



gc2040
*People,
Place,
Prosperity.*

Community Vision for Gloucester County



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We serve a diverse region of nine counties: Bucks, Chester, Delaware, Montgomery, and Philadelphia in Pennsylvania; and Burlington, Camden, Gloucester, and Mercer in New Jersey. DVRPC is the federally designated Metropolitan Planning Organization for the Greater Philadelphia Region — leading the way to a better future.



The symbol in our logo is adapted from the official DVRPC seal and is designed as a stylized image of the Delaware Valley. The outer ring symbolizes the region as a whole while the diagonal bar signifies the Delaware River. The two adjoining crescents represent the Commonwealth of Pennsylvania and the State of New Jersey.

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Executive Summary

Gloucester County, New Jersey is in the midst of an extensive planning effort to update its County Master Plan, a public document reflecting the community's vision for how it should grow and change over time. There is urgency to this effort as the county has changed significantly since 1982, the date of the most recent plan, and will continue to experience significant development pressure over the next 25 years, the horizon for this planning process.

Determining the Community Vision is the first step in the Master Plan update process as it describes the future the community wants. It is done through a collaborative process involving residents, business owners, elected leaders, county and municipal staff, and other interested stakeholders. In this case, Gloucester County spent a full year working with staff in the Delaware Valley Regional Planning Commission's (DVRPC) Office of Smart Growth to learn about local priorities and develop the Community Vision, which will be used to update the County's Master Plan.

In addition to collecting data, reviewing previous planning efforts, and meeting with many stakeholder groups to learn about the current conditions in Gloucester County and the issues that are important to focus on as the county looks toward the future, the project team conducted extensive public outreach to learn about the community's priorities. The gc2040 brand was developed to publicize the outreach process and encourage participation in an online survey, which ultimately yielded over 2,000 responses from members of the public.

The themes that emerged from the community visioning process were focused on supporting the people of Gloucester County, capitalizing on its place in the region, and furthering its prosperity, both now and in the future. They are described below with their related goal statements.



Healthy Communities Goal: Enable residents to live healthy lifestyles regardless of age, income, or ability;

Education Goal: Increase local opportunities for knowledge and success;



Promotion Goal: Attract new residents and visitors to the county;

Connectivity Goal: Make strategic infrastructure improvements;

Preservation Goal: Maintain the county's rural character and variety of community types;



Economic Development Goal: Develop high quality jobs and local amenities;

Affordability Goal: Maintain the relatively low cost of living while retaining the quality of life valued by county residents.

Each of these themes and its supporting goals should underpin all recommendations in updates to the County Master Plan as they are expansive and overarching, with applicability to all elements of master planning. For example, while the next phase of the county's effort will produce the Unified Land Use and Transportation Element update, the specific land use and transportation recommendations generated during that process will further the broad themes and goals of the Community Vision.

This document describes the community visioning process in detail and includes an assessment of existing conditions in Gloucester County.

CHAPTER 1: Introduction

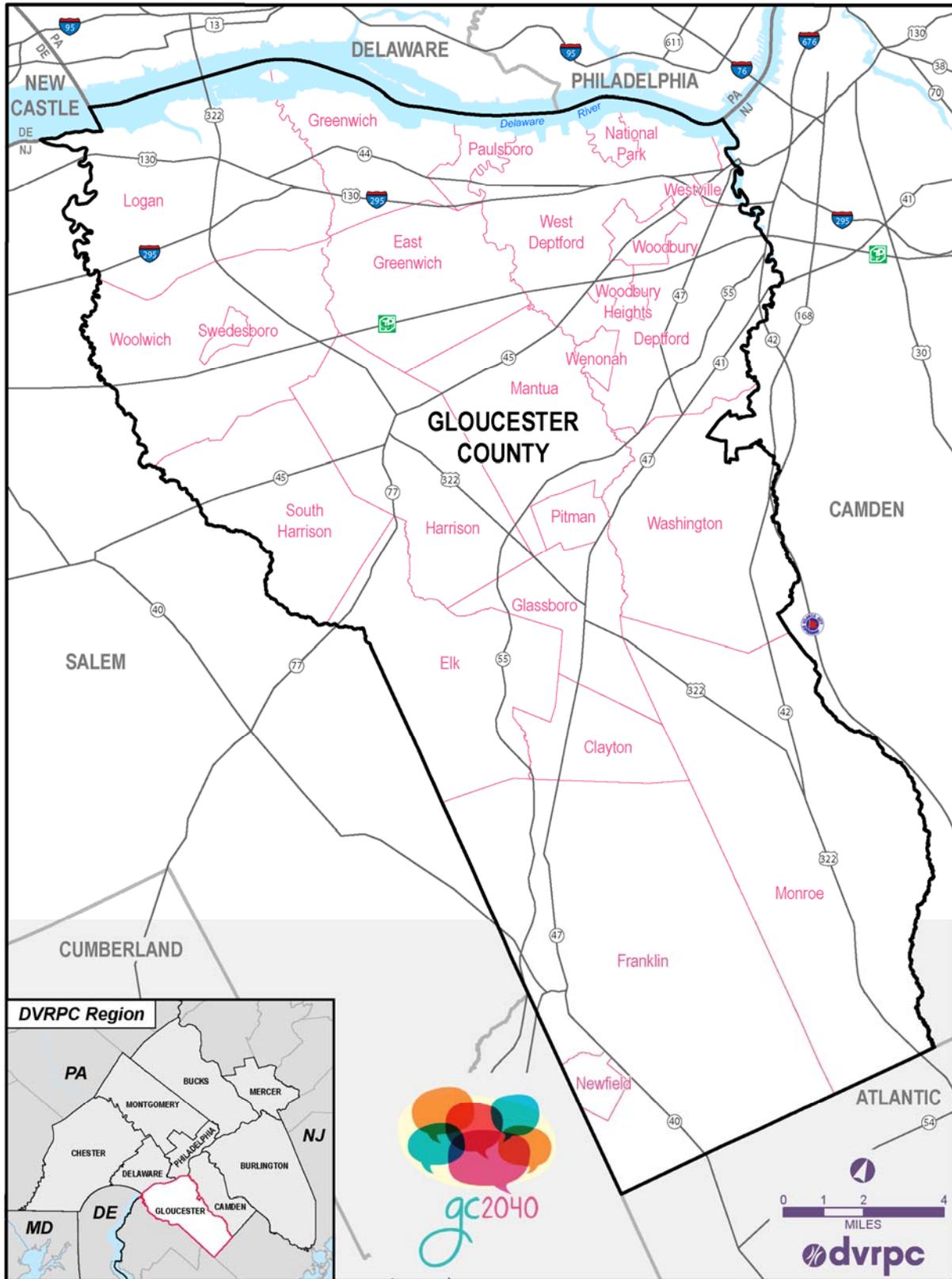
In 2015, Gloucester County is home to a wide range of community types in close proximity to several important cities, and—despite significant development pressure over the last 40 years—has maintained much of its rural assets. However, development pressure will continue to increase in the coming years as the county is projected to gain more than 85,000 new residents and 30,000 new jobs by the year 2040. In anticipation of so much growth, the Gloucester County Planning Division and the County Board of Chosen Freeholders have undertaken gc2040, a multi-stage project that will culminate with the adoption of an updated Unified Land Use and Transportation Element to its County Master Plan.

A Master Plan is a public document that reflects a community’s vision for how it should grow and change over time. It usually covers a long-term time period—in this case, Gloucester County is planning for its future growth and development 25 years into the future. A Master Plan provides a framework within which to evaluate the community’s progress toward its goals. Updating Gloucester County’s Master Plan is critical—it was last updated in 1982 and is no longer consistent with current federal, state, regional, and municipal plans, and it does not reflect best practices in planning and management. Furthermore, because the plan is outdated, it does not reflect today’s physical reality. Finally, New Jersey state law requires County Planning Boards to adopt a Master Plan and to maintain a map for the physical development of the county.

Broad themes covered in Master Plans are usually referred to as “Elements.” Typical Master Plan Elements include Land Use, Transportation, Environment, Housing, Utilities, Farmland Preservation, Open Space, Hazard Mitigation, and Recreation/Trails. The Land Use Element and the Transportation Element will both be updated during the gc2040 Master Plan update, but because land use and transportation infrastructure are so closely linked, the two elements will be combined to form one Unified Land Use and Transportation Element. The Unified Land Use and Transportation Element of Gloucester County’s Master Plan will:

- Develop recommendations, prioritize projects, and guide funding allocations according to the community’s vision;
- Improve coordination and cooperation between the county and municipalities;
- Provide a framework within which to evaluate the community’s progress;
- Enable access to additional funding sources.

Figure 1: Gloucester County, New Jersey



Source: DVRPC, 2015

Determining the Community Vision is the first step in the Master Plan update process and describes the future that the community wants. It tells what people value most about a place and their goals for what they would like that place to become. Community visioning is done through a collaborative process that involves residents, business owners, elected leaders, county and municipal staff, and other interested stakeholders. It provides a framework for Gloucester County leadership to make decisions in the future that reflect the priorities of those that live and work in the County. The Community Vision allows for the development of goals and objectives for future updates to Elements of the County Master Plan, in this case beginning with the Unified Land Use and Transportation Element.

This report details the first phase of gc2040, the Community Visioning process, during which the project team conducted existing conditions research, met with many local stakeholders, and—most importantly—surveyed the public in order to learn about the county’s assets and challenges while identifying opportunities for growth and betterment as well as threats to future prosperity.

Project Description

Gloucester County enlisted DVRPC’s Office of Smart Growth to conduct public outreach to develop the Community Vision in order to update its County Master Plan. The primary method for collecting public input was through an online survey, and the project team worked to maximize the survey response through a multi-pronged outreach strategy.

First, stakeholder groups met with the project team during the development of the online survey. Each group reviewed the proposed survey questions and gave their input on how the survey could be made better. They provided assessments of the county’s strengths and challenges so that project team members could learn about Gloucester County from a variety of different perspectives. These viewpoints helped make the concurrent project team research on existing conditions in the county richer and more focused. Finally, each stakeholder group promoted the survey to their own networks once it went live.

Once the online survey was released to the public, it was heavily promoted, not only through the previously mentioned stakeholders’ networks, but also by a social media campaign, a print marketing campaign, and ongoing presentations by the project team. When the public survey period ended, over 2,000 people had given their opinions on Gloucester County’s future, with a special emphasis on land use and transportation issues.

Project Schedule

The gc2040 project will span two years—July 2014 to June 2016. The first year was devoted to the Community Visioning process as detailed below:

- July 2014–May 2015: Ongoing research (review of previous plans and existing conditions; strengths/weaknesses analysis)
- September–December 2014: Stakeholder interviews (data collection; survey development; preparation of marketing materials)
- January–April 2015: Online survey; continued stakeholder interviews
- May–June 2015: Community Vision

The Unified Land Use and Transportation Element update to the Master Plan, based on the results of the Community Visioning process, will be completed between July 2015 and June 2016.

CHAPTER 2:

Existing Conditions

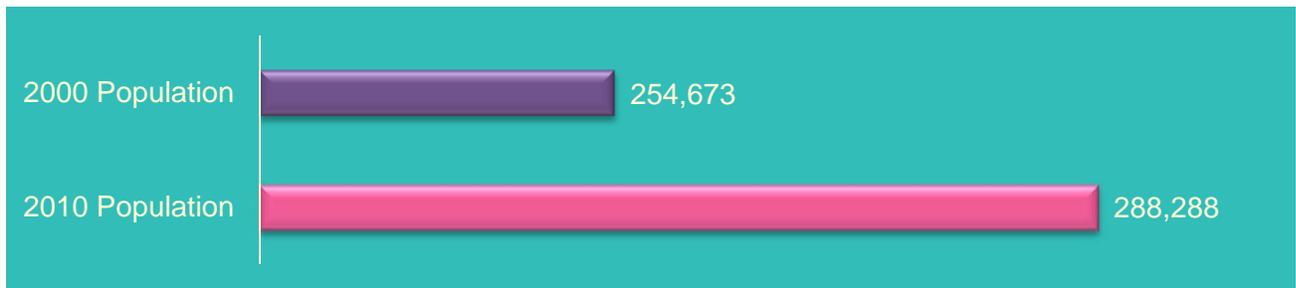
Concurrent with the development of the public outreach survey, the project team reviewed existing conditions within Gloucester County in order to prepare the best possible survey questions and to provide baseline data for use in the second phase of the project, the Unified Land Use and Transportation Element update to the County Master Plan. This chapter details those existing conditions.

Population

Growth

Gloucester County was one of the fastest-growing counties in the DVRPC region over the past 25 years, experiencing a 13.0% growth (33,615 residents) in population between 2000 and 2010 alone. That trend is expected to continue from now to 2040 during which time the county's population is forecast to grow by over 25.0% (87,829 residents), reaching 376,117 residents. This growth and its distribution across the county has the potential to energize the county's economy and revive its downtowns, but it also threatens the rural way of life treasured by today's residents if the current pattern of land consumption for new development continues unabated.

Figure 2: Change in Gloucester County Population, 2000–2010



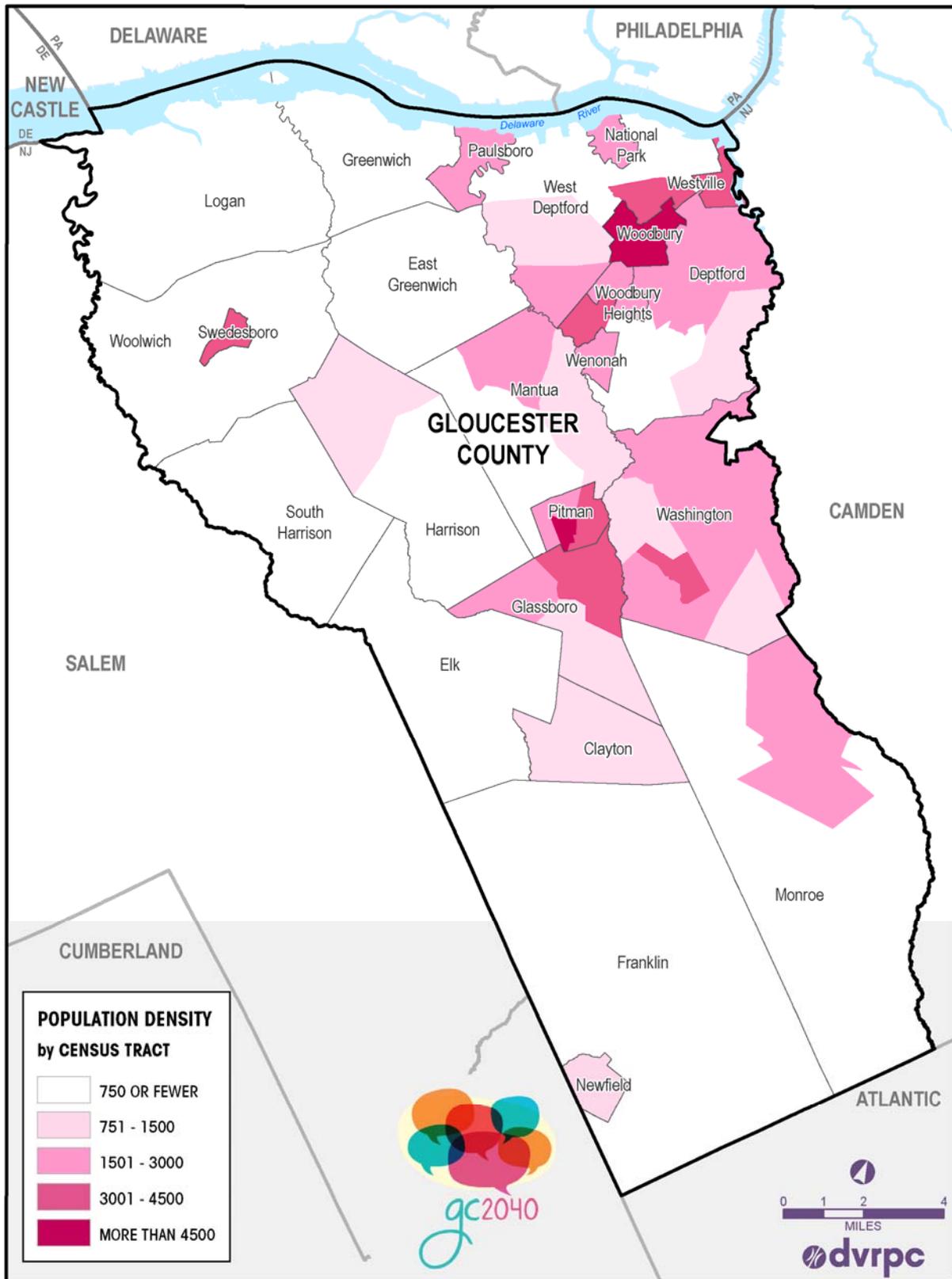
Source: DVRPC Analytical Report: Land Use in the Delaware Valley, 2010

Figure 3: Gloucester County Population Forecasts through 2040



Source: DVRPC Analytical Report: Regional, County, and Municipal Population Forecasts, 2010–2040

Figure 4: Population Density in Gloucester County, New Jersey



Source: US Census, 2010

Age

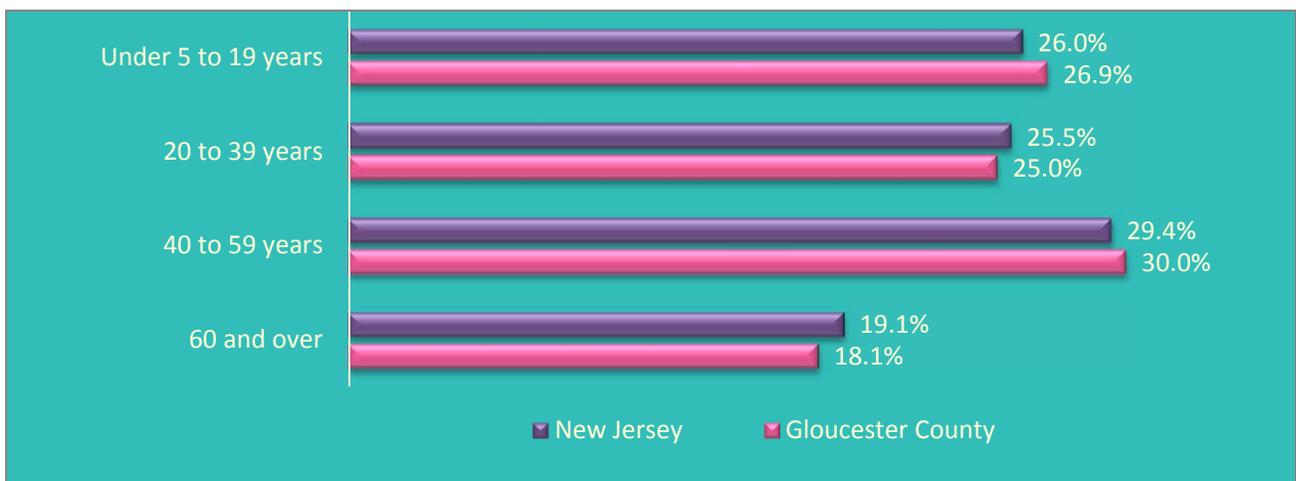
Overall, when broken down into 5-year age cohorts or 20-year age cohorts, the population of Gloucester County, is similar to that of New Jersey as a whole. Nearly 30.0% of Gloucester County's residents are between 40 and 59 years old.

Figure 5: Gloucester County Population by Age Cohort, 2012



Source: US Census 2012 5-Year American Community Survey

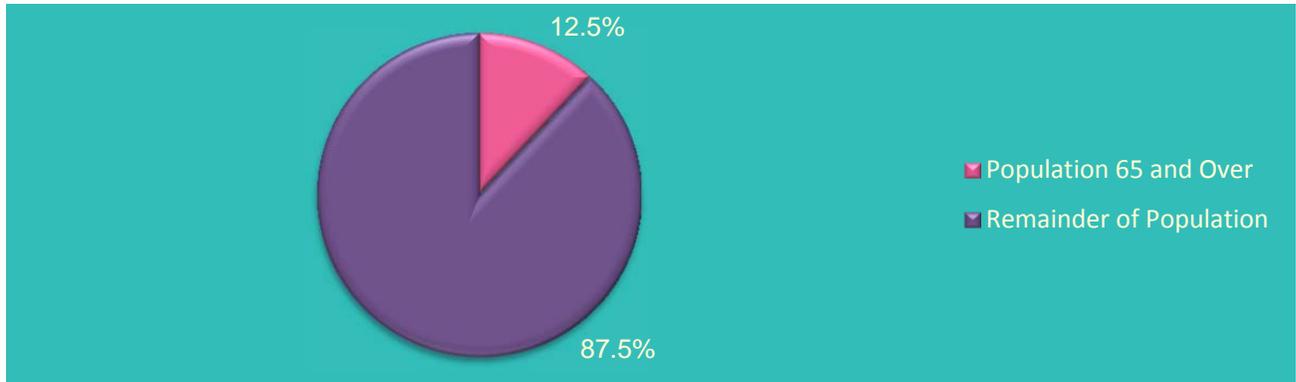
Figure 6: New Jersey and Gloucester County Populations by 20-Year Age Cohorts, 2012



Source: US Census 2012 5-Year American Community Survey

In 2012, Gloucester County's population aged 65 years and older numbered 36,102 people, an increase of more than 20.0% since 2000. Even with significant growth in this age cohort, however, the county's total population of residents 65 and over is still below the New Jersey average of 13.6%.

Figure 7: Percentage of Residents Age 65 and Over in Gloucester County, 2012



Source: US Census 2012 5-Year American Community Survey

Distribution of older residents has not been spread evenly across Gloucester County, however, and some municipalities are home to a higher percentage of older residents than others. Gloucester County's most recent update to its Human Service Transportation United We Ride Coordination Plan identified Greenwich Township as having the highest concentration of residents aged 65 and older at 18.1%. Planning for an aging population is important. While aging residents offer important benefits to their municipalities—they volunteer their time doing community service and often play a key role in maintaining informal social networks which help with community cohesion—they may also require municipal and county services to offset their declining physical abilities and reduced earning potential if they are to successfully age in place.

Race/Ethnicity/Nativity

Although Gloucester County's population is similar to the state's when comparing age cohorts, the racial composition between the two is significantly different. While people identifying as White, Non-Hispanic made up the largest portion of the population at both the state and county levels, in Gloucester County they comprise 80.9% of the population, whereas at the state level they represent only 59.2% of the population. Furthermore, at the state level Black or African American residents make up 12.8%, and Hispanic or Latino residents make up 17.7% of the population. In Gloucester County, these same groups represent only 9.7% and 4.8% of the population, respectively.

Figure 8: Gloucester County Racial and Ethnic Composition, 2012

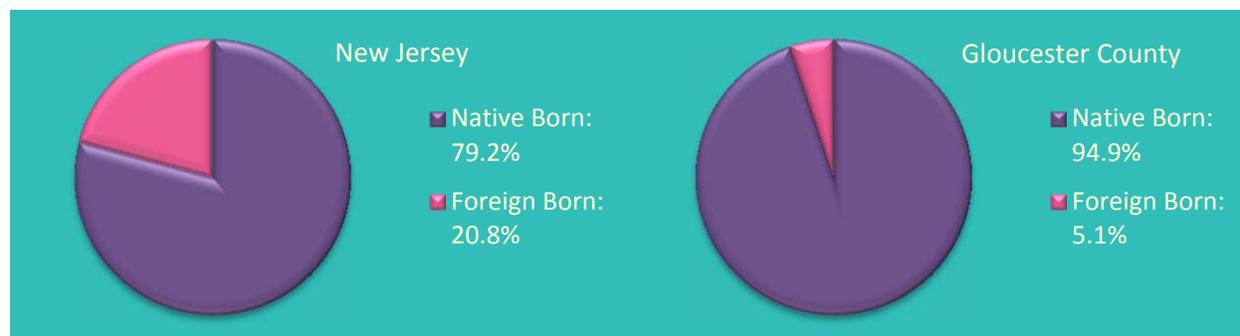


Source: US Census 2012 5-Year American Community Survey

In addition to differences in racial composition, Gloucester County has a much smaller proportion of foreign-born residents than New Jersey as a whole. Only 14,655 (5.1%) residents at the county level were born outside of the United States; of that number, the majority originated from Asia (2.6%), Latin America (1.4%), and Europe (1.3%). Of the 20.8% of state residents who are foreign-born, 9.5% originated from Latin America, 6.6% from Asia, and 3.6% from Europe.

Population growth is critical to the growth of the economy and occurs two ways: through net migration (immigrants minus emigrants) and natural increase (births minus deaths). In the United States as a whole, migration is expected to overtake natural increase as the leading contributor to population between 2027 and 2038.¹ This means that as the native-born population ages, the institutions on which they rely in retirement (Social Security, Medicare, pensions, etc.) will be increasingly funded by immigrants and the children of immigrants in the workforce.

Figure 9: New Jersey and Gloucester County Populations by Nativity, 2012



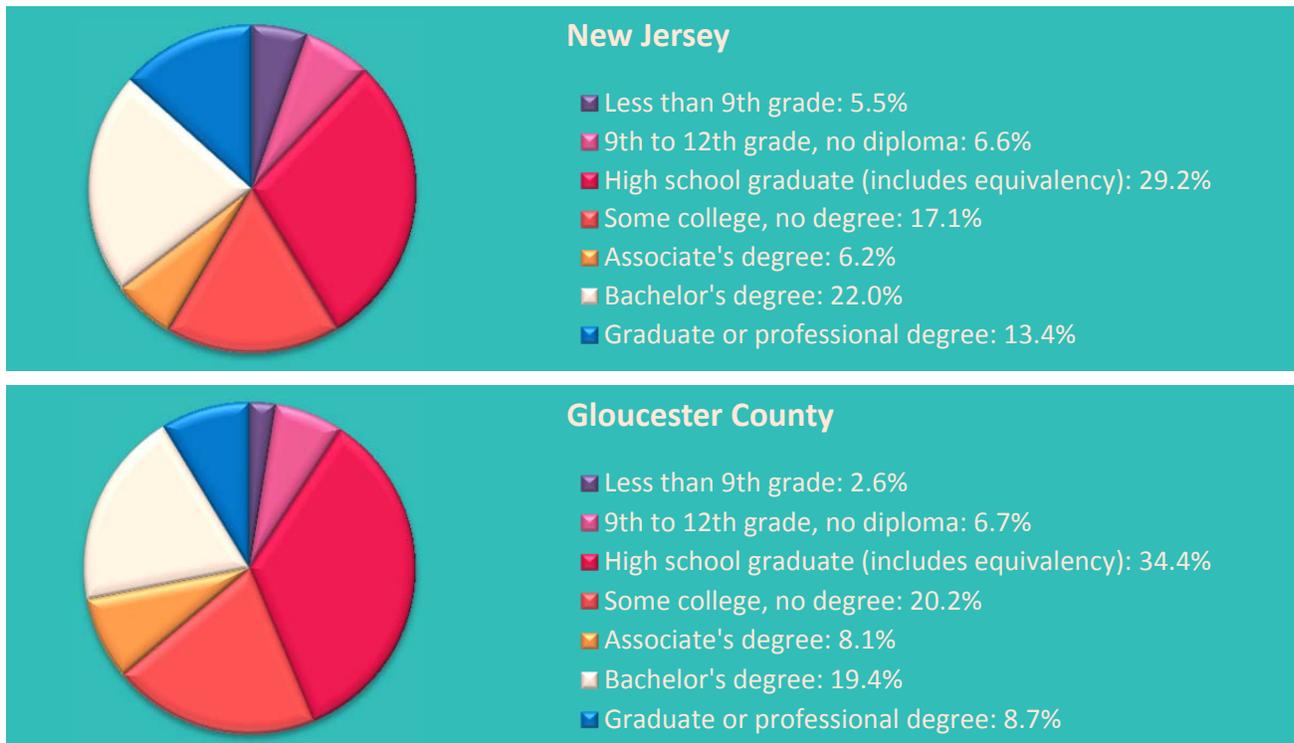
Source: US Census 2012 5-year American Community Survey

¹ U.S. Census Bureau, "International Migration Is Projected to Become Primary Driver of U.S. Population Growth for First Time in Nearly Two Centuries," Press Release CB13-89, May 15, 2013.

Educational Attainment

As of 2012, Gloucester County had a smaller share of residents with a bachelor's degree or higher than New Jersey as a whole; however, the gap is slowly narrowing. Since 2000, the number of people in Gloucester County with a bachelor's degree or higher increased by 6.1%, while at the state level this category increased by 5.6%. In addition, the number of residents reporting "some college, no degree" increased by 8.9% in Gloucester County and by 6.0% at the state level.

Figure 10: Educational Attainment in New Jersey and Gloucester County, 2012



Source: US Census 2012 5-Year American Community Survey

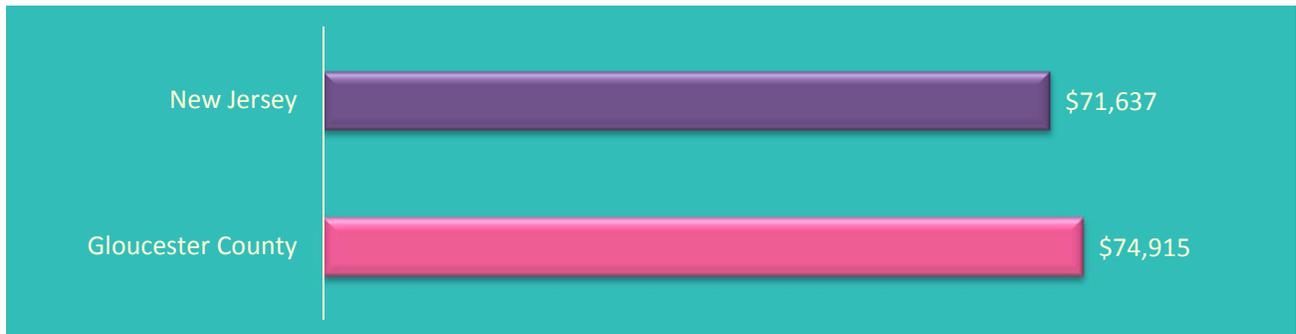
Gloucester County is home to both Rowan University and Rowan College at Gloucester County. In 2013, Rowan University was granted status as a New Jersey comprehensive public research institution, significantly raising its status and ability to attract grant money. By the year 2025, Rowan University plans to increase enrollment to 25,000, effectively doubling its student population.

Rowan College at Gloucester County (RCGC) is one of 19 colleges in the county community college system in New Jersey. Formerly known as Gloucester County College, it changed its name in 2014 to reflect a premier partnership with Rowan University that guarantees admittance to the University for Rowan College graduates. In addition, RCGC partners with local high schools to transition high school seniors into college early.

Economic Characteristics

Since 2000, Gloucester County's median household income has increased, from \$54,273 (\$72,362 in 2012 dollars after adjusting for inflation) to \$74,915 (2012), and it is now slightly above the state's median income, which during the same time period, declined by close to \$1,900 (2012).

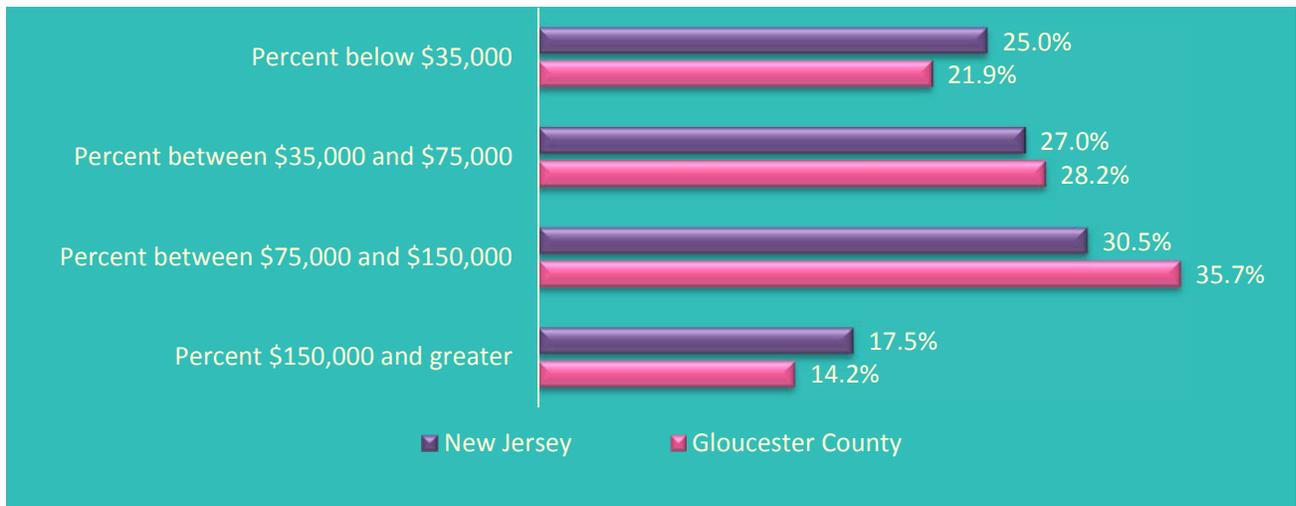
Figure 11: Median Household Income in New Jersey and Gloucester County, 2012



Source: US Census 2012 5-Year American Community Survey

However, despite the decline in its overall median household income, New Jersey has a larger proportion of households with median incomes greater than \$150,000 (17.5%) than does Gloucester County (14.2%). The state also has a larger proportion of households with a median income below \$35,000 (25.0%) than the county (21.9%), which has a larger number of middle-income residents than the state as a whole.

Figure 12: Median Household Income Brackets for New Jersey and Gloucester County, 2012



Source: US Census 2012 5-Year American Community Survey

Although Gloucester County has seen a significant increase in its median household income, it has also seen a rise in the number of residents in poverty similar to New Jersey as a whole. Residents living at or below poverty status are often dependent on public transportation to access jobs and services; given that much of Gloucester County is ill-served by public transit, these households are burdened more than those in other locations across the state that have greater access to transportation alternatives.

Figure 13: Poverty Rates in New Jersey and Gloucester County, 2000 and 2012



Source: US Census 2012 5-Year American Community Survey

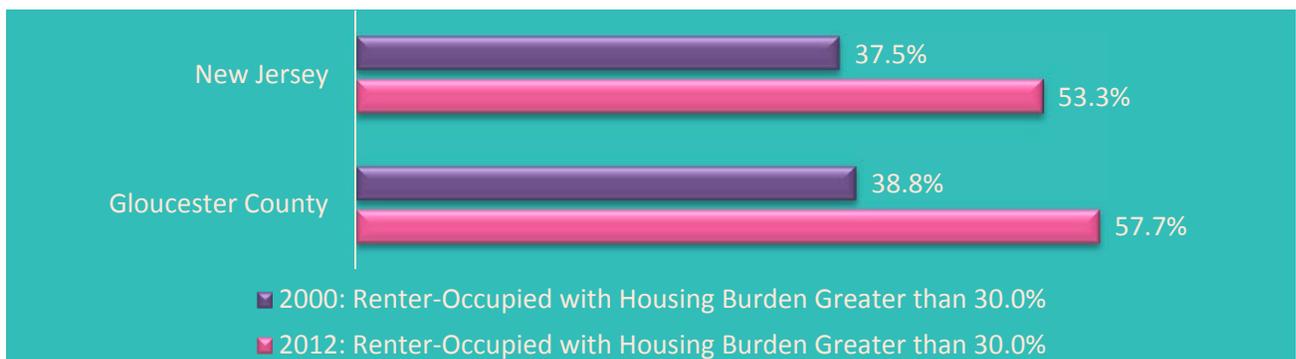
Despite the rise in median household income in Gloucester County, the percent of households (both renter- and owner-occupied) whose housing costs are more than 30.0% of their income has also increased since 2000. Households are considered to be significantly burdened when housing costs are greater than 30.0% of total household income. While this is a worrisome trend for Gloucester County, it is consistent with the rising housing costs facing households all across New Jersey and not merely a Gloucester County phenomenon.

Figure 14: Percent of Owner-occupied Households with Housing Costs Greater Than 30.0% of Household Income, 2000–2012



Source: US Census 2000; US Census 2012 5-Year American Community Survey

Figure 15: Percent of Renter-occupied Households with Housing Costs Greater Than 30.0% of Household Income, 2000–2012



Source: US Census 2000; US Census 2012 5-Year American Community Survey

Indicators of Potential Disadvantage (IPD)

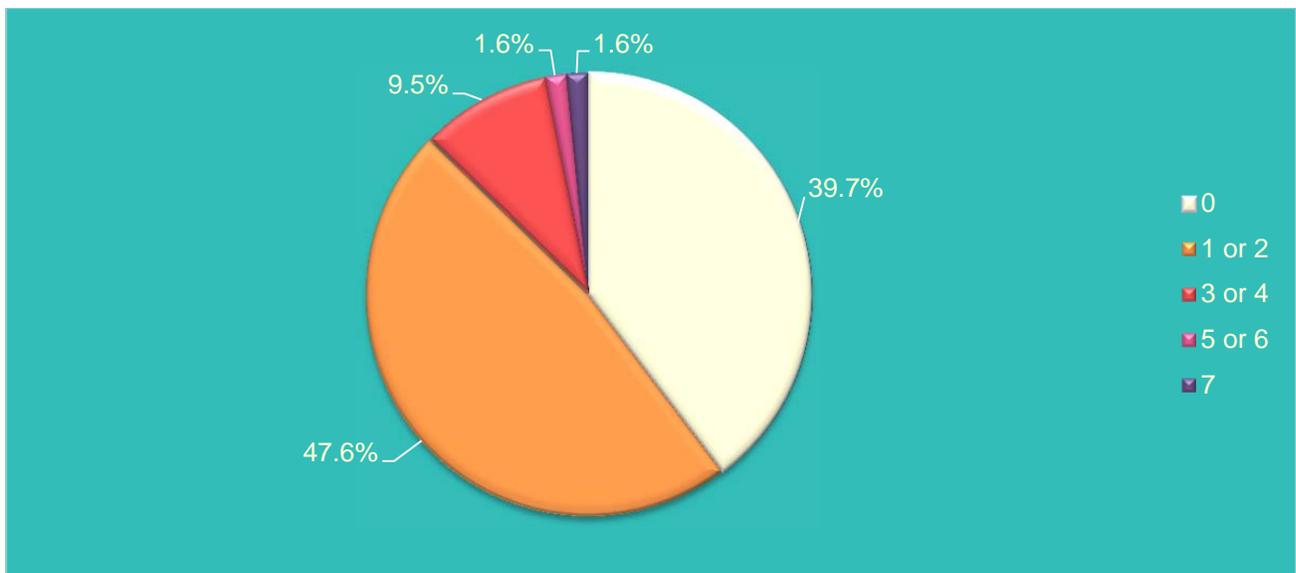
When assessing the economic burden of existing conditions on the population, it is important to look at the impacts of disparate funding and disparate services on defined minority and low-income groups, generally referred to as an environmental justice analysis. DVRPC has developed a method of technical analysis that identifies indicators of potential disadvantage (IPD) that—in conjunction with public participation, stakeholder outreach, data sources, and other research—assists with this process.

The IPD method is a people- and place-based approach that locates selected population groups in the region and determines how the regional transportation system and local programs, policies, and investments impact these groups. In addition to minority and low-income populations, the IPD analysis includes carless households, persons with physical disabilities, female head of household with child, elderly over age 75, Hispanic persons, and those with limited English proficiency (LEP).

The IPD information for Gloucester County is derived from the American Community Survey (ACS) 2008–2012 five-year estimates data set from the U.S. Census. Using this data, population groups are identified and located at the census tract level. Data is gathered at the regional level, combining populations from each of the nine counties, for either individuals or households, depending on the indicator. From there, the total number of persons in each demographic group is divided by the appropriate universe (either population or households) for the nine-county region, providing a regional average for that population group. Any census tract that meets or exceeds the regional average level, or threshold for that population group, is considered an environmental justice sensitive tract for that group. The number of sensitive groups that exceed the regional threshold in each census tract is referred to as its IPD.

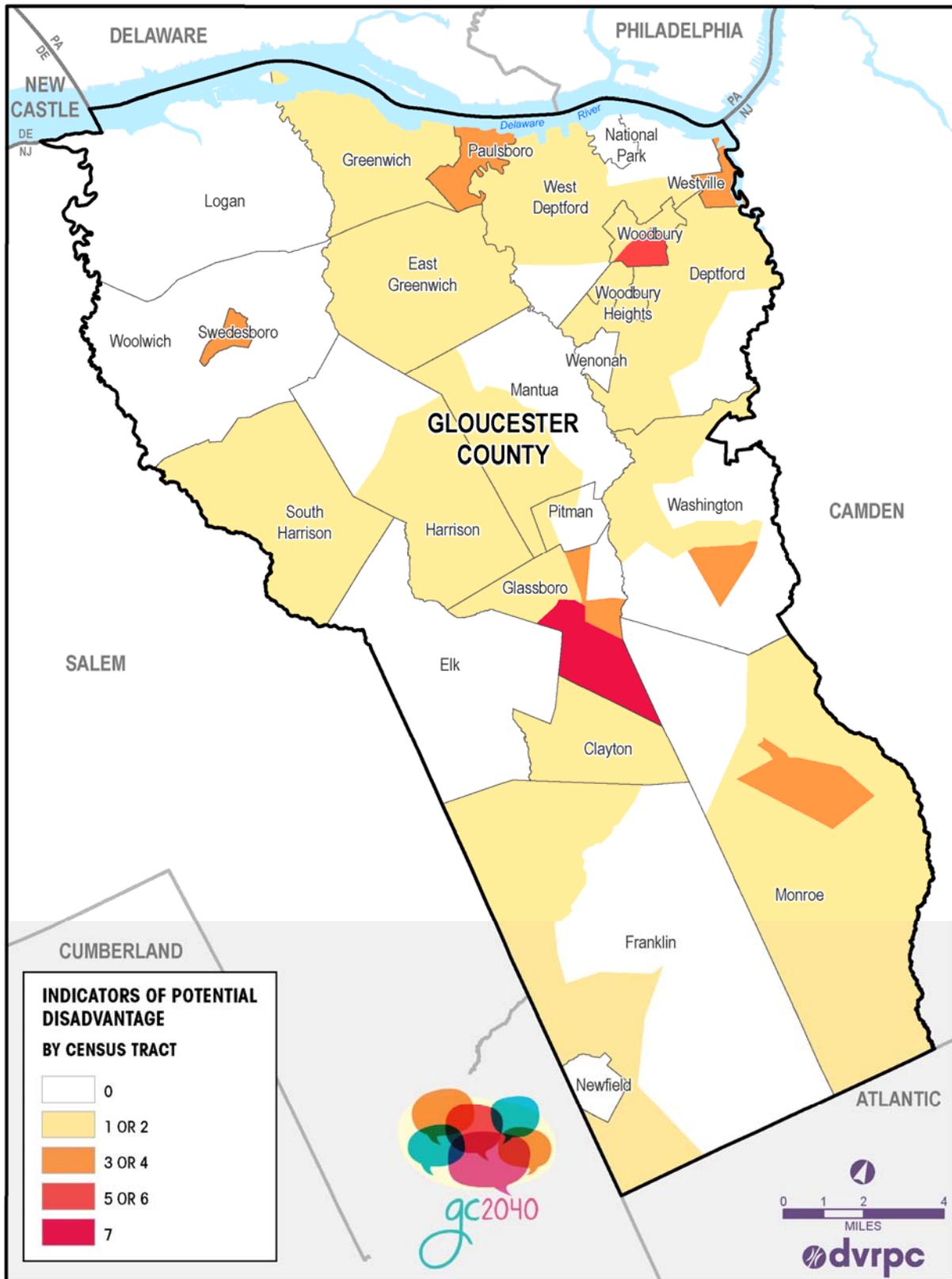
Of Gloucester County's 63 census tracts, 87.3% have two or fewer IPD. Only two have between five or more IPD—a census tract in Woodbury has six IPD and one in Glassboro has seven IPD. Special consideration should be given to the specific planning-related issues or challenges faced by areas with high IPD in the subsequent updates to the County Master Plan.

Figure 16: Indicators of Potential Disadvantage (IPD) in Gloucester County



Source: DVRPC, 2015; US Census 2012 5-Year American Community Survey

Figure 17: Indicators of Potential Disadvantage (IPD) by Census Tract in Gloucester County

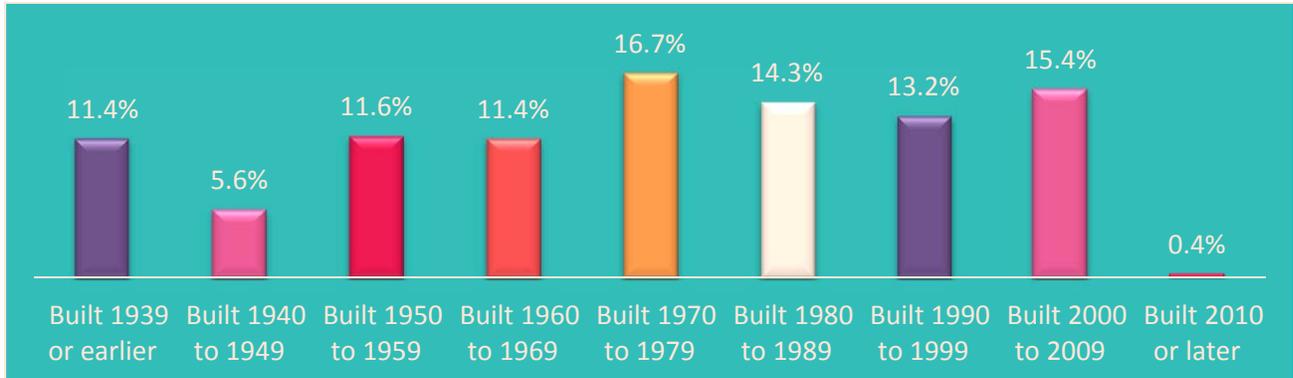


Source: DVRPC, 2015; US Census 2012 5-Year American Community Survey

Housing

Population growth coincides with a need for additional housing, and Gloucester County underwent a period of significant housing development in the decade following the 2000 census. During this period 14,742 new housing units were authorized in Gloucester County—approximately one new unit for every 1.9 new residents. The amount of residential development was so significant that housing units built during this decade account for 15.4% of all units in Gloucester County. At the New Jersey state level, housing units built over this same period account for only 9.3% of the total housing stock.

Figure 18: Gloucester County Housing Stock by Year Structure Was Built



Source: US Census 2012 5-Year American Community Survey

Even though Gloucester County had significant residential development between 2000 and 2010, the overall housing density in the county increased by only 4.0%. That the total amount of land dedicated to residential use increased by 11.4% during that time indicates a sprawling development pattern that cannot continue unabated if the county wishes to retain its rural areas.

Figure 19: Total Number of Acres Dedicated to Residential Land Use, 2000–2010



Source: DVRPC Analytical Data Report: Land Use in the Delaware Valley, 2010

Sometimes a dramatic increase in housing stock corresponds with an increase in vacancy rates. However, between 2000 and 2012 Gloucester County's vacancy rate increased by less than 1.0% even as the vacancy rate at the state level rose by 3.0%.

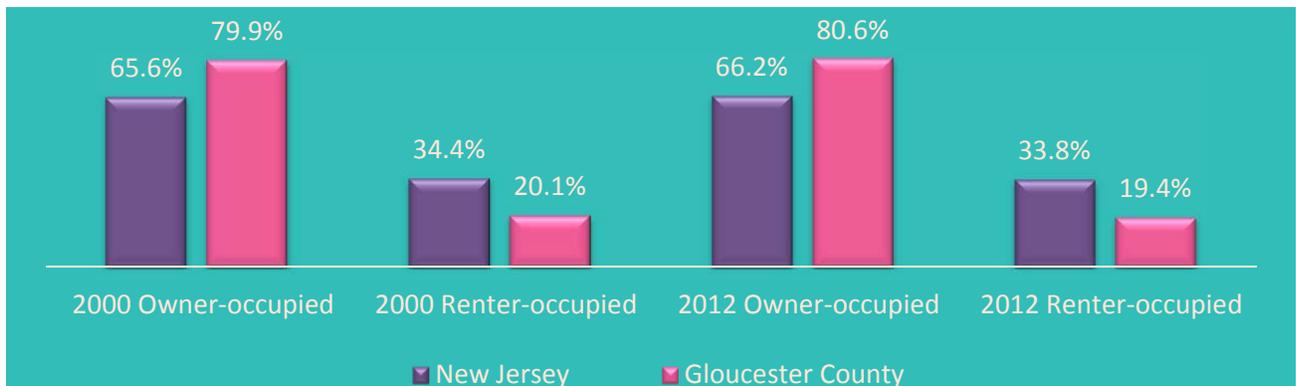
Figure 20: Occupied and Vacant Housing Units in Gloucester County



Source: US Census 2012 5-Year American Community Survey

The total number of vacant housing units in Gloucester County differs significantly between owner-occupied and rental units. Owner-occupied housing has a much lower vacancy rate (1.2%) than rental housing (6.3%). While the vacancy rates for owner-occupied versus rental housing in Gloucester County are comparable to those at the state level, the representation of rental housing in the total housing stock is much higher at the state level than in the county. In Gloucester County, renter-occupied housing (20,124 units) accounts for 19.4% of the total housing stock, while at the state level it accounts for more than one-third (33.8%) of the total housing stock.

Figure 21: Housing Tenure in New Jersey and Gloucester County, 2000–2012

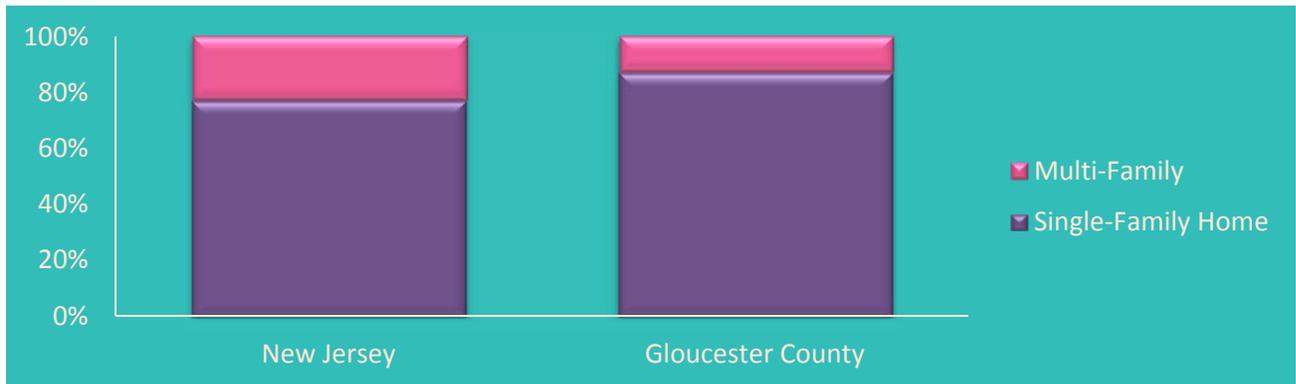


Source: US Census 2000; US Census 2012 5-Year American Community Survey

In addition to owner-occupied housing being the predominate form of housing tenure in Gloucester County, single-family homes² comprise the largest share of the county’s housing stock. Of the 14,742 housing units added in Gloucester County between 2000 and 2010, 87.0% were single-family homes; of all new housing stock added during the same time period at the state level, 77.0% were single-family homes.

² *Single-Family Home*: As defined by the United States Census Bureau includes detached, semidetached, row-houses, and townhomes.

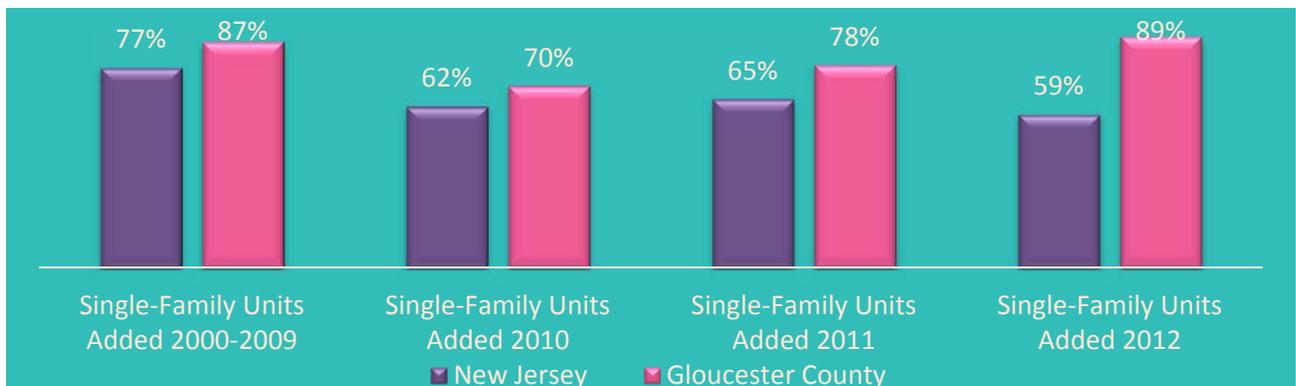
Figure 22: Multi- and Single-family Housing in New Jersey and Gloucester County, 2000–2009



Source: DVRPC Regional Data Bulletin: Housing Units Authorized by Building Permits, 2010–2012

Between 2010 and 2012, an additional 1,900 units were permitted in Gloucester County, of which only 75.6% were single-family, a much smaller share than of those added from 2000 to 2010. However, the percent of single-family homes as a share of the total units built declined across the state, down to 61.8%.

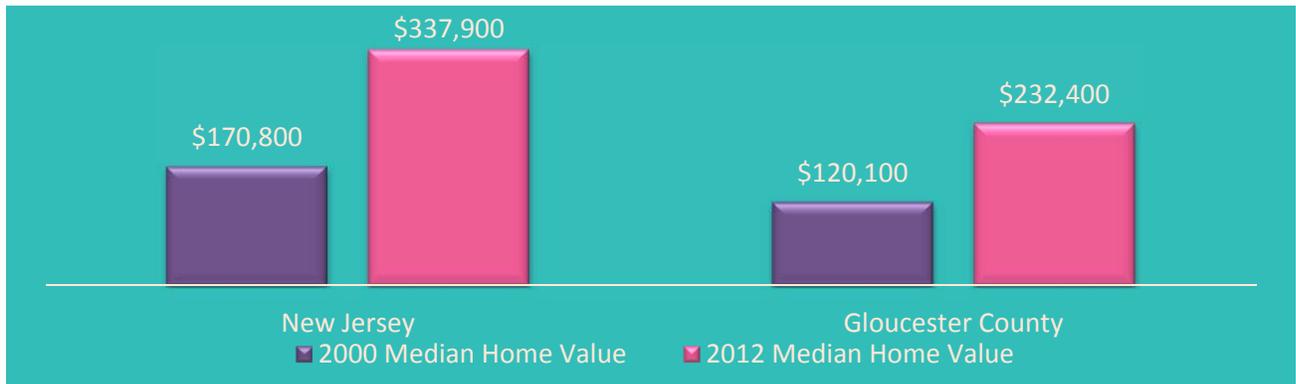
Figure 23: Percent of Authorized Single-family Housing Units, 2000–2012



Source: DVRPC Regional Data Bulletin: Housing Units Authorized by Building Permits, 2010–2012

Gloucester County’s housing stock is substantially more affordable than New Jersey as a whole, with a median home value at the county level over \$100,000 cheaper than at the state level. However, the median value of homes at the county and state levels nearly doubled between 2000 and 2012.

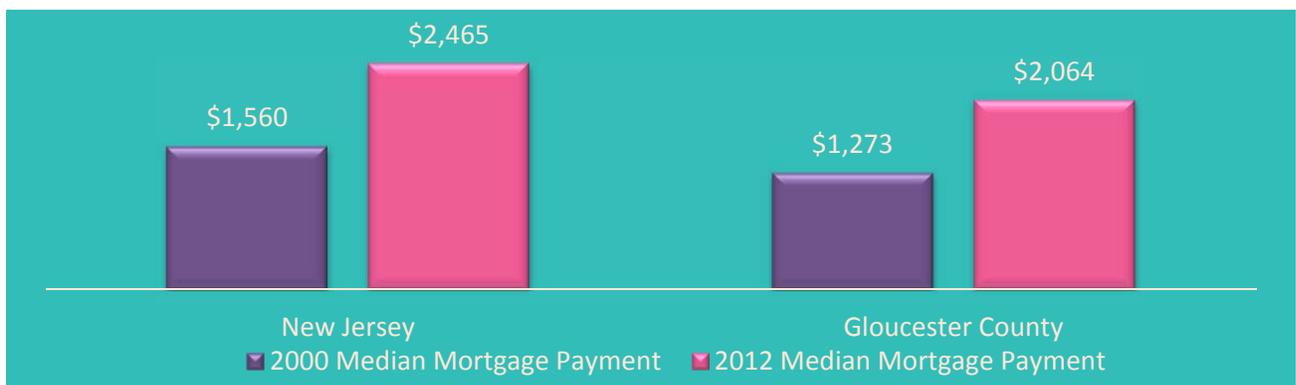
Figure 24: Median Home Values in New Jersey and Gloucester County, 2000 and 2012



Source: US Census 2000; US Census 2012 5-Year American Community Survey

An increase in the median mortgage payment in Gloucester County corresponds with the increased median home value and nearly doubled between 2000 and 2012. And, although mortgage payments increased at both the county and state levels, the increase in payment in Gloucester County was less than the increase in the rest of the state.

Figure 25: Median Mortgage Payments in New Jersey and Gloucester County, 2000 and 2012



Source: US Census 2000; US Census 2012 5-Year American Community Survey

Although the median mortgage payment in Gloucester County is significantly lower than that at the state level, the median rent paid was only slightly lower in 2012, at \$1,034. Furthermore, between 2000 and 2012 the median rent payments at both the state and county levels increased by more than 50.0%.

Figure 26: Median Rent Payments in New Jersey and Gloucester County, 2000 and 2012



Source: US Census 2000; US Census 2012 5-Year American Community Survey

In addition to housing developed by market demand, Gloucester County must provide affordable housing for low- to moderate-income households in accordance with the Fair Housing Act and the Mount Laurel Doctrine on exclusionary zoning and affordable housing. Below is the unmet obligation by municipality.

Table 1: Gloucester County Municipal Fair Share Housing Obligations, 2015

Municipality	Present Need, 2010 (units)	Prior Round Obligation, 1987–1999 (units)	Third Round Net Prospective Need, 1999–2025 (units)
Clayton Borough	44	94	249
Deptford Township	92	522	1000
East Greenwich Township	60	252	672
Elk Township	7	127	296
Franklin Township	87	166	1000
Glassboro Borough	18	0	440
Greenwich Township	0	308	283
Harrison Township	0	198	780
Logan Township	19	455	443
Mantua Township	44	292	963
Monroe Township	62	439	974
National Park Borough	8	28	34
Newfield Borough	5	14	50
Paulsboro Borough	43	0	65
Pitman Borough	40	40	185
South Harrison Township	0	31	194
Swedesboro Borough	15	23	131
Washington Township	141	507	1000
Wenonah Borough	0	30	155
West Deptford Township	34	368	1000
Westville Borough	36	27	0
Woodbury City	36	0	240
Woodbury Heights Borough	0	55	178
Woolwich Township	0	209	713

Source: Fair Share Housing Center, 2015

Jobs and Employment

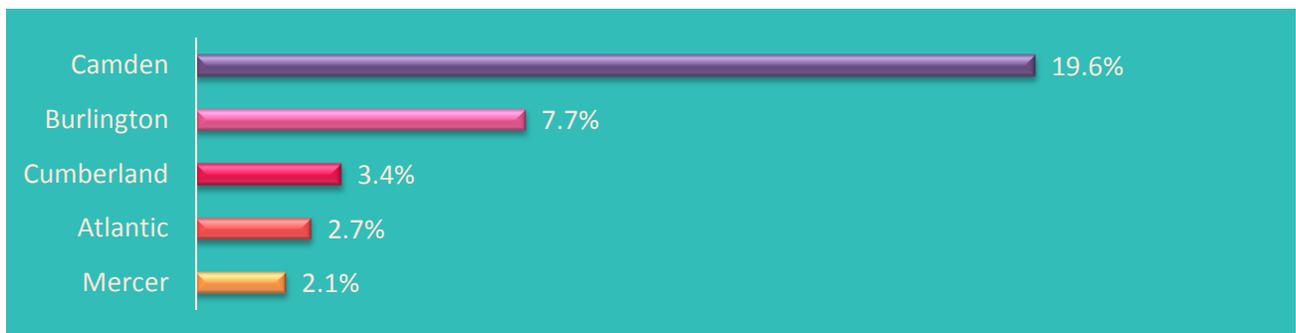
In 2011, the labor force in Gloucester County comprised 140,259 residents, with 31.0% employed within Gloucester County. By 2012, the number in the county workforce had increased to 156,758 residents, with an unemployment rate of 9.9%—slightly higher than the New Jersey average of 9.5%. The distribution of unemployment within Gloucester County was very uneven, with the highest unemployment rate (23.0%) in Paulsboro and the lowest rate in Logan Township (4.3%). The largest number (2,229) of unemployed residents was seen in Washington Township.

Figure 27: Gloucester County Labor Force: Location of Employment, 2011



Source: DVRPC and Gloucester County Human Service Transportation: United We Ride Coordination Plan, 2013

Figure 28: New Jersey Counties in Which Highest Number of Gloucester County Residents Worked, 2011



Source: DVRPC and Gloucester County Human Service Transportation: United We Ride Coordination Plan, 2013

In 2012, 25.9% of Gloucester County's labor force was employed in the Educational Services, Health Care and Social Assistance industry, making this industry sector the largest employer in the county. Although this industry sector is also the largest employer at the state level, its proportion of the state labor force is slightly lower at 23.1%. Furthermore, since 2000 this industry sector has had the most growth at both the state and county levels. The Manufacturing industry sector had the largest decline in share of the labor force in both Gloucester County and New Jersey, down 3.7% and 2.9%, respectively.

Figure 29: Gloucester County Labor Force Employment by Industry Sector, 2000



Source: US Census 2000

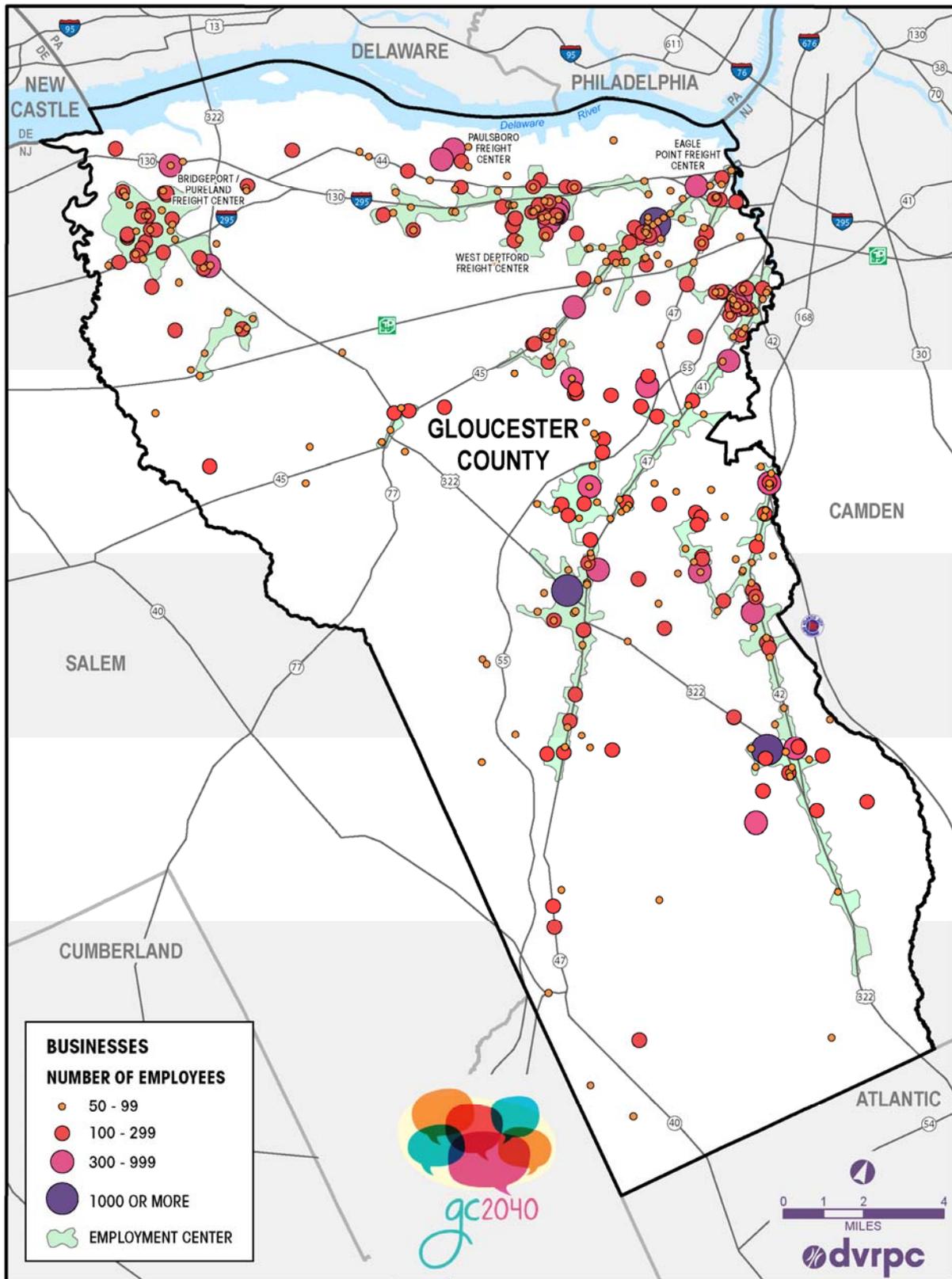
Figure 30: Gloucester County Labor Force Employment by Industry Sector, 2012



Source: US Census 2012 5-Year American Community Survey

According to the New Jersey Department of Labor and Workforce Development, in 2012 53.0% of jobs in Gloucester County were located in five of the county's 24 municipalities: Deptford Township (13.0%), Washington Township (11.0%), Mantua Township (10.0%), West Deptford Township (10.0%), and Woodbury City (9.0%). While the county currently has the smallest employment base in the region, DVRPC forecasts that between 2010 and 2040 the largest share of employment growth will be observed in Gloucester County, New Jersey and Chester County, Pennsylvania, with both growing by more than 26%. In fact, Gloucester County is expected to add 30,463 jobs by the year 2040. The three municipalities forecast to see the greatest absolute change are Monroe Township (4,111 new jobs), West Deptford Township (3,333 new jobs), and Woolwich Township (3,326 new jobs).

Figure 31: Job Distribution in Gloucester County



Source: DVRPC, 2015

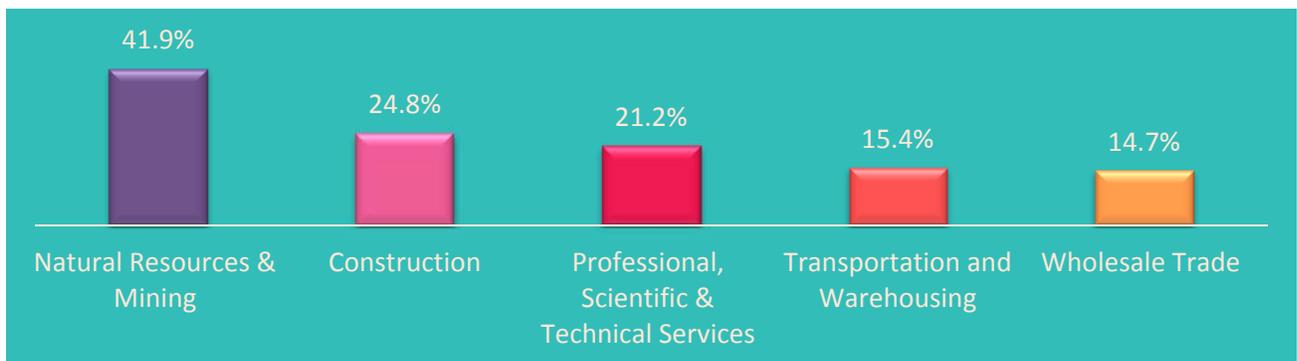
Figure 32: Employment Growth Forecast for Gloucester County, 2010–2040



Source: DVRPC Analytical Report: Regional, County, and Municipal Employment Forecasts, 2010–2040

Employment in Gloucester County is anticipated to grow by 8,500 jobs by the year 2020, and at 8.4%, this growth is greater than the 7.7% growth expected for New Jersey as a whole. Furthermore, five industry sectors—Natural Resources and Mining; Construction; Professional, Scientific and Technical Services; Transportation and Warehousing; and Wholesale Trade—are expected to have the fastest growth rates statewide and in Gloucester County, contributing the most in overall dollars to the economy.

Figure 33: Industry Sectors with the Greatest Growth by Percentage in Gloucester County, 2010–2020



Source: DVRPC and Gloucester County Human Service Transportation: United We Ride Coordination Plan, 2013

The Retail Trade industry sector is anticipated to have the greatest employment growth from 2010 to 2020, adding 1,900 jobs throughout the County.

Figure 34: Industry Sectors with the Greatest Increase in Employment in Gloucester County, 2010–2020



Source: DVRPC and Gloucester County Human Service Transportation: United We Ride Coordination Plan, 2013

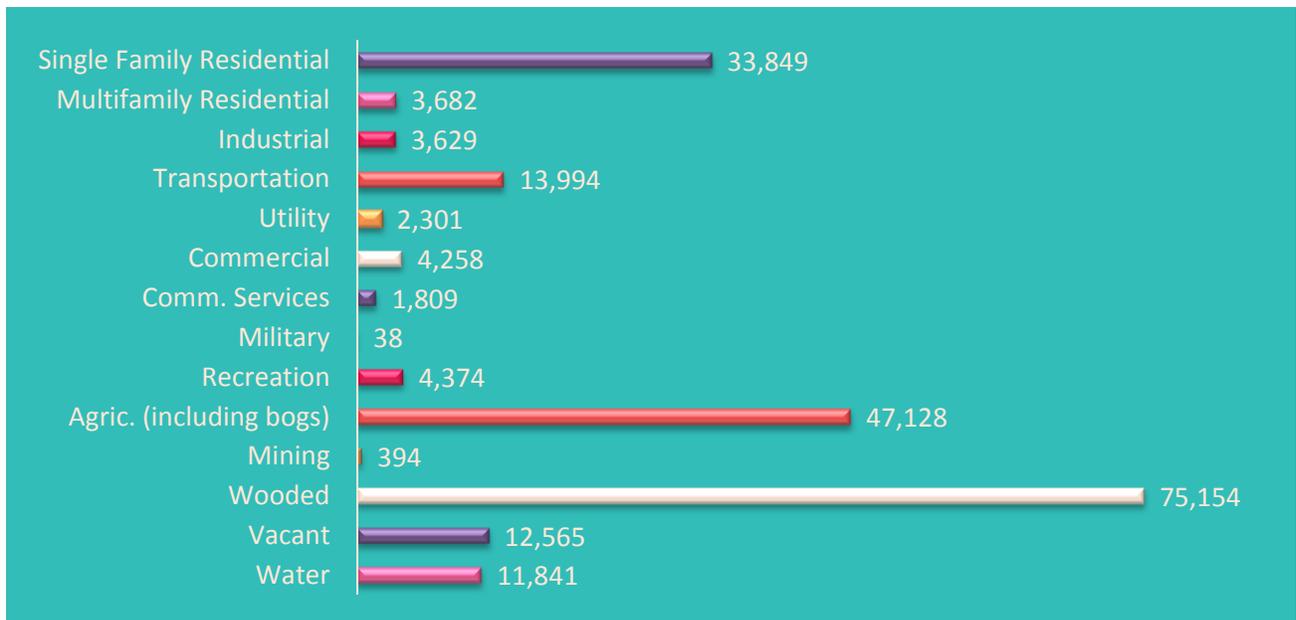
Land Use

Developed land includes the following categories: residential, industrial, transportation/utilities, commercial, military/mining, and recreation/community services. Undeveloped land includes: agriculture, wooded, vacant, and water. In 1982, the date of the current Gloucester County Master Plan, 44,456 acres of the county were considered developed, while 170,557 acres were undeveloped. By 2010, Gloucester County had approximately 68,308 acres of developed land with 146,705 acres of undeveloped land remaining. While the majority of Gloucester County's land is still undeveloped, the rate at which development is occurring in the county will significantly change its rural nature if allowed to continue unabated.

In 2010, 22% of the county's land was dedicated to agricultural land use, the largest share of any use after wooded. However, this number reflects a 15% decline in agricultural uses between 2000 and 2010. During that same time period, residential land use increased by 11%, and of the 37,531 acres devoted to residential use, 90% was single-family homes and only 3,682 acres were dedicated to multi-family housing.

The nearly 20,000 acres devoted to industrial, transportation, and utilities use indicates that, despite declining between 2000 and 2012, much of the county's economic job base is located in the industrial sector. Home to many large industrial parks, including the Pureland Industrial Complex, the county is expected to continue to see a large percentage of its developed land in industrial uses in the coming decades.

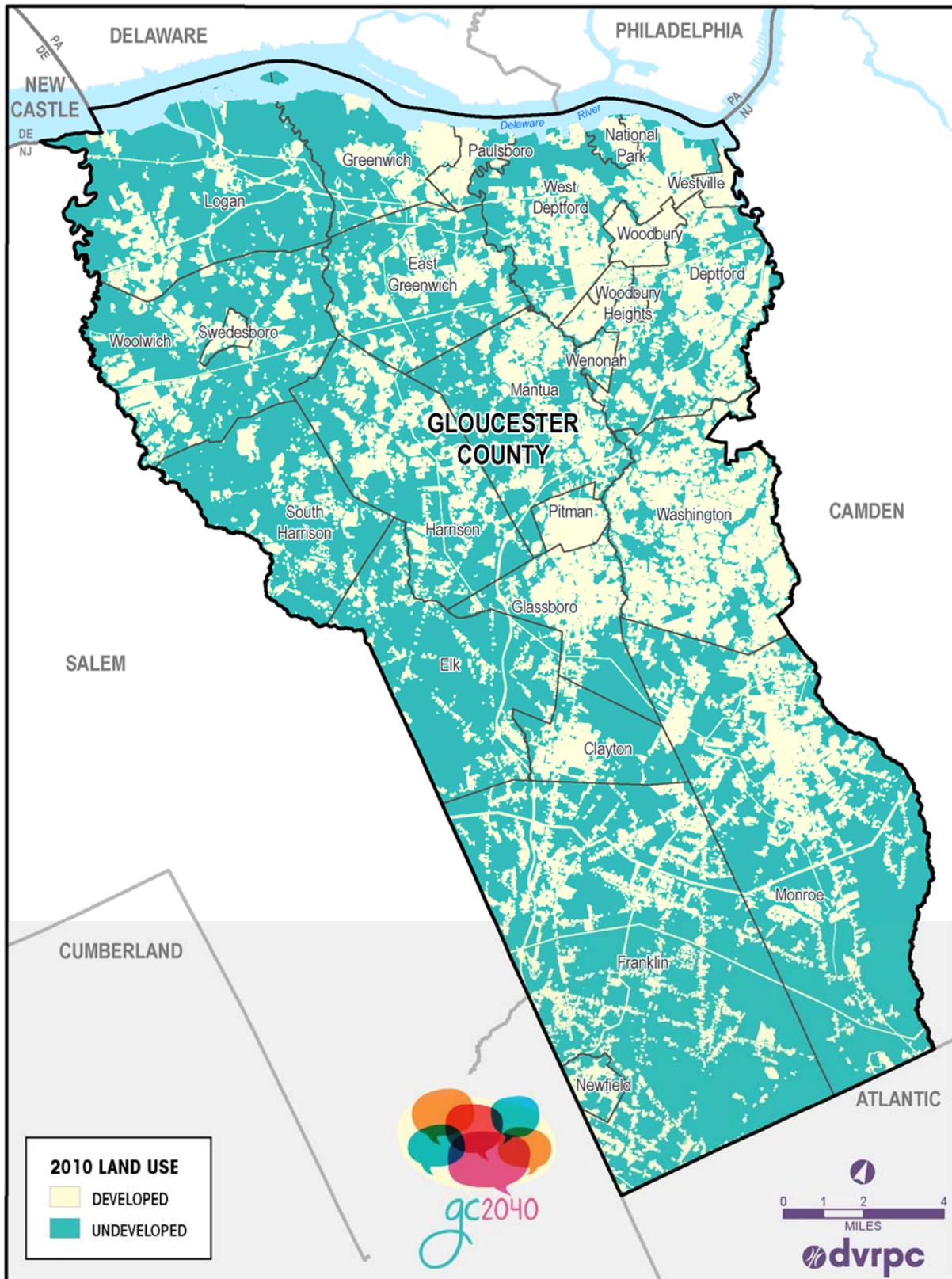
Figure 35: Gloucester County Land Use in Acres, 2010



Source: DVRPC Analytical Report: Land Use in the Delaware Valley, 2010

Gloucester County is fortunate to have a wide range of land uses in its developed places. A variety of lifestyles thrive in Gloucester County, from rural to small town to suburban. Preserving this unique mix of places is important if future generations are to enjoy the same range of lifestyle choices available to today's residents.

Figure 36: Developed and Undeveloped Land in Gloucester County



Source: DVRPC, 2010

Farmland

Between 1987 and 2007, Gloucester County lost more than 15,000 acres of farmland. However, the number of farms in operation stayed relatively steady over the same period, which resulted in a reduction in the average farm size from 91 acres, in 1987, to 70 acres, in 2007.

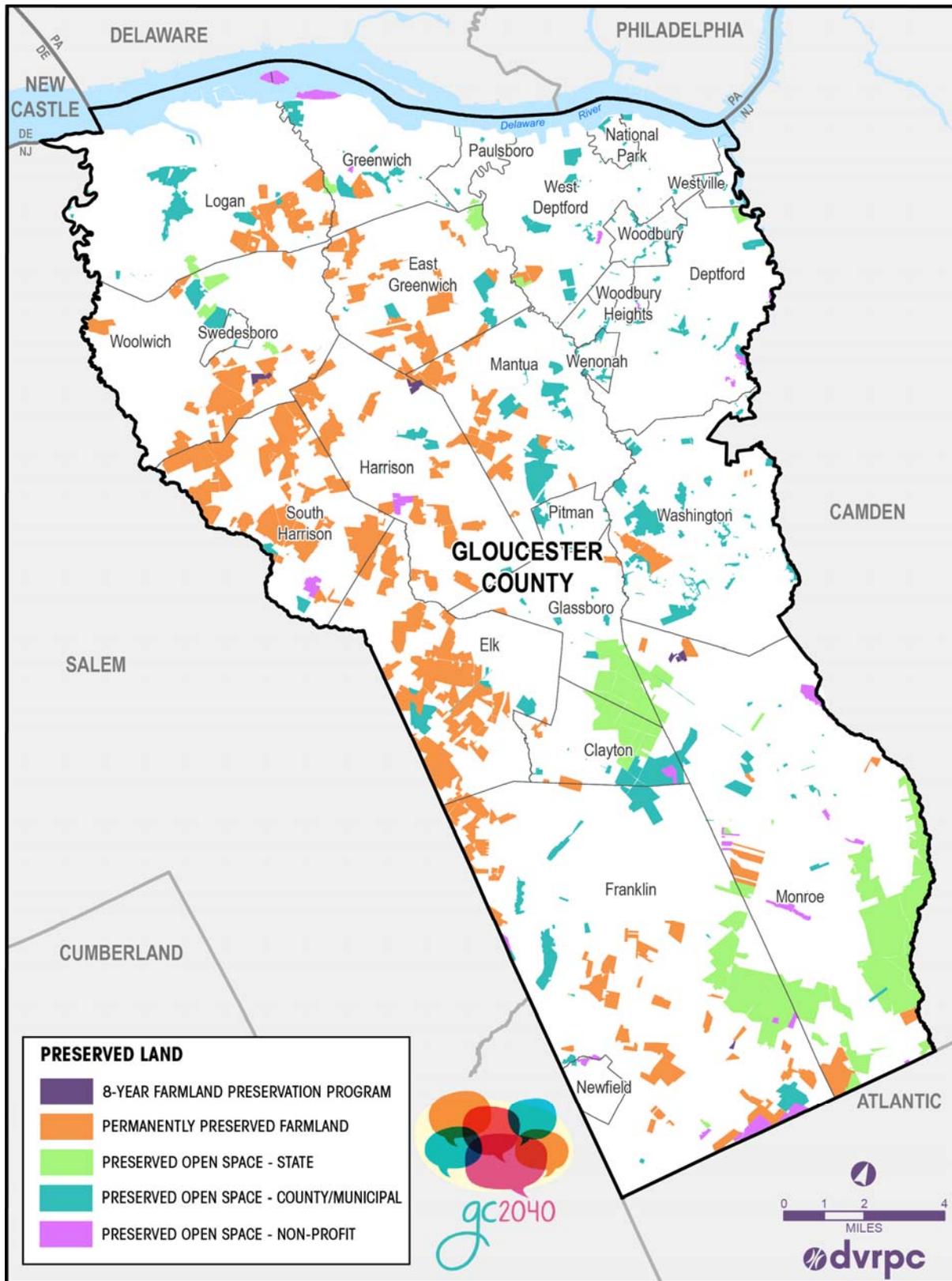
Figure 37: Gloucester County Farmland in Acres, 1987–2007



Source: DVRPC and Township of Franklin, Gloucester County: Farmland Preservation Plan, 2009

As it has seen its developed land increase and the amount of undeveloped land—including farmland—decrease, local leadership has been proactive about land preservation. A combination of farmland preservation (18,042 acres), open space preservation (18,550 acres), and participation by landowners in the state’s eight-year farmland preservation program (152 acres) has yielded 36,744 total acres of land preserved in Gloucester County as of June 2015.

Figure 38: Preserved Land in Gloucester County



Source: Gloucester County and DVRPC, 2015

Community Types

Connections 2040, DVRPC's long-range plan, categorizes each of the region's municipalities into one of four different community types: Core Cities, Developed Communities, Growing Suburbs, and Rural Areas. Each community type has corresponding long-range planning policies that are most appropriate for it.

Of these categories, Gloucester County is home to Developed Communities, places that have already experienced most of their population and employment growth, Growing Suburbs, communities that have a significant number of developable upland acres remaining and are experiencing or are forecast to experience significant population and/or employment growth, and Rural Areas, which include agricultural communities and communities with large remaining natural areas.

Developed Communities

- Deptford Township
- National Park Borough
- Newfield Borough
- Paulsboro Borough
- Pitman Borough
- Swedesboro Borough
- Washington Township
- Wenonah Borough
- West Deptford Township
- Westville Borough
- Woodbury City
- Woodbury Heights Borough

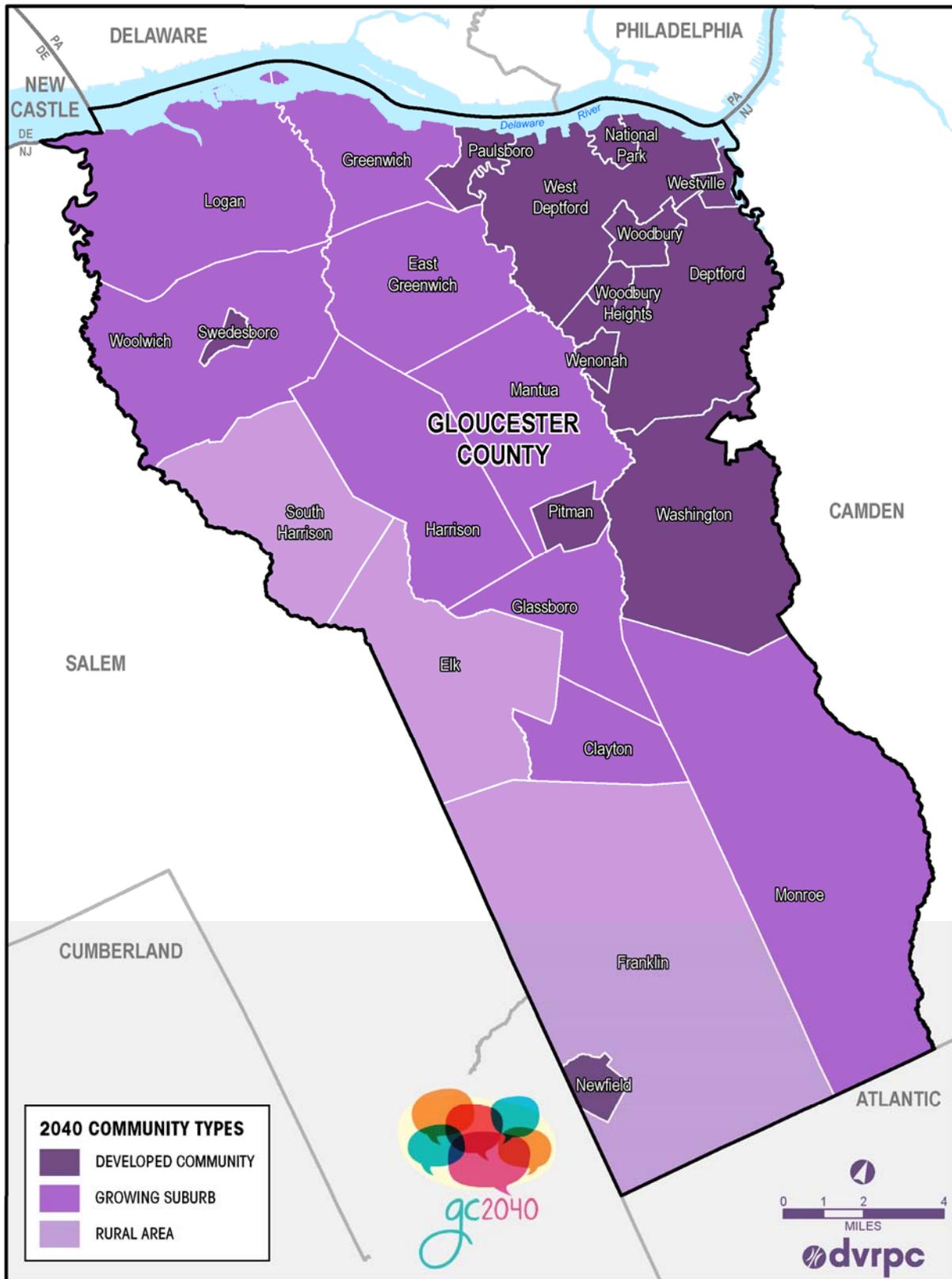
Growing Suburbs

- Logan Township
- Greenwich Township
- Woolwich Township
- East Greenwich Township
- Harrison Township
- Mantua Township
- Glassboro Borough
- Clayton Borough
- Monroe Township

Rural Areas

- South Harrison Township
- Elk Township
- Franklin Township

Figure 39: Community Types in Gloucester County



Source: DVRPC Connections 2040 Long Range Plan, 2013

Community Centers

In addition to categorizing the region's municipalities by community type, DVRPC's *Connections 2040* also delineates seven types of centers, or areas where future growth should be directed. Gloucester County is home to four of these: Suburban Centers, which are regionally significant, suburban in character, and with a higher concentration of commercial and industrial uses than residential uses; Town Centers, which have distinct downtowns with unique histories and offer a higher density of residential and commercial uses than the surrounding suburban areas; Rural Centers, which are smaller than Town Centers but also offer a mix of uses, yet are surrounded by agricultural land uses and are less densely populated; and Planned Centers, which are newer town-center-type developments in growing suburbs or rural areas that incorporate a mix of uses.

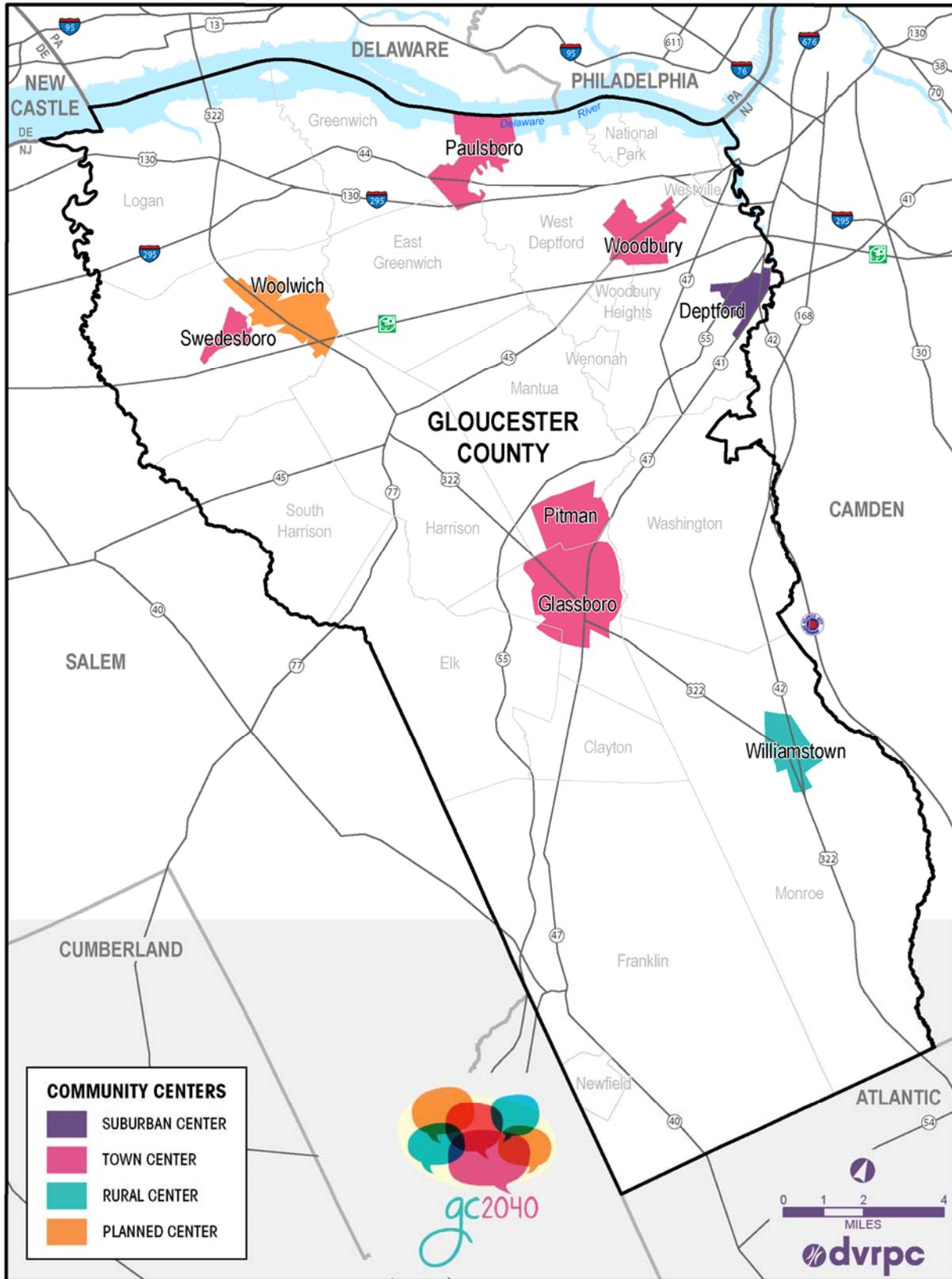
Within Gloucester County's 24 municipalities, eight have designated centers, as follows.

- Suburban Center: Deptford Township
- Town Centers: Glassboro, Paulsboro, Pitman, Swedesboro, and Woodbury³
- Rural Center: Williamstown
- Planned Center: Woolwich

As the county continues to grow, much of its growth should be directed to the identified centers.

³ As previously noted, Glassboro and Woodbury have the two highest IPD in the county, another reason to prioritize them for future growth and investment.

Figure 40: Community Centers in Gloucester County



Source: DVRPC Connections 2040 Long Range Plan, 2013

Transportation System

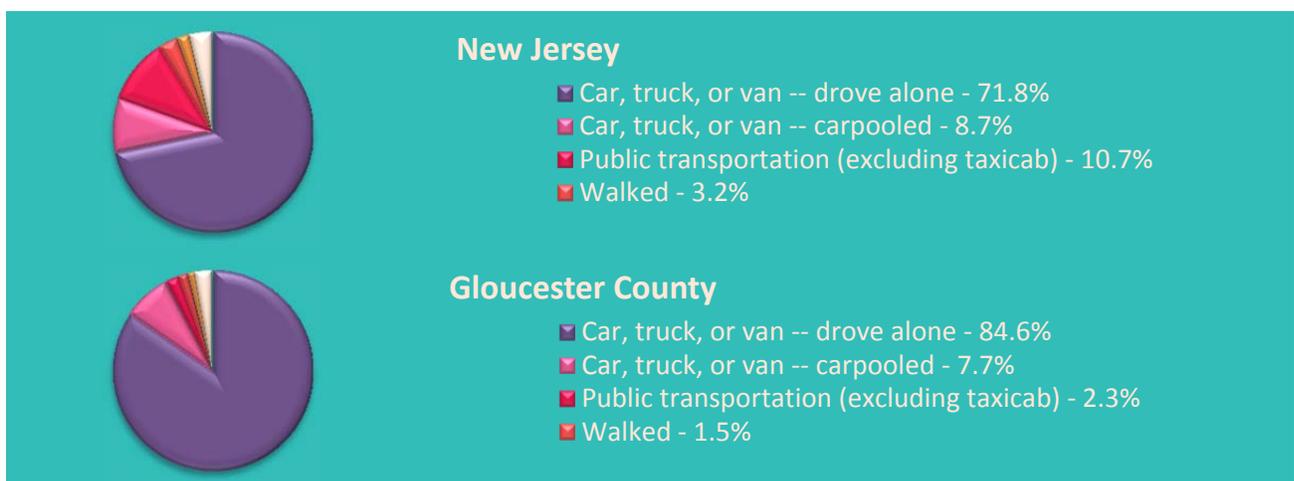
A transportation system consists of all modes of transportation available to move people and goods, the infrastructure upon which the different modes operate, the connections available between modes and the accessibility of the connections, and the flow required to move from one location to another. Gloucester County enjoys a prime location with proximity to Philadelphia, Wilmington, New York, and the Jersey Shore, and it has highways, bus routes, multi-use trails, an airport, a freight rail network, and an active port available to serve the travel needs of residents and businesses. Two primary purposes spur the majority of trips in the county: daily journeys to work and seasonal trips to the Jersey Shore. However, the current transportation system presents challenges in accessing destinations, both within and outside of the county for several reasons, including a lack of east-west connections, congestion, and poor public transportation options.

Roads

The north-south travel corridors are served by multi-lane arterials and freeways, and most of the available NJ Transit bus routes are aligned such as well. Just one continuous east-west principal arterial highway traverses the county—US 322. With the general exception of interchange areas, US 322 provides just one through-travel lane in each direction between US 130, near the Commodore Barry Bridge, and the Black Horse Pike, in Williamstown. Once joined with the Black Horse Pike, four through-travel lanes (two each direction) are supplied to the Jersey Shore. Two major improvements to US 322—the Mullica Hill Bypass (recently completed) and the Richwood Area widening improvement (underway)—are intended to improve conditions; however, it must be noted that in many instances the creation of additional roadway capacity has merely fueled increased roadway usage and negated any long-term positive impact of the change. County Route (CR) 538 largely parallels US 322 to the south, running between Swedesboro Borough and the Black Horse Pike in Monroe Township.

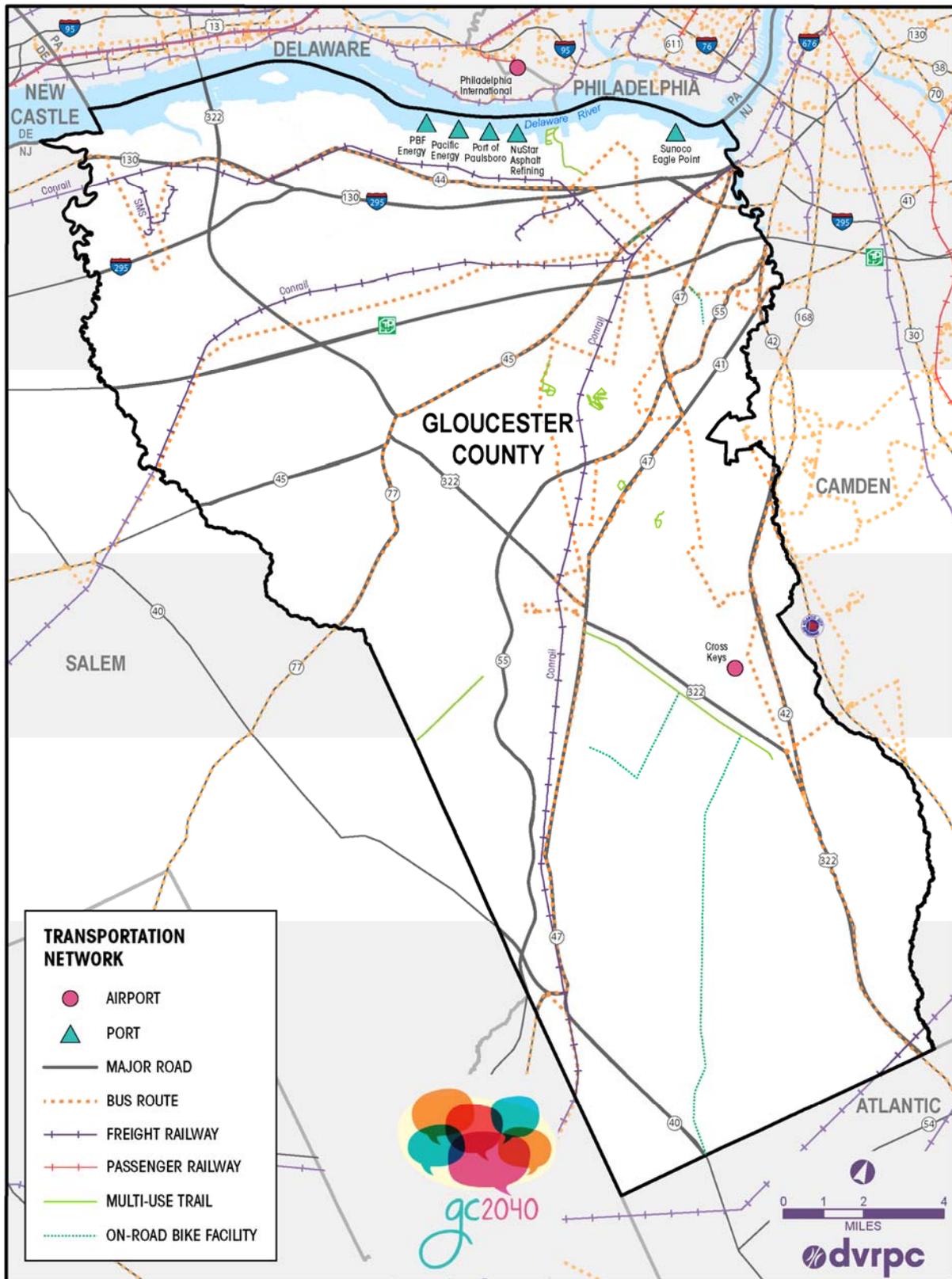
Rapid growth in Gloucester County has led to problems with traffic congestion, particularly during typical workday commuting times and during the summer season due to through traffic to the Jersey Shore. In fact, nearly 12.0% more Gloucester County residents traveled to work in a private automobile than workers statewide in 2012, a disparity likely due to the fact that the county has significantly fewer public transit options than New Jersey as a whole.

Figure 41: Commuter Modes of Transit in New Jersey and Gloucester County, 2012



Source: US Census 2012 5-Year American Community Survey

Figure 42: Transportation Network in Gloucester County



Source: DVRPC, 2015

In 2012, the DVRPC Congestion Management Process identified the following congested corridors in the County:

- US 322: This corridor includes the Commodore Barry Bridge access through the Cross Keys area. It includes CR 651, NJ 47, CR 634, and CR 689 and broadens toward the east to include the related developed areas of Berlin and Gloucester Township. It contains areas that are growing quickly and projected to see more growth, areas designated to remain rural, and areas of high environmental importance.
- I-295, NJ Turnpike South: This corridor includes I-295 from northern Camden County through Gloucester County to the Salem County line, the NJ Turnpike from the vicinity of the Rancocas Creek near Exit 5 south to US 322, and also includes I-76/676.
- AC Expressway/NJ 42: This broad corridor encompasses NJ 42 from I-295 to the AC Expressway and south of the CR 536 Spur (Sicklerville Rd). It includes the large suburban area relating to this travel corridor including part of NJ 47 and NJ 168. Portions of this corridor have high durations of congestion.
- US 130: This is a long corridor stretching between the northern boundary of Mercer County and northern Gloucester County. One of its many subcorridors includes most of Paulsboro where there is a high current volume to capacity ratio with even more growth anticipated and segments with high crash rates.
- NJ 41, NJ 45, NJ 47, NJ 55: This corridor serves parallel north-south movement between the NJ 42/NJ Turnpike area and US 322. It has areas with high current volume to capacity ratios and segments with high crash rates.

Public Transit

Adequate density is needed to sustain public transit routes, and with relatively low densities compared to the region, Gloucester County has only thirteen bus routes. Eleven of those are north-south routes operating to/from Camden and/or Philadelphia; two are cross-county routes operating in the northern portion of the county.

NJ Transit Bus Route 410, operating between Bridgeton and Philadelphia, serves one of the two officially designated park-and-ride lots in the County, just north of Mullica Hill. The other is located in Woolwich Township across from Exit 2 of the NJ Turnpike. There are, however, other areas in the county where people have created unofficial park-and-ride lots near transit stops.

Special-needs shuttles, operated by agencies and municipalities, serve client groups throughout the county. Several shuttle services—the Philadelphia Hospital Shuttle and various VA Hospital Shuttles—provide transit dependent residents access to medical care. Two other routes, the Pureland Shuttle (running from the Walter Rand Transportation Center in Camden to the Pureland Industrial Park) and the Pureland Community East-West Shuttle (running from the Avandale park-and-ride in Camden County to the Pureland Industrial Park), provide residents with access to employment and other destinations along those routes.

As previously mentioned, the lack of public transit availability is likely a factor in the much higher percentage of Gloucester County residents who commute to work in a personal automobile than the state as a whole. Furthermore, the number of commuters utilizing public transit was 8.5% lower in Gloucester County than at the state level in 2012.

Passenger Rail

Though not located within the county there are two passenger rail services with regional draw, on the northern fringe of the county—PATCO’s Lindenwold High Speed Line, and NJ Transit’s Atlantic City Rail Line—and the NJ Transit River LINE light rail operates between the Rand Transportation Center in Camden and Trenton. All existing rail services operate on north-south alignments.

A new light rail system—the Glassboro-Camden Line—has been proposed and extensively studied. If constructed, the 18-mile line will link Glassboro to Camden via the Conrail right of way. In Camden, it will connect with the existing Port Authority Transit Corporation’s (PATCO) High Speed Line that runs between Philadelphia and Camden County. It will also connect to New Jersey Transit’s RiverLINE, which moves passengers between Camden and Trenton.

Multi-Use Trails

Multi-use trails provide alternatives for non-motorized travel for both essential transportation and recreational functions. In Gloucester County, the longest individual trail connects Glassboro and Williamstown, generally following the path of US 322. There are numerous other small trail segments, but they lack the connectivity needed to make them a viable part of the transportation system.

Wildlife Trails

Three wildlife trails are available in the county for public use.

The Wetlands to Woodlands Trail runs between Scotland Run Park in southern Gloucester County to Riverwinds Park in the north and includes the following stops along the way: Glassboro Wildlife Management Area, Elephant Swamp Nature Trail, Stewart Memorial Park and Harrisonville Lake Wildlife Management Area, Lake Narraticon Park, Raccoon Creek Wildlife Management Area, Raccoon, Birch and Oldman's Creek Marshes, Floodgates Road and Riverfront Park, Greenwich Lake Park, and West Deptford Scenic Trail.

The Leapfrogging Lakes Trail also has a terminus at Scotland Run Park, and it connects with Malaga Lake Park, White Oak Branch Wildlife Management Area, Piney Hollow Preservation Area, Winslow Wildlife Management Area, Penny Pot Preserve, Marilyn Beard Trailhead Park, Penbryn Lake Wildlife Management Area, Berlin Park, Lake Worth, and Rowands Pond Wildlife Management Area.

The Oughta See an Otter Trail begins at Red Bank Battlefield Park and passes through Wheelabrator Wildlife Refuge, Andaloro Wildlife Management Area, Timber Creek Park, Old Pine Farm Greenway, Big Timber Creek Park, Wenonah Conservation Area, Chestnut Branch Park, Ceres Park Nature Preserve, Alcyon Lake Park, James G. Atkinson Memorial Park, and Washington Lake Park, before ending at New Brooklyn Park in Camden County.

Bikeways

There are several on-road bikeways serving Gloucester County. They are located along CR 655, East Clinton Street in Clayton, Delsea Drive in Glassboro, and CR 610 from Fries Mill Road to Pop Kramer

Boulevard. Several others will soon be completed, including on Tuckahoe Road, where resurfacing and safety improvements will provide continuous bicycle lanes from the existing multi-purpose trail crossing of Tuckahoe Road (County Route 555) in Monroe Township near Williamstown High School and Owens Park through the proposed resurfaced section and continuing to Route US 40 and County Route 557 in Franklin Township.

An off-road bikeway, the Monroe Township Bikeway, connects Glassboro and Williamstown.

Airport

The Cross Keys Airport in Monroe Township is Gloucester County's only public-use airport, serving approximately 55 aircraft. The facility is commercially successful and strategically important because of its proximity to Philadelphia International Airport.

Freight Transportation

Three primary methods of freight transportation—trucking, rail, and water-based—are found in Gloucester County. Although the most commonly used freight transport method is trucking, the county is a hub for maritime traffic (hosting over 170 overseas ships at the Paulsboro Port in 2010) and also has a dense freight rail network with access to freight rail lines found in 19 out of the county's 24 municipalities.

Gloucester County's many industrial centers generate significant freight transportation activity, with the largest of these operations located at the northwestern end of the county. I-295 and the New Jersey Turnpike cross Gloucester County and offer local access and egress via 15 interchanges. Local rail freight service is provided by Conrail and SMS Rail Lines. Paulsboro Port specializes in accommodating ocean-going vessels hauling bulk commodities; however, the type of port traffic serviced is expected to broaden significantly once the major expansion of the port, currently underway, is completed.

Freight-related transportation is a major contributor to the county's economy and supports the nearly 20.0% of local jobs found in the Manufacturing and Transportation/Warehousing/Utilities industry sector.

CHAPTER 3:

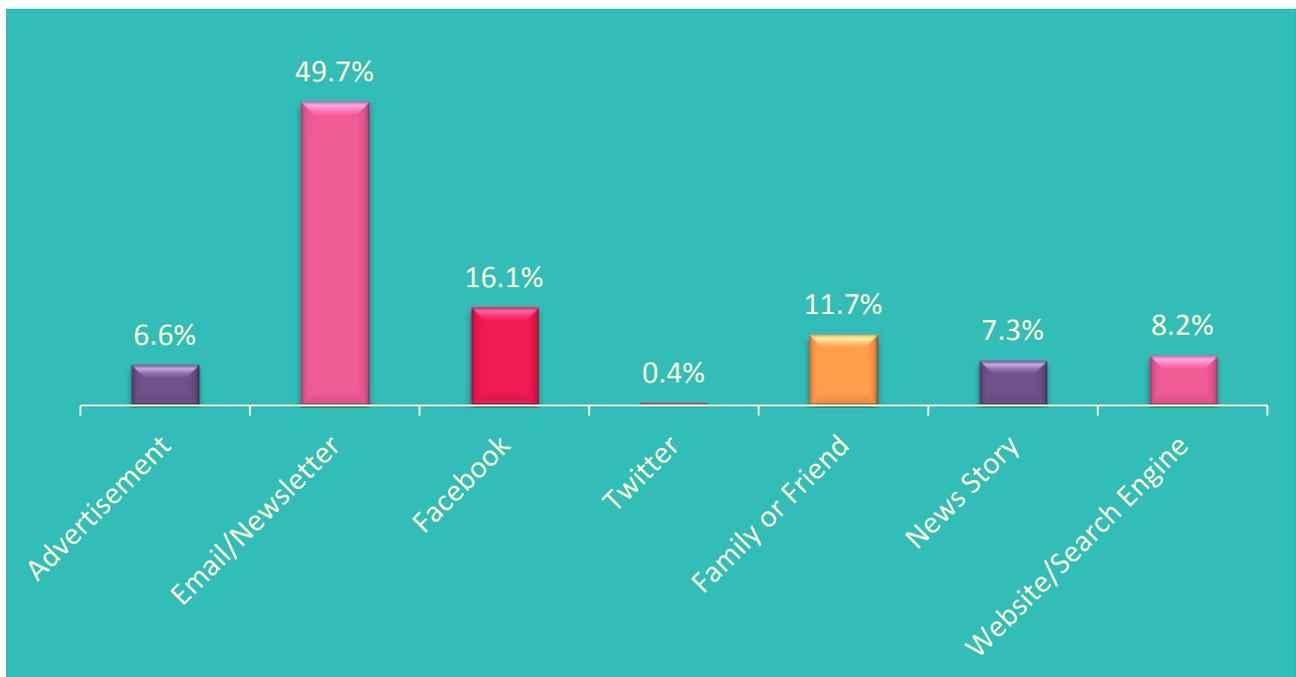
gc2040 Survey Development and Public Outreach

In addition to collecting data and reviewing previous planning efforts to learn about the current conditions in Gloucester County and the issues to focus on in the future, the project team conducted extensive public outreach to understand the community’s priorities. What residents and business owners value about Gloucester County is critically important to future planning. Successful planning strives to preserve what is locally cherished while allowing for future development to occur in an environmentally and economically sustainable way. Furthermore, linking land use and transportation planning and decision-making is needed for the county to grow in a sustainable fashion.

To garner the most public participation and input into the planning process that will ultimately produce the Unified Land Use and Transportation Element update to the County’s Master Plan, the project team decided to solicit input through an online survey (available in both English and Spanish) hosted by Survey Monkey. The online survey was promoted through social media marketing, traditional print marketing, and in-person outreach. 2,088 members of the public took the survey. Paper versions of the survey were made available in locations throughout the county and by request for those without the access or inclination to take the survey online. Of the 2,088 total responses received, 2,033 were submitted online and 55 on paper.

Most respondents learned of the survey through e-mail or a newsletter, but the other avenues for publicity together yielded close to half the responses, so the many-pronged approach proved to be successful.

Figure 43: Percent of Survey Responses by Outreach Method



Source: gc2040 Survey, 2015

Appendix A: Survey Respondent Demographics contains additional data on the survey respondents including municipality of residence or employment, age, home ownership status, and length of time as a county resident.

Stakeholder Interviews

DVRPC's Office of Smart Growth and the Gloucester County Planning Division met with as many stakeholders as possible during the development of the gc2040 online survey. Each stakeholder group reviewed the proposed survey questions and gave their input on how the survey could be made better. Both the initial draft of the survey and the final version of the survey—in English and Spanish—are included in Appendix B: gc2040 Survey. Additionally, each stakeholder group agreed to promote the survey to their own networks once it went live. Appendix C: Key Stakeholders contains a complete list of stakeholder groups that reviewed the proposed survey questions, provided input, and promoted the survey through their own networks.

The stakeholder meetings occurred from September through December 2014. The final version of the survey went live at the end of the first week of January 2015. Initially, it was marketed only through word-of-mouth via the stakeholder groups, and over 500 survey responses were received before print material distribution began around the county.

Informational Presentations to Stakeholders

After the online survey went live at the beginning of January, DVRPC gave presentations to a variety of stakeholder groups. While all groups were educated about Gloucester County's Master Plan Update process and asked to take the gc2040.com survey, presentations were tailored to the individual groups' needs. For example, at the presentation to the Gloucester County Library System, library staff learned how to walk patrons through the survey using the library's computer terminals. Each of them also provided the project team with valuable information on Gloucester County's strengths and weaknesses and gave their opinions on the county's future needs. These groups all agreed to promote the survey to their networks of people.

Event Presence

In addition to the formal presentations done by the project team, the Gloucester County Planning Division and its community allies attended events where they promoted the online survey with printed marketing materials.



Image: Aydee Moran-Caso at the Habitat for Humanity Ice-Skating Party promoting the gc2040 survey

Web Presence

The project website—gc2040.com—was housed within the Gloucester County Planning Division’s homepage. The page had direct-click links to take the survey in either English or Spanish. It also had navigation tabs allowing people to learn more about master plans and Gloucester County’s public outreach process as they clicked through them.



Image: gc2040.com Welcome Screen

The project’s Twitter account—@gc2040—gained 18 followers and was retweeted several times; however, less than 1% of survey respondents took the survey as a result of hearing about it via Twitter.



Image: gc2040 Twitter Homepage

The project’s Facebook page—facebook.com/gc2040—received 675 “likes,” and just over 16% of all survey respondents learned about the survey through the Facebook page. In addition to regular posts on the project’s Facebook page by project team members, a Facebook ad was purchased and ran during the final two months of the survey period.



Image: gc2040 Facebook Page

Numerous links to gc2040.com or the survey itself, surveymonkey.com/r/GC2040, were posted by others online. DVRPC’s graphic designer provided suitable web graphics for organizations willing to promote the survey on their own websites.

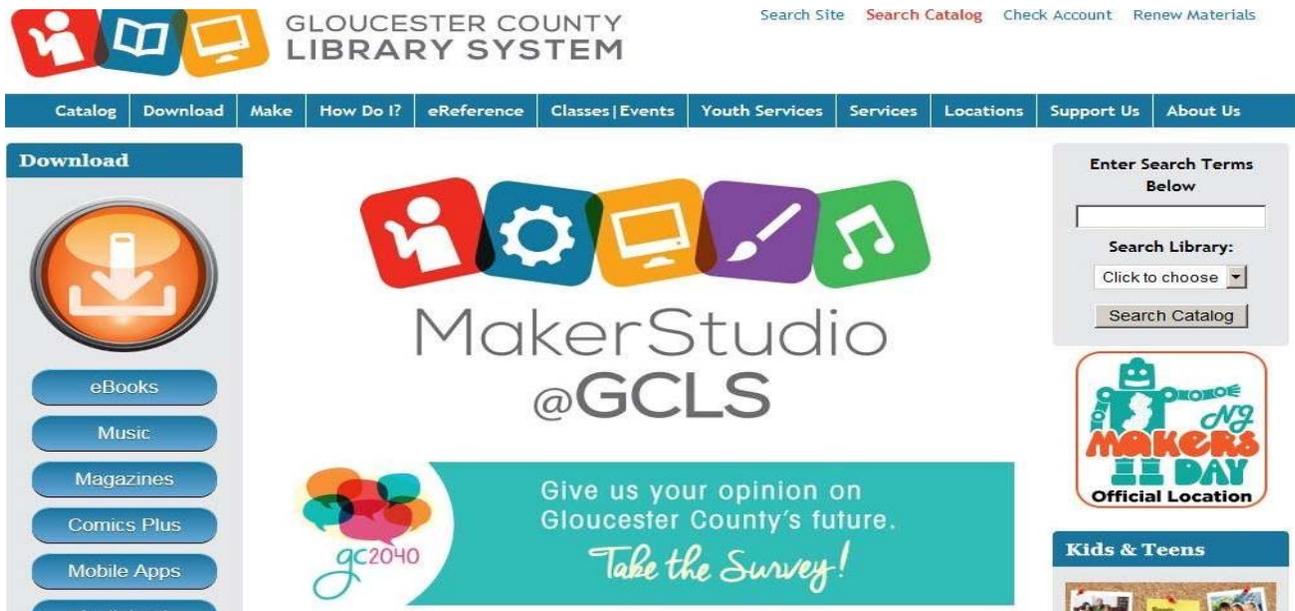


Image: gc2040 Link on the Gloucester County Library System Homepage

Newsletter Promotions

Close to half of all survey responses have come as a result of e-mail or a newsletter. Organizations that have used their newsletters to promote the gc2040 survey are listed below.

- South Jersey Land & Water Trust
- Kennedy Health System
- Gloucester County
- Center for Family Services
- Woodbury FAF
- Rowan College at Gloucester County
- Southern New Jersey Development Council
- Cross County Connection TMA
- The College of New Jersey “Constant Contact”
- Sustainable Jersey/Green Teams
- Rutgers University Marine Program
- NJ Future
- FEMA
- Urban Waters Federal Partnership Delaware River Watershed



Image: Gloucester County Spring 2015 Newsletter

Print Marketing

A variety of printed marketing materials were developed in English and Spanish for public outreach to promote the gc2040 survey. including posters, flyers, table tents, business cards, bus rack inserts, and bookmarks. They were distributed throughout the county during February and March. In addition, printed copies of the survey were distributed to selected locations, including all county vehicles.



Image: gc2040 posters, flyers, and table tents

Press Coverage

Two articles were written about Gloucester County’s Master Plan update, one by the South Jersey Times and one by the Philadelphia Inquirer. Over 7% of survey respondents learned of the survey through one of the news articles. Both are included in *Appendix D: Media Coverage*.

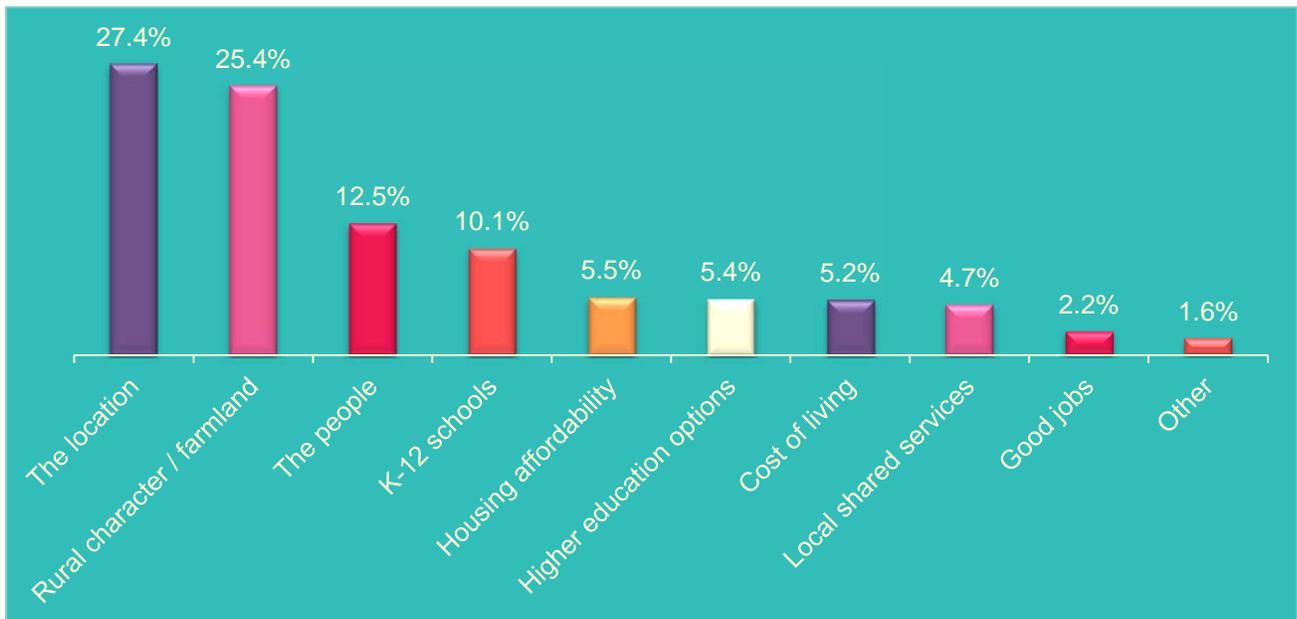
CHAPTER 4:

gc2040 Survey Results

Question 1: “What three things do you like best about Gloucester County?”

2,061 people answered this question, providing 5,719 responses, including write-in answers to the “Other” answer choice. The vast majority of the written-in responses were repeats of or elaborations on the choices given; however, several others added to the universe of total responses. In order to best incorporate these comments, the write-in responses to the “Other” category were sorted, grouped, and then included in the tally of total responses, bringing the final response total to 5,724 comments.

Figure 44: What People Like Best about Gloucester County



Source: gc2040 Survey, 2015

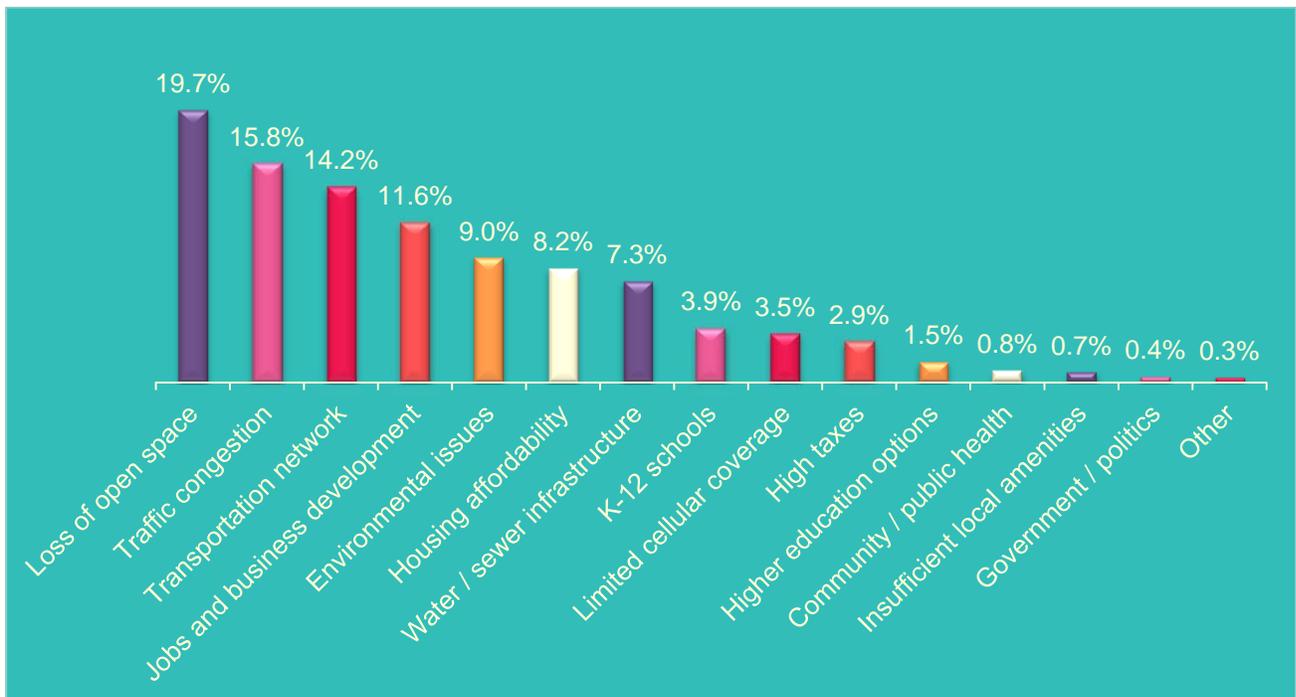
Perhaps not surprisingly, the things people like the most about the county—its location and rural character—are assets long recognized in previous planning efforts and by county leadership. However, it is very encouraging to note that Gloucester County people really like and appreciate each other! The number of responses received in each category is listed below, and responses categorized as “Other” are enumerated as well.

- The location (1,567)
- Rural character/farmland (1,452)
- The people (712)
- K–12 schools (576)
- Housing affordability (315)
- Higher education options (308)
- Cost of living (302)
- Local shared services (272)
- Good jobs (129)
- Other (91)
 - Business tax incentives (37)
 - Local amenities (22)
 - Nothing (14)
 - Public services (8)
 - It is home (6)
 - Uniqueness (4)

Question 2: “What do you think are the three biggest challenges facing Gloucester County?”

2,065 people answered this question, providing 5,945 responses, including write-in answers to the “Other” answer choice. Similar to the responses received for the first question, in this question also the vast majority of the written-in responses were repeats of or elaborations on the choices given. However, slightly more variety was added to the universe of total responses via the write-in answers. In order to best incorporate these comments, the write-in responses to the “Other” category were sorted, grouped, and then included in the tally of total responses, bringing the final response total to 5,975 comments.

Figure 45: What People Think Are Gloucester County’s Biggest Challenges



Source: gc2040 Survey, 2015

Confirming that Gloucester County values its rural nature, the single largest concern of survey respondents was the loss of open space, including farmland. Interestingly, the next two largest concerns dealt with the way people move through the county. Traffic congestion along the county’s major roadways is a problem identified not only by county residents, but also by the Congestion Management Process at DVRPC. Transportation network concerns included safety issues, the lack of east-west roadway connections through the county, and, most predominantly, the lack of transportation options available to those who would prefer to walk, bike, or take public transportation. As noted in the Existing Conditions, Transportation System section of this report, there are limited viable travel options available for those who do not wish to drive or have access to personal vehicles.

The remaining concerns expressed—regarding economic development, environmental issues, cost of living, and water/sewer infrastructure—are consistent with the concerns key stakeholders expressed during interviews. The number of responses in each area of concern is listed below:

- Loss of open space (1,176)
- Traffic congestion (946)
- Transportation network (848)
- Jobs and business development (692)
- Environmental issues (538)
- Housing affordability (492)
- Water/sewer infrastructure (437)
- K–12 schools (235)
- Limited cellular coverage (211)
- High taxes (176)
- Higher education options (88)
- Community/public health (50)
- Insufficient local amenities (42)
- Government/politics (24)
- Other (20)
 - Miscellaneous (11)
 - Insufficient public resources (4)
 - Not enough development (5)

Questions 3–9: “What types of new development do you think are appropriate for Gloucester County over the next 25 years?”

This section of the gc2040 survey asked respondents to describe how they think future development in Gloucester County should occur. To put the development types in perspective, this section was introduced with two sentences about population and employment projections: *Gloucester County is expected to add more than 85,000 new residents and 30,000 new jobs by the year 2040! Where and how this growth occurs will have a big impact on the character of the County.* In addition, a series of three photos was used to illustrate what each development type looks like as already represented in the county and region.

An average of 1,929 ratings was received for Questions 3–9 as detailed by the following chart.

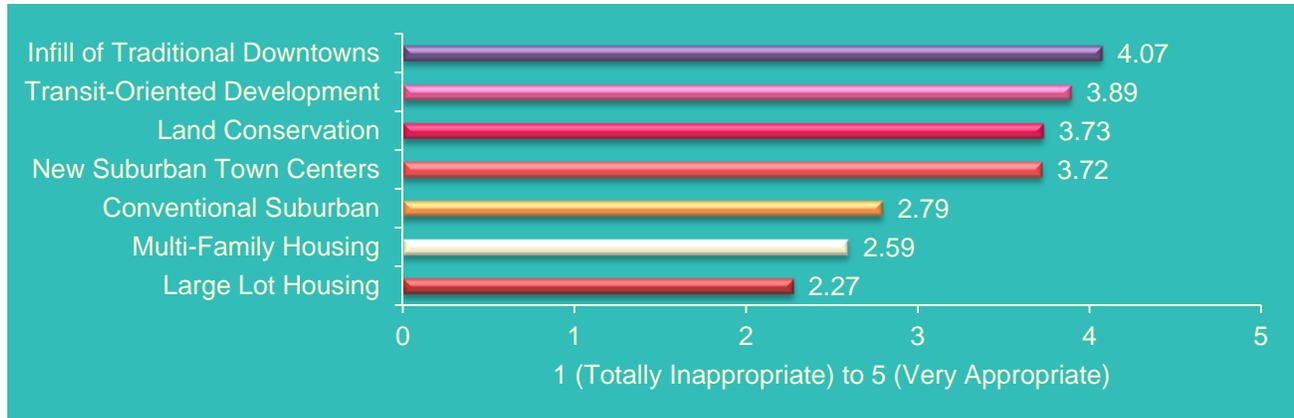
Table 2: Development Type Ratings

3. Priority Conservation of Farmland and Open Space					
Totally Inappropriate	Somewhat Inappropriate	Not Sure	Somewhat Appropriate	Very Appropriate	Total Responses
85	80	96	398	1272	1931
4. Conversion of Farmland to Large Lot Housing					
Totally Inappropriate	Somewhat Inappropriate	Not Sure	Somewhat Appropriate	Very Appropriate	Total Responses
787	402	184	368	193	1934
5. Conventional Suburban Development					
Totally Inappropriate	Somewhat Inappropriate	Not Sure	Somewhat Appropriate	Very Appropriate	Total Responses
474	432	225	614	179	1924
6. New Suburban Town Centers					
Totally Inappropriate	Somewhat Inappropriate	Not Sure	Somewhat Appropriate	Very Appropriate	Total Responses
232	169	167	707	654	1929
7. Adding New Housing and Commercial Development in Traditional Downtowns					
Totally Inappropriate	Somewhat Inappropriate	Not Sure	Somewhat Appropriate	Very Appropriate	Total Responses
127	132	134	615	913	1921
8. Transit-Oriented Development					
Totally Inappropriate	Somewhat Inappropriate	Not Sure	Somewhat Appropriate	Very Appropriate	Total Responses
187	139	192	596	814	1928
9. Medium to Higher Density Multi-Family Housing					
Totally Inappropriate	Somewhat Inappropriate	Not Sure	Somewhat Appropriate	Very Appropriate	Total Responses
600	417	278	460	181	1936

Source: gc2040 Survey, 2015

An overall appropriateness rating—based on a scale where 1 was Totally Inappropriate and 5 was Very Appropriate—was developed for each development type and indicates what survey respondents would like to see in Gloucester County’s future.

Figure 46: What People Think Are the Most Appropriate Development Types for Gloucester County



Source: gc2040 Survey, 2015

Given the value survey respondents place on the rural nature of Gloucester County, it is encouraging to see that they also prefer the types of development most likely to protect that asset. Infill of traditional downtowns, transit-oriented development, and new town centers create denser places (rather than sprawling ones), allowing a greater amount of open space to be preserved while still accommodating the need for growth.

Real estate market trends show that household preferences are changing, with more and more households wanting the types of amenities—walkable streets, parks, cafes, close proximity to employment, etc.—found in places with a denser development style. The most recent National Community Preference Survey (2013) conducted by the National Association of Realtors showed that a neighborhood with a mix of houses, stores, and businesses that are easy to walk to is preferred over a neighborhood with houses only that requires driving to stores and businesses (60 percent to 35 percent).⁴

Younger generations of Americans are not willing to drive as much as their older counterparts, a trend that has occurred even among young people who are employed and/or are doing well financially.⁵ Being able to attract new, young residents to Gloucester County will depend upon providing them with the types of housing and transportation choices that supports their lifestyle preferences.

The types of development favored by the survey respondents are not only more marketable, they cost less in infrastructure development given that infrastructure already exists. Infill development and denser styles of new development—like transit-oriented development and new town centers—simply require less because they use less land. In addition, transit-oriented development reduces the need to devote more land to parking because people have access to more transportation choices. Multi-family development is also a denser, more efficient development style, but not one preferred by survey respondents.

Strong support for land preservation was indicated by survey respondents. As previously noted, the county has preserved more than 20,000 acres of land; it should continue its aggressive preservation program moving forward. It appears that survey respondents understand that conventional suburban development and large-lot development cannot continue as they have during the decades between the last Master Plan update and today without threatening the rural character of the county.

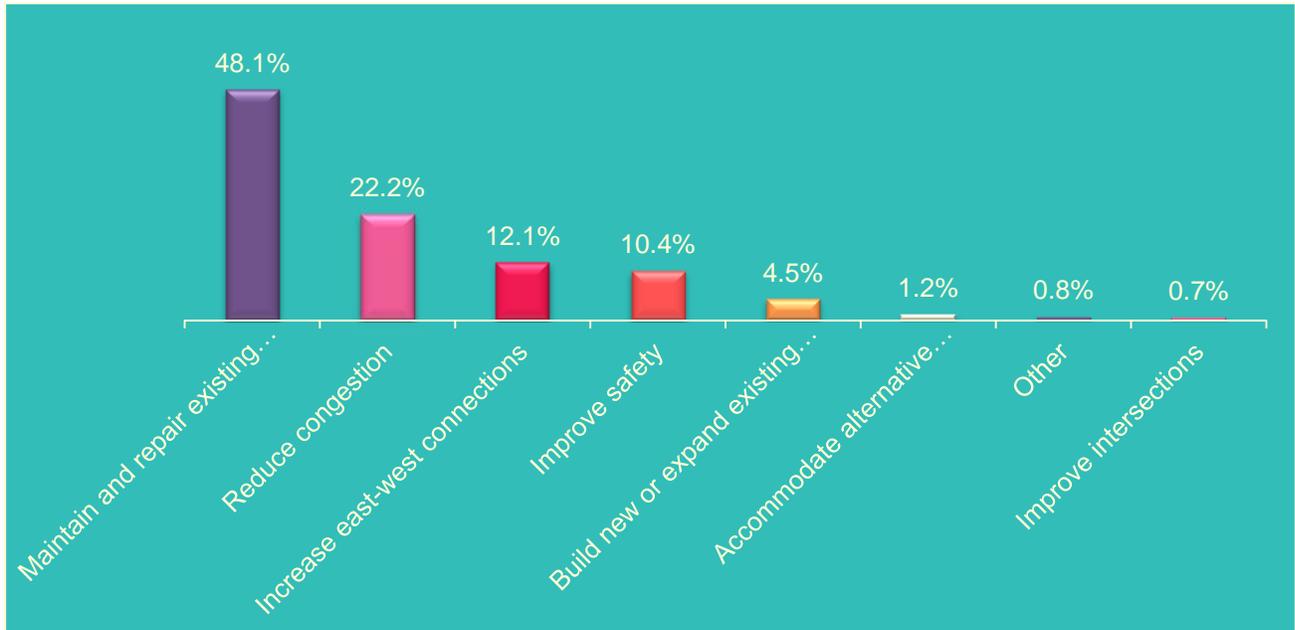
⁴ National Association of Realtors. National Community Preference Survey. 2013.

⁵ Davis, Benjamin, Tony Dutzik, and Phineas Baxandall. Transportation and the New Generation: Why Young People are Driving Less and What it Means for Transportation Policy. Frontier Group and U.S. PIRG Education Fund. 2012.

Question 10: “Select the roadway improvement you think would most benefit Gloucester County.”

Since Gloucester County’s current transportation system is made up predominantly of roads, an entire question was devoted to learning about respondents’ roadway priorities. Although 1,912 people gave their opinions, many did not limit themselves to one choice, so 2,649 answers were provided.

Figure 47: People’s Roadway Improvement Priorities



Source: gc2040 Survey, 2015

While maintaining and repairing the existing roadway network is clearly the top priority for survey respondents, people expressed appreciation for the county’s current maintenance program and differentiated between the condition of the roadways maintained by the county—good—and the state—bad. Based on what the project team learned through stakeholder interviews and existing conditions research, it was not surprising that the next three biggest priorities were to reduce traffic congestion, increase east-west connections, and improve safety.

It is interesting to note that, while this question was not meant to include responses about alternative modes of transportation, 33 people actually wrote in responses expressing this need in the “Other” category. As in previous questions, the majority of the written-in responses were repeats of or elaborations on the choices given, so they were included in those categories in tallying. However, the write-in responses that did not correspond with a given category were not easily categorized at all as they pertained to the special interests of respondents and ranged from concerns about wildlife crossings to the location of curbs along county roads. The number of responses in each category is listed below:

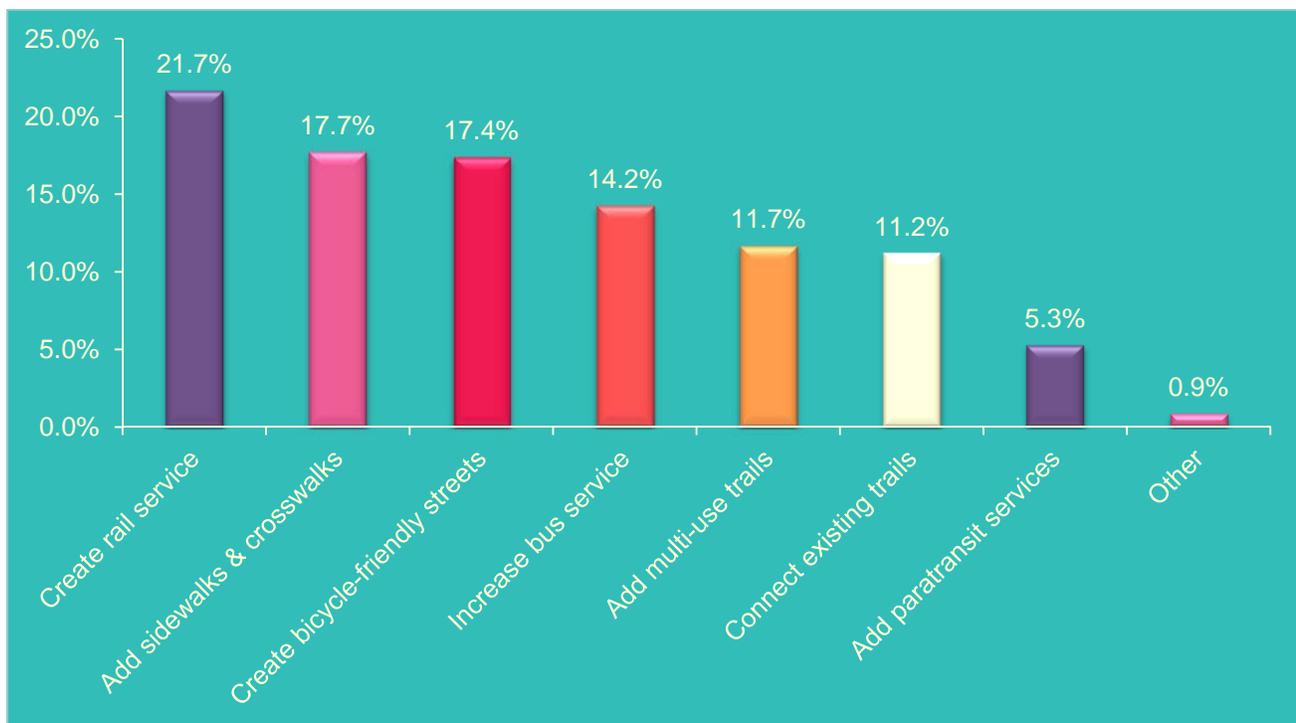
- Maintain and repair existing roads (1,274)
- Reduce congestion (587)
- Increase east-west connections (321)
- Improve safety (276)
- Build new or expand existing roads (118)
- Accommodate alternative modes (33)
- Other (21)
- Improve intersections (19)

Question 11: “Select up to three non-car transportation improvements you think would most benefit Gloucester County.”

In responding to this question, survey takers were able to elaborate on solutions to one of the three biggest challenges facing Gloucester County that they identified in Question 2—the lack of transportation options. Additionally, this question provided yet one more chance for the community to give their opinion about the proposed Glassboro-Camden Light Rail line, which has repeatedly been strongly supported by the public in surveys.

A total of 1,882 people answered this question, providing 4,935 responses, including write-in answers to the “Other” answer choice. Most of the written-in responses were repeats of or elaborations on the choices given and were sorted and grouped accordingly. However, some answers provided were unrelated to the question while others preferred no improvements at all—these remained categorized as “Other” in the final tally.

Figure 48: People’s Improvement Priorities for the Overall Transportation Network



Source: gc2040 Survey, 2015

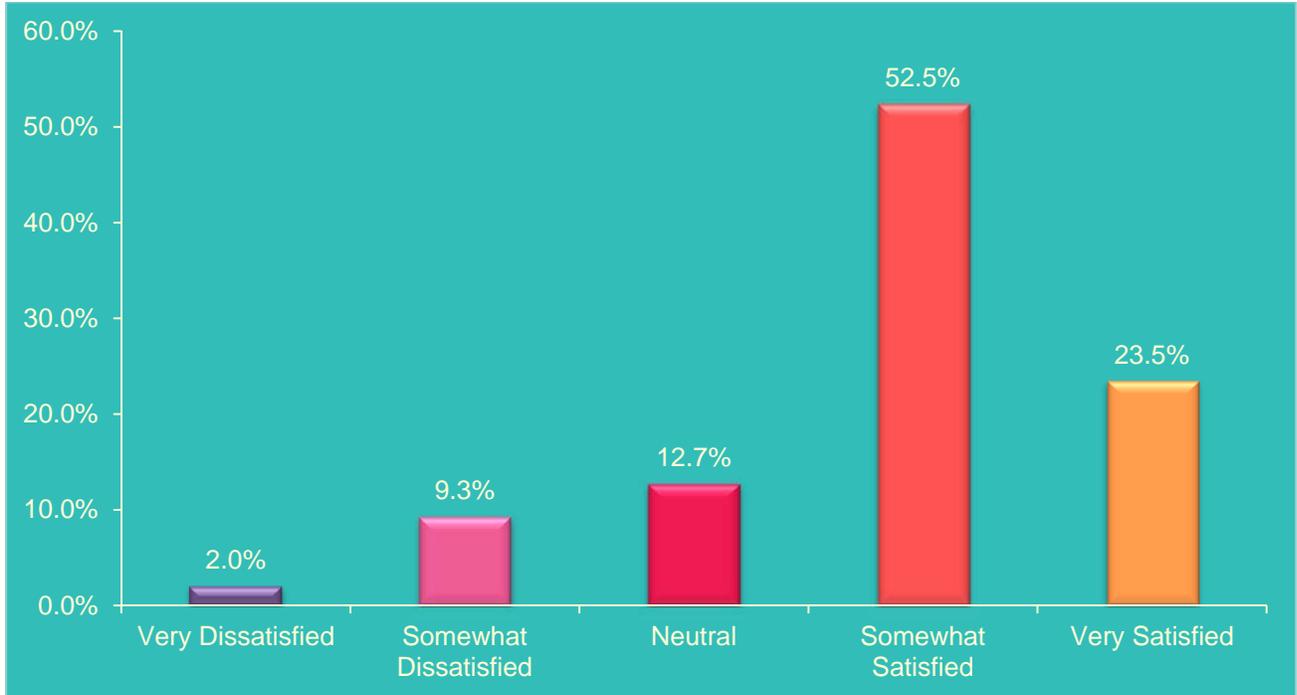
The highest priority improvement for the transportation network by survey respondents was to create rail service in Gloucester County, but there was strong support for expanding the available modes of non-car transportation with improvements to sidewalks, bicycle facilities, bus service, and trails. Again, survey respondents showed consistency in their priorities: these are the types of improvements that enhance the development preferences already expressed. Responses in each category are listed below:

- Create rail service (1,069)
- Add sidewalks and crosswalks (875)
- Create bicycle-friendly streets (857)
- Increase bus service (703)
- Add multi-use trails (576)
- Connect existing trails (553)
- Add paratransit services (260)
- Other (42)
 - Other/Non-Related (29)
 - None (13)

Question 12: “On a scale of 1 to 5, please describe how satisfied you are with the quality of life in Gloucester County.”

1,828 respondents answered this question as shown in Figure 39 below.

Figure 49: People’s Satisfaction with the Quality of Life in Gloucester County



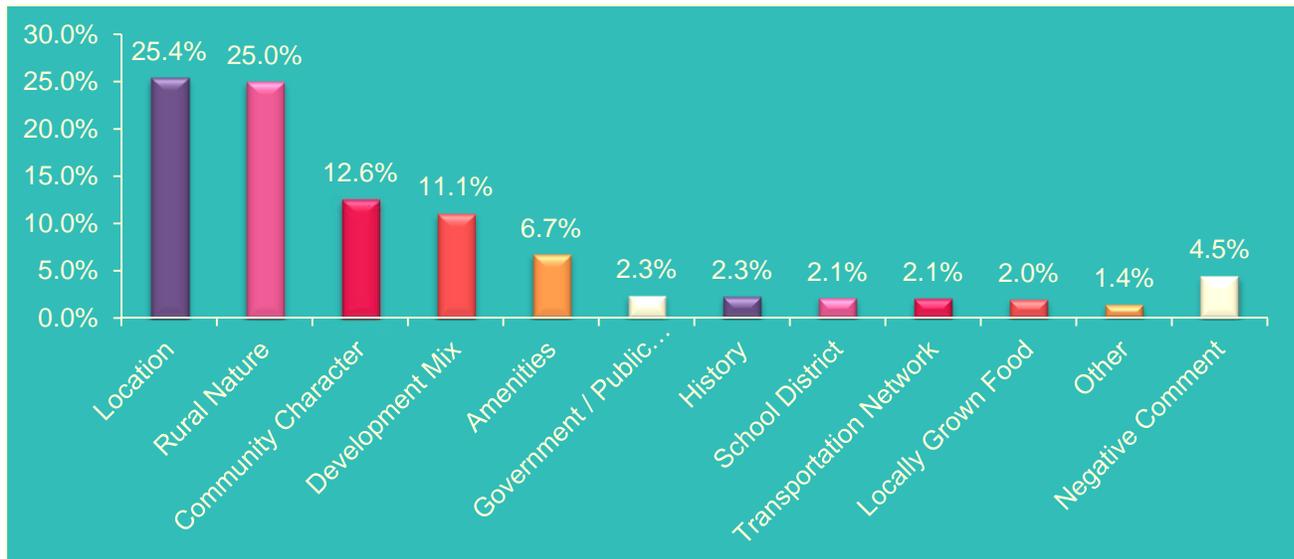
Source: gc2040 Survey, 2015

Over 75% of respondents (1,388 people) answered that they were either “somewhat satisfied” or “very satisfied” with life in Gloucester County. Just over 12% (233 people) were neutral, and less than 12% (207 people) were either “very dissatisfied” or “somewhat dissatisfied” with their quality of life. These results underscore the importance of preserving Gloucester County’s way of life for both current and future residents.

Question 13: “What do you think is unique or special about Gloucester County?”

Positing this question just after asking people to rate their quality of life in the county was intended to elicit commentary on what makes the quality of life what it is for the survey respondents. The number of people who answered this question was 1,220 people, listing 1,790 unique responses.

Figure 50: Gloucester County’s Unique and Special Qualities



Source: gc2040 Survey, 2015

Not surprisingly, the things people think are unique and special about Gloucester County are consistent with what they like best about the county—its location and its rural nature; over 900 people cited one of these two things. In the third highest response category, “Community Character,” 272 people wrote in answers on the themes of “the people” and “the homey feel” of the county. Close to 200 people specifically called out the “development mix” of the county as unique and special, and they are quite accurate—Gloucester County still retains a variety of community types ranging from rural, undeveloped land to small towns to bustling suburban areas that can accommodate many different types of housing and community preferences.

Questions 14 and 15: “If you could change one thing about Gloucester County, what would it be and why?” and “Is there anything else you would like us to know?”

The last two survey questions that asked respondents to talk about Gloucester County (before the demographic questions in the last section) yielded very specific, helpful answers that will be extremely useful to the project team when writing recommendations for the Unified Land Use and Transportation Element update to the County Master Plan. The number of people who answered these two questions was 1,299, the vast majority of their responses address their desire for more connectivity and choice in the transportation network, lower taxes, control of new development to preserve sensitive lands, and more amenities. The results were not graphed because when grouping the answers into categories, the project team noted that the specificity of the responses was being lost in that process, and that was an extremely valuable element of the feedback provided by these questions.

gc2040 Themes and Goals

The themes that emerged from the gc2040 survey focused on supporting the people of Gloucester County, capitalizing on its place in the region, and furthering its prosperity, both now and in the future. These themes, and their supporting goals and objectives, should underpin all recommendations in the new County Master Plan as they are expansive and overarching, with applicability to all elements of master planning. While the next phase of this project will produce the Unified Land Use and Transportation Element update, the land use and transportation recommendations generated during that process will further these broad themes and goals.

**“Gloucester
County’s
people truly
care.”**

- gc2040 survey comment

People

Over 700 survey respondents believe that the best thing about Gloucester County is the people—and they are right. In many ways the sense of community that county residents enjoy is directly attributable to the people who live and work there. Nurturing the relationships that contribute to this sense of community is one of the best ways to maintain the quality of life that makes Gloucester County special. Finding ways to sustain their feelings of unity and the appreciation residents have for one another is important; those intangible values must be translated into measurable aims. The Master Plan can support the people of the county by focusing on public health and education.

Healthy Communities Goal

Enable residents to live healthy lifestyles regardless of age, income, or ability.

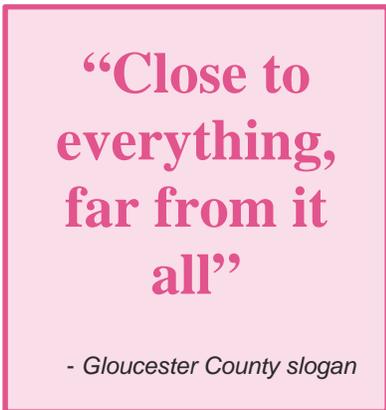
- Increase opportunities for both passive and active outdoor recreation;
- Enhance access to all types of health care;
- Enable residents to age in place;
- Increase public safety both within communities and on the county’s roadways.

Education Goal

Increase local opportunities for knowledge and success.

- Support Rowan University and Rowan College at Gloucester County, recognizing that they are economic engines as well as education providers;
- Make local schools centers of the community, ensuring that they are adequately funded, staffed, and meeting statewide standards;
- Promote local agricultural education programs that celebrate the county’s rural heritage and ensure that it continues;

- Educate citizens, allowing and encouraging them to participate in local and county decision-making.



Place

gc2040 survey respondents greatly value Gloucester County's location and its unique mix of development types. Not only is it situated near Philadelphia and Wilmington—two major employment centers—many people from the region travel through the county on their way to the Jersey Shore during the summer season. Along with its benefits, however, the location also brings traffic congestion, the second most cited challenge listed by respondents.

The ever-increasing development pressure Gloucester County faces due to its prime location is also recognized by survey respondents, who would like to see their way of life preserved. Currently, county residents can choose to live anywhere from a very rural setting, to a quaint small town, to a bustling suburban center. Even those who live

in the more metropolitan parts of the county value the open space and farmland still found in abundance in the county.

Finding ways to balance development pressure and the need to capitalize on its central location with preservation of sensitive lands and the currently available development mix is critical. The master plan can address the county's growing pains by promoting its location and amenities and coordinating future infrastructure improvements while preserving its unique attributes.

Promotion Goal

Attract new residents and visitors to the county.

- Market the county's proximity to Philadelphia and Wilmington to attract new residents who increase the residential tax base;
- Advertise the county's recreational/cultural attractions and agricultural tourism opportunities throughout the Greater Philadelphia region with an emphasis on attracting those passing through to the Jersey Shore.

Connectivity Goal

Make strategic infrastructure improvements.

- Mitigate traffic congestion by making necessary roadway improvements and providing transportation alternatives to the private automobile;
- Balance the county's transportation system by making it easier to travel on foot, by bicycle, or on public transit;
- Reinforce downtowns and main streets throughout the county as civic and commercial centers.

Preservation Goal

Maintain the county's rural character and variety of community types.

- Preserve open space, natural and wooded areas, and farmland;
- Encourage local agricultural production;
- Provide a range of housing options that maintain the county's mix of rural, small town, and suburban development styles.

**“There is
lots of
existing
economic
potential.”**

**“It is
affordable to
live here.”**

- gc2040 survey comments

Prosperity

Part of the reason Gloucester County residents who responded to the gc2040 survey are so satisfied with the quality of life in Gloucester County is due to the relatively low cost of living and the availability of a variety of good jobs. However, they also view economic development as one of the biggest challenges the county faces moving forward, right behind loss of open space and transportation network issues. The following goals and objectives are designed to promote economic development and control the cost of living, critical elements in ensuring that the county prospers into the future.

Economic Development Goal

Develop high quality jobs and local amenities.

- Create quality jobs for residents of all abilities;
 - Provide better access to job centers throughout the county;
 - Retain graduates from local educational institutions by providing walkable neighborhoods with easy access to local amenities;
- Increase the variety of local amenities desired by residents: parks, arts and cultural events, walkable downtowns, farm stands, and attractive shopping destinations.

Affordability Goal

Maintain the relatively low cost of living while retaining the quality of life valued by county residents.

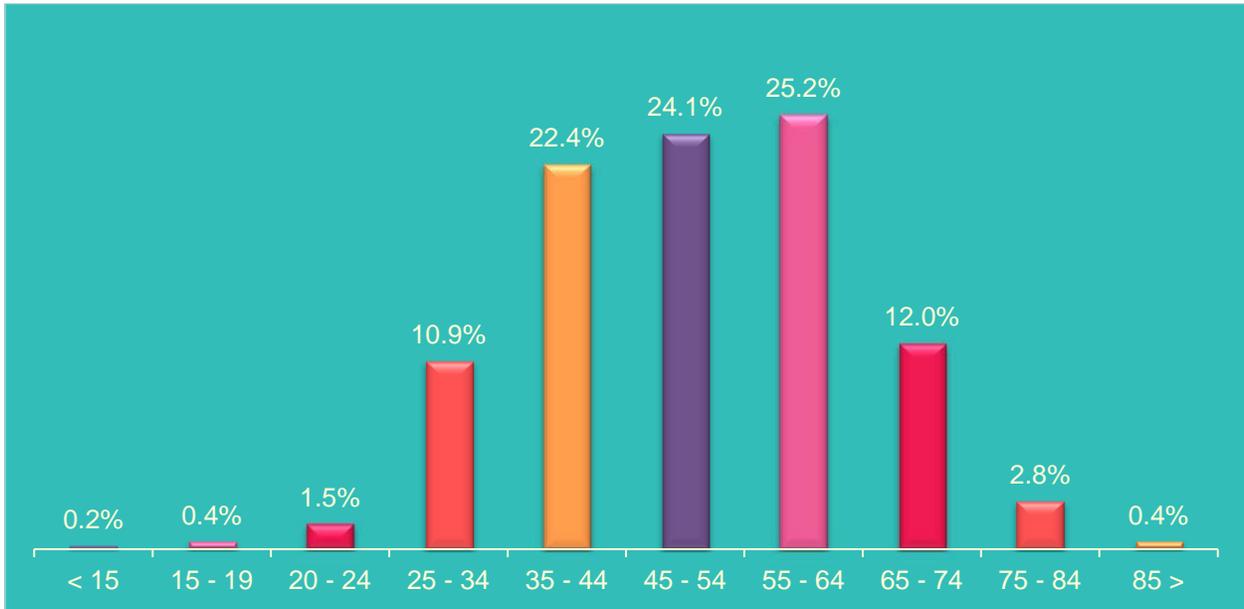
- Keep taxes at a competitive rate when compared to the state and region;
- Continue and expand the county's successful shared services program;
- Provide quality housing for residents of all income levels and life stages.



Appendix A

Appendix A: Survey Respondent Demographics

Figure A-1: Survey Respondents by Age

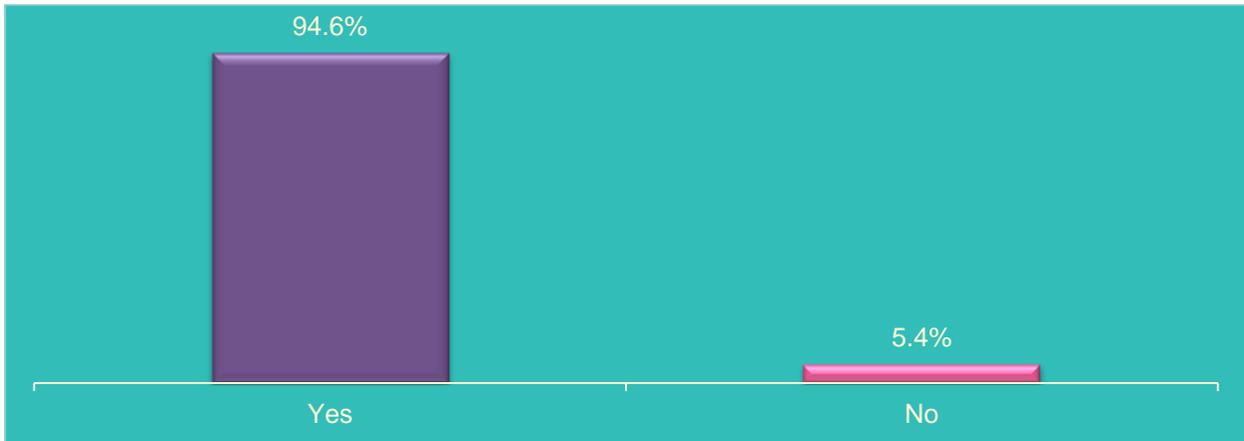


Source: gc2040 Survey, 2015

In response to Question 17, "How old are you?" 1,823 respondents chose to share their age group as follows:

- Under 15: 4
- 15-19: 8
- 20-24: 27
- 25-34: 199
- 35-44: 408
- 45-54: 440
- 55-64: 460
- 65-74: 218
- 75-84: 51
- 85 and Older: 8

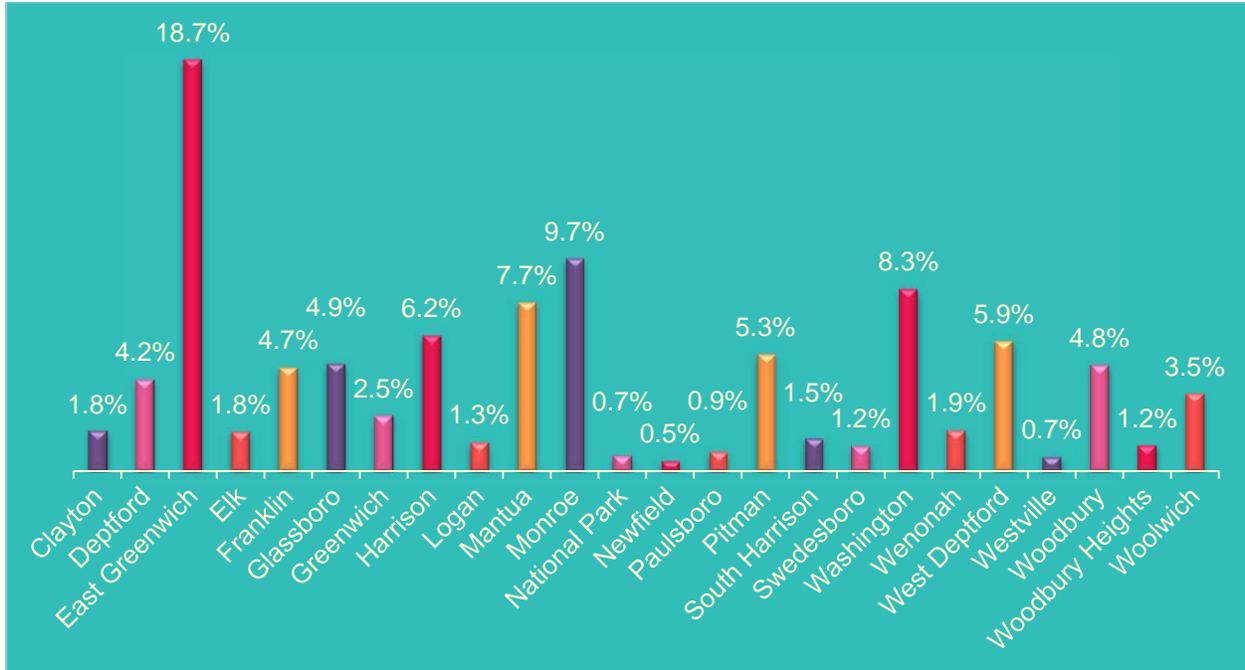
Figure A-2: Survey Respondents from Gloucester County



Source: gc2040 Survey, 2015

Question 18 asked, “Are you a resident of Gloucester County?” Of the 2,088 survey respondents, 1,819 people answered the question. Their answers show that an overwhelming majority were Gloucester County residents.

Figure A-3: Survey Respondents by Gloucester County Municipality

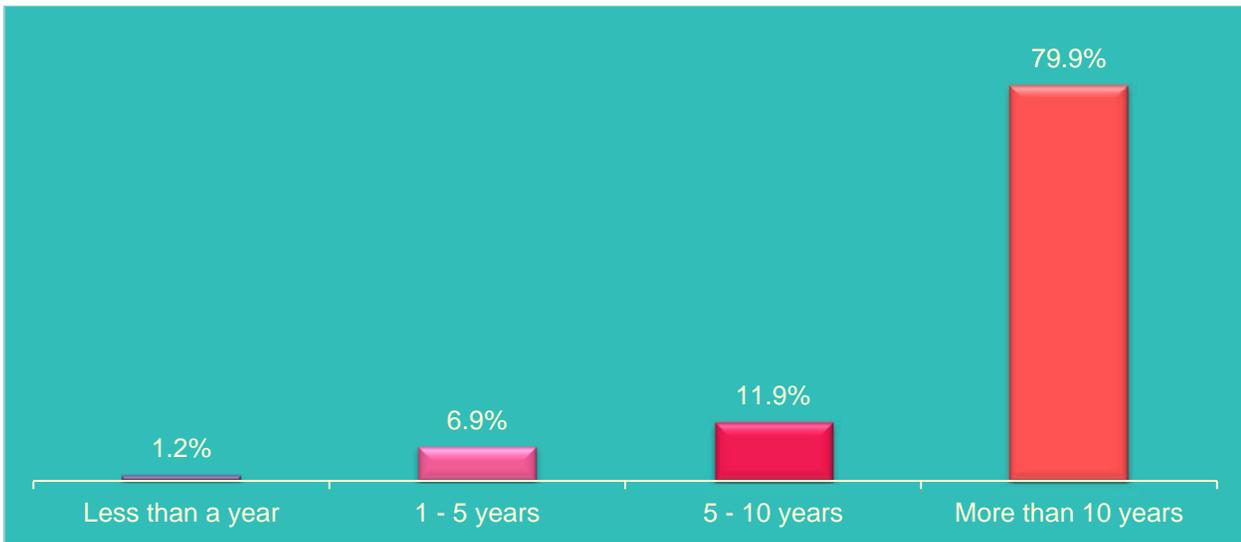


Source: gc2040 Survey, 2015

Those survey takers who replied “Yes” to the Gloucester County residency question, were then asked in Question 19, “In which municipality do you live?” While every municipality in the county had residents who took the survey, participation was not evenly distributed across the county. The 1,651 respondents who answered Question 19 are broken down here by their reported municipality of residence:

- Clayton: 30
- Deptford: 69
- East Greenwich: 309
- Elk: 30
- Franklin: 78
- Glassboro: 81
- Greenwich: 42
- Harrison: 102
- Logan: 22
- Mantua: 127
- Monroe: 160
- National Park: 12
- Newfield: 8
- Paulsboro: 15
- Pitman: 88
- South Harrison: 25
- Swedesboro: 19
- Washington: 137
- Wenonah: 31
- West Deptford: 98
- Westville: 11
- Woodbury: 80
- Woodbury Heights: 19
- Woolwich: 58

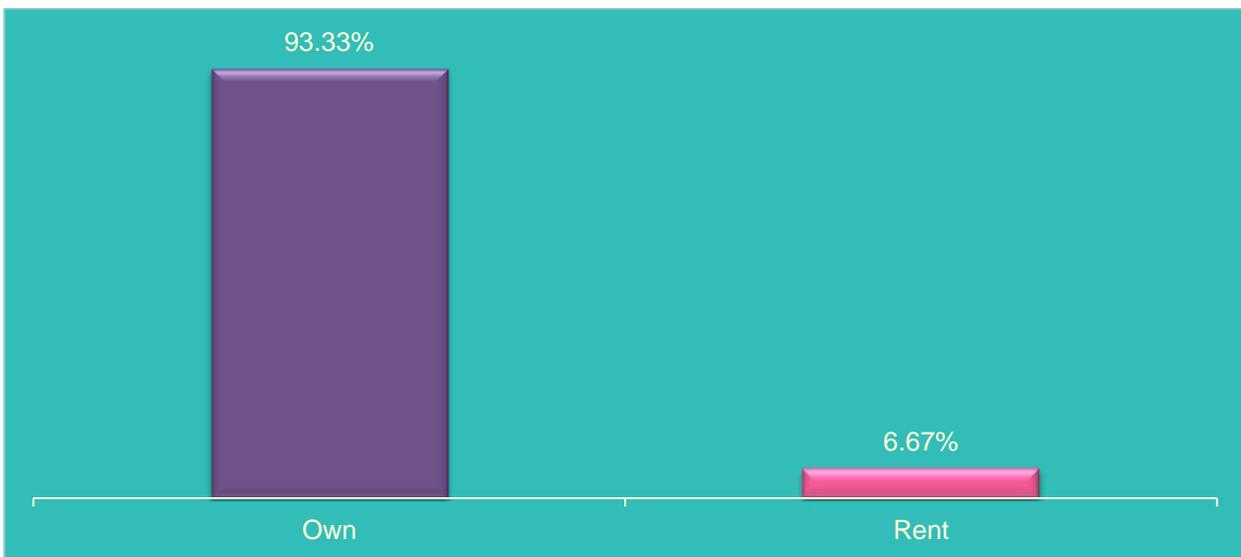
Figure A-4: Survey Respondents by Length of Time Living in Gloucester County



Source: gc2040 Survey, 2015

Respondents who self-identified as Gloucester County residents were asked, “How long have you lived in Gloucester County?” in Question 20. 1,705 responses were received and showed that the longer a person resided in the county, the more likely they were to have taken the gc2040 survey.

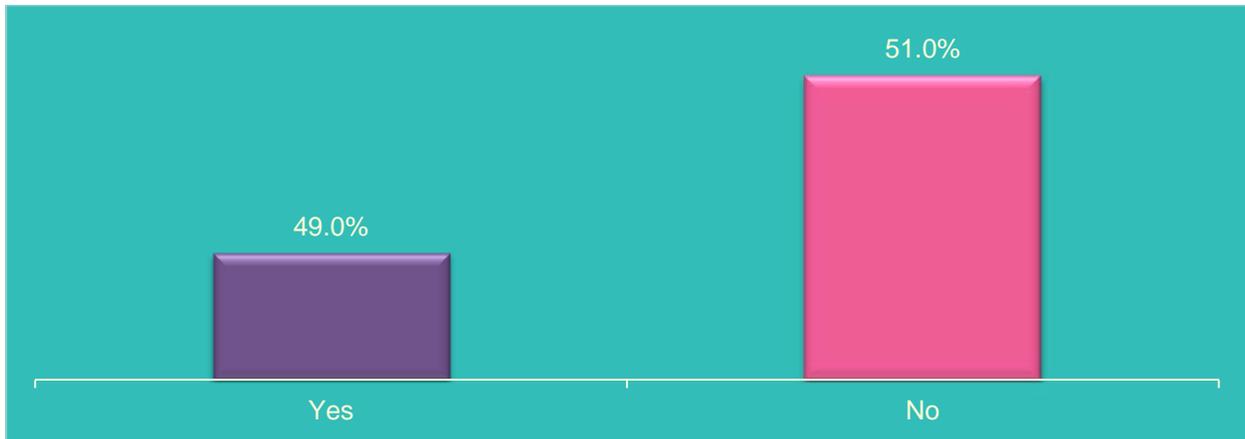
Figure A-5: Survey Respondents by Home Ownership Status



Source: gc2040 Survey, 2015

Many more homeowners than renters chose to take the survey. Question 21 asked, “Do you own or rent your home?” Of the 1,713 respondents who answered this question, 1,598 were homeowners and only 115 rented their homes.

Figure A-6: Survey Respondents Who Work or Attend School in Gloucester County

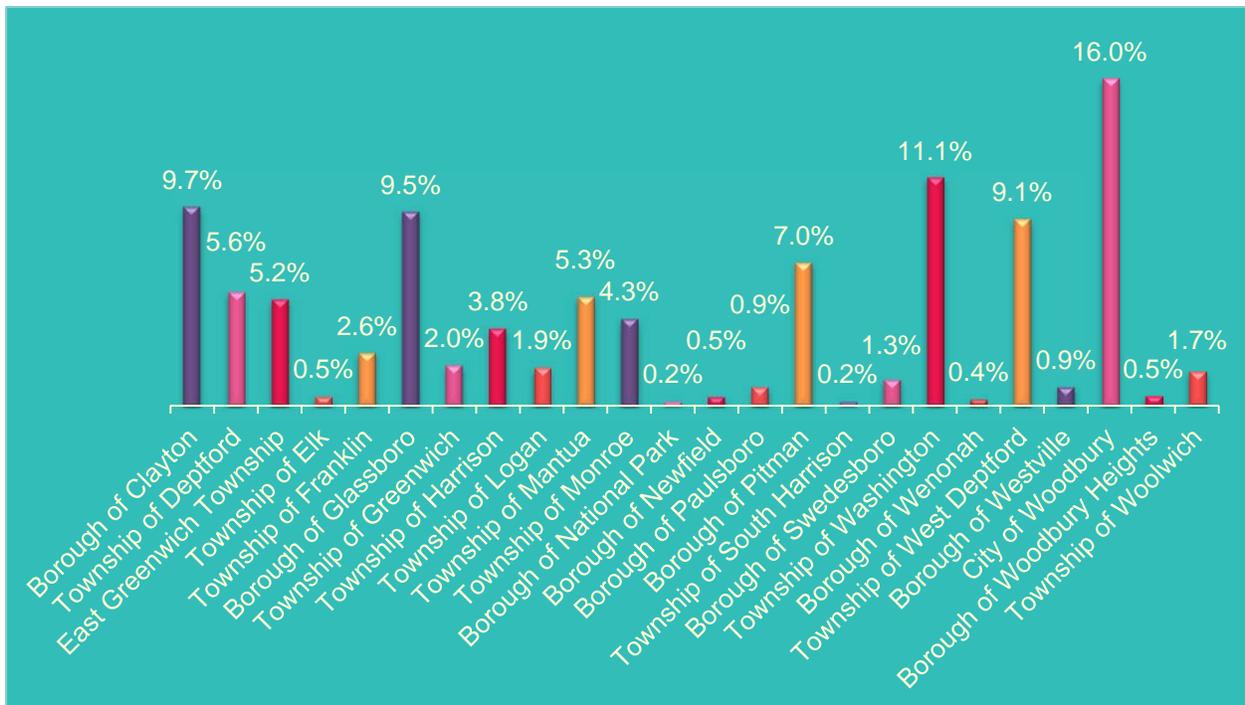


Source: gc2040 Survey, 2015

The next to last survey question asked, “Do you work or attend school in Gloucester County?” and 1,795 people answered this question, with just over half—916—indicating that, “No,” they neither work nor attend school in the county. These respondents were then advised they had reached the end of the survey.

The 879 respondents who answered, “Yes,” were then asked, “In which municipality do you work or attend school? (If you do both, in which municipality do you spend the most time either working or attending school?)”

Figure A-7: Survey Respondents by Location of Job or School in Gloucester County



Source: gc2040 Survey, 2015

The distribution of respondents' places of employment and education generally correspond with the distribution of jobs and educational institutions in Gloucester County and are as follows:

- Clayton: 82
- Deptford: 47
- East Greenwich: 44
- Elk: 4
- Franklin: 22
- Glassboro: 80
- Greenwich: 17
- Harrison: 32
- Logan: 16
- Mantua: 45
- Monroe: 36
- National Park: 2
- Newfield: 4
- Paulsboro: 8
- Pitman: 59
- South Harrison: 2
- Swedesboro: 11
- Washington: 94
- Wenonah: 3
- West Deptford: 77
- Westville: 8
- Woodbury: 135
- Woodbury Heights: 4
- Woolwich: 14



Appendix B

Appendix B: gc2040 Survey

Working Draft of gc2040 Survey

1. How old are you? (select one)

Under 15	45 – 54
15 – 19	55 – 64
20 – 24	65 – 74
25 – 34	75 - 84
35 – 44	85 and Older

2. Are you a resident of Gloucester County? (select yes or no)

If yes, in which municipality do you live? (select one from dropdown menu)

Borough of Clayton	Borough of Newfield
Township of Deptford	Borough of Paulsboro
East Greenwich Township	Borough of Pitman
Township of Elk	Township of South Harrison
Township of Franklin	Borough of Swedesboro
Borough of Glassboro	Township of Washington
Township of Greenwich	Borough of Wenonah
Township of Harrison	Township of West Deptford
Township of Logan	Borough of Westville
Township of Mantua	City of Woodbury
Township of Monroe	Borough of Woodbury Heights
Borough of National Park	Township of Woolwich

If yes, how long have you lived in Gloucester County? (select one)

- Less than a year
- 1 – 5 years
- 5 – 10 years
- More than 10 years

3. Do you work or attend school in Gloucester County? (select yes or no)

If yes, in which municipality do you work or attend school? (select one from dropdown menu)

Borough of Clayton	Borough of Newfield
Township of Deptford	Borough of Paulsboro
East Greenwich Township	Borough of Pitman
Township of Elk	Township of South Harrison
Township of Franklin	Borough of Swedesboro
Borough of Glassboro	Township of Washington
Township of Greenwich	Borough of Wenonah
Township of Harrison	Township of West Deptford
Township of Logan	Borough of Westville
Township of Mantua	City of Woodbury
Township of Monroe	Borough of Woodbury Heights
Borough of National Park	Township of Woolwich

4. What three things do you like best about Gloucester County? (select three)

The location

The people

Good jobs

Safety

Small-town feel

Cost of living

Schools

Parks/open space

Rural character/farmland

Local amenities/activities (if selected, please list)

Other (if selected, please list)

5. What do you think are the three biggest challenges facing Gloucester County? (select three)

Loss of farmland/open space

Not enough economic development

Taxes

Infrastructure maintenance (condition of roads, bridges, etc.)

Schools

Housing affordability

Traffic congestion

Crime

Lack of jobs

Other (if selected, please list)

6. The following pictures represent different types of growth patterns. Please rank them in order of your preference, from most desirable (4) to least desirable (1)



Conventional Suburb



Suburban Center



Traditional Downtown



Medium to Higher Density

Gloucester County is expected to add more than 85,000 residents and over 30,000 new jobs by the year 2040.

7. Where do you think most residential growth should be located? (select one)



Older Downtowns



New Town Centers



Areas Near Public Transit



Large Single-Use Centers



Rural areas / Farmland

8. Where do you think most new jobs should be located? (select one)



Older Downtowns



Newer Towns



Areas Near Public Transit



Industrial Areas



Large Single-Use Centers



Rural Areas

9. Select three roadway improvements you think would most benefit Gloucester County. (select three)
 - Maintain and repair existing roadway network
 - Improve roadway safety
 - Reduce roadway congestion
 - Increