then introduced Steve Kehs. Steve talked about the draft of the 2010 CED addendum, which was given to all attendees. There was also a nomination form at each seat, which can be filled out and will be incorporated in the update. He explained that there are more than 100 strategies and projects identified in the CEDS and that the projects highlighted in green are projects which have been brought to the table.

The timeline for completion of the CEDS is mid-February. The document will be submitted to the County for review and then to the EDA for review and approval. It is important for projects to be on CEDS project inventory as projects requesting EDA funding as this will maximize the amount of EDA funding coming into the County as well as funding from other funding sources.

There were no questions for Triad. Ms. Morina took the floor and gave an update on some projects that the Department of Economic Development is currently working on including:

- Brownsfield and redevelopment projects; the department is currently working municipalities on a few projects. She let everyone know that the Brownsfield portion of our website is currently up to date.
- Developers have been calling looking for properties for solar projects. If you have any such properties in your municipality that we can market for solar energy, please send to Michelle Shirey. We would like to keep a list of these properties. Keep in mind there are pros and cons to having a solar field. Mr. Zumpino added that Triad has had similar experience with solar requests. He noted that NJ Clean Energy program is a great company to get in touch with if – they are a great source for help with anyone looking into solar. Ms. Morina noted that NJ Clean Energy program is also available to help companies struggling with cash flow.
- Community Development Block Grant money is now available. Last year we received \$1.4 million. She explained what the guidelines are for this grant and noted that there were some changes that were made to this grant for the year 2010. The applications are due on March 31<sup>st</sup>. There will be 2 public hearings will be held on February 18, 2010.
- Business Retention; Tom Bianco has been visiting companies in the county who are at risk, this includes companies whose lease may be up, or are rumored to be closing. The Business First committee also meets monthly to share leads on businesses. It was noted that a flier sent to the municipalities would be helpful in finding these businesses that may be at risk.

In closing, some dates to remember:

February 26 – Southern NJ Chamber’s Sound Off at the Rams Head Inn

March 17 – WIB Career Resource Event at GCC

April 9 – Bankers and Brokers @ RiverWinds

April 23 – WIB Workforce Summit

Attached to these minutes are the following:

- Project Prioritization Survey
- Results of Survey
- Project Nomination Form

# GLOUCESTER COUNTY PROJECT PRIORITY SURVEY

January 2010

The following are projects with regional or countywide impact that are currently part of the 2010 Comprehensive Economic Development Strategy Update. Please check those project concepts that you believe should be a top priority. Check as many as you like.

- Expand the South Jersey Technology Park at Rowan University
  - Develop a Small Business Incubator in Gloucester County
  - Develop Natural Gas Fired Plant at LS Power
  - Work to Expand Broadband Access to all of Gloucester County
  - Redevelop the Nike Base in Woolwich Township
  - Develop an Academy of Allied Health and Medical Services
  - Provide a Training Location and Curriculum for Post Secondary Nurses Education
  - Develop a Business Park at Merideth Farms, Franklin Township
  - Continue to Develop/Redevelop the Paulsboro Port Facility and Port Development generally
  - Market County Brownfield Sites for Development and Redevelopment
  - Develop wet labs and scientific facilities that complement the needs of Gloucester County industries for research and development
  - Develop a Workforce Re-Entry Program
  - Create a Business and Industry Loan Pool
  - Create Business Retention Tool Kits for distribution to Local Industry
  - Replace and Expand Infrastructure such as Sewer and Water Lines
  - Focus on Corridor Redevelopment such as those along U.S. Route 322 and N.J. Route 130
  - Continue to Develop Rowan Boulevard
  - Invest in the PATCO/Light Rail Extension to Woodbury and on to Glassboro and points south
  - Invest in Interchange Improvements at Routes 40 and 55
  - Invest in new/reprinted Tourism Materials and Information Packets
  - Develop a New Visitor Center at Redbank, National Park
  - Other Suggestions: \_\_\_\_\_
-

## PROJECT PRIORITY RANKING

Results of January 28, 2010 CEDS Committee and  
Municipal Economic Development Council Joint Meeting

PROJECT IDENTIFICATION	NUMBER OF VOTES	NUMBER OF RANKED VOTES (1,2,3)	FINAL PROJECT RANKING
Expand South Jersey Tech Park at Rowan Univ.	10	1	4
Develop Small Business Incubator in County	7	0	9
Develop Natural Gas Fired Plant at LS Power	4	2	15
Expand Broadband Access to all of GloCo	5	0	13
Redevelop Nike Base in Woolwich Township	3	0	18
Develop Academy of Health & Medical Services	6	2	11
Training Facility for Post Secondary Nursing	4	1	16
Business Park at Merideth Farms	2	0	21
Develop/Redevelop Paulsboro and other Ports	14	5	2
Market County Brownfield Sites	9	4	6
Develop Wet Lab Space and Scientific Facilities	7	0	10
Develop Workforce Re-Entry Program	11	3	3
Create Business and Industry Loan Pool	10	1	5
Create Business Retention Tool Kits	4	1	17
Replace/Expand Sewer and Water Lines	8	3	7
Focus on Corridor Redevelopment	6	2	12
Continue to Develop Rowan Boulevard	8	1	8
Invest in PATCO/Light Rail Extension	15	5	1
Interchange Improvements	3	0	19
New Tourism Materials and Information	5	1	14
New Visitor Center at Redbank	3	1	20
Other*	2	0	22

*\*Other suggestions included expanding the Dream Park in Logan Township and investing in an Agri-Tourism Program.*

### Top Five Project Concepts

PATCO/Light Rail Extension  
Paulsboro/Port Facilities  
Workforce Re-Entry Program  
South Jersey Tech Park Expansion  
Business and Industry Loan Pool

### Top Five Ranked Projects

Paulsboro/Port Facilities  
PATCO/Light Rail Extension  
Market Brownfield Sites  
Workforce Re-Entry Program  
Expand Sewer/Water Lines

**GLOUCESTER COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY  
(CEDS) NOMINATION FORM**

*This form is to be used to nominate economic development projects to the project inventory being compiled for the update of the Gloucester County Comprehensive Economic Development Strategy, (CEDS.) The project nominated should be one for which public grant funding can be used. In other words, private development projects are not eligible. However, funding for public infrastructure and other services required by a private project are eligible. For example, sewer and water extensions, streetscape improvements, downtown façade improvements, parking garages, fiber optic improvements, business incubators, job training facilities, and other projects that support economic growth are the types of projects typically included in this document.*

**Name of Municipality:** \_\_\_\_\_

**Name of Sponsoring Agency:** \_\_\_\_\_

**Description of Proposed Project:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Location of Project:** *(Please provide block/lot or detailed address)* \_\_\_\_\_

\_\_\_\_\_

**Name and Contact Information for Person Completing this Form:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Known Sources of Funding, if any:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Return Completed Form to:**

**Ms. Lisa Wesen-Morina  
Director of Economic Development  
115 Budd Boulevard  
West Deptford, NJ 08096  
(856) 384-6930**

**Tab 5**



A PUBLIC HEARING NOTICE ADVERTISING THE CEDS  
ADDENDUM IS ATTACHED. THERE WERE NO PUBLIC  
COMMENTS OFFERED AS A RESULT OF THIS ADVERTISEMENT  
AND 30 DAY COMMENT PERIOD.

# AFFIDAVIT OF PUBLICATION

State of New Jersey  
Gloucester County

Gloucester County New Jersey  
Department of Economic Development  
PUBLIC NOTICE  
2010 COMPREHENSIVE  
ECONOMIC DEVELOPMENT STRATEGY (EDS)  
APPENDUM

### 30-DAY COMMENT PERIOD

Notice is hereby provided that the County of Gloucester, Department of Economic Development has completed its draft of the 2010 Comprehensive Economic Development Strategy Addendum, dated January 2010. This report is available to the public for review at the office of the Department of Economic Development, Route 45 & Budd Boulevard, West Deptford, New Jersey.

A thirty (30) day public comment period will begin on January 11, 2009 during which the public is invited to address written comments to Gloucester County Economic Development Department, Budd Boulevard Complex Route 45 and Budd Boulevard West Deptford, NJ 08096 Attn: Lisa Morina, Director.

### POLICY ON DISCRIMINATION

The county certifies that no person will be denied the benefits of, be excluded from participation in, or otherwise be subjected to discrimination under any program or activity that receives Federal financial assistance because of race, color, religion, sex, national origin, handicap or financial status. Any person who feels they have been discriminated against should call 856-384-6930.

BY ORDER OF THE GLOUCESTER COUNTY  
BOARD OF CHOSEN FREEHOLDERS  
Stephen M. Sweeney, Freeholder Director  
Joseph A. Brigandi, Freeholder Liaison  
Lisa Morina, Director

Cost: \$48.30

(2570610) 1/9-11

Frank Gargano, being duly sworn, on his oath, says he is an agent of the South Jersey Newspapers Co., publishers of the "Gloucester County Times", a newspaper printed and published at Woodbury, State and County aforesaid, and that a notice of which the annexed is a true copy, was published in said newspaper for a period of 1 time(s), once each week, successively commencing on the 9 day of JAN, 2010, and continuing 2010.

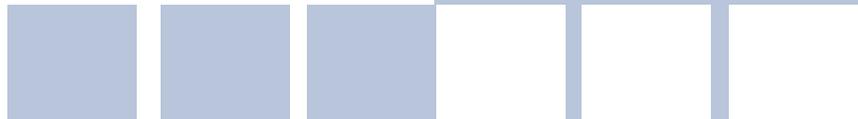
*[Signature]* Publisher

Sworn to and subscribed before me this \_\_\_\_\_ day of \_\_\_\_\_, 2010

*[Signature]*  
CYNTHIA J. FRAZIER  
NOTARY PUBLIC OF NEW JERSEY  
My Commission Expires May 12, 2011.

**2010 CEDS ADDENDUM**

for  
*Gloucester County*  
*New Jersey*



Prepared by:



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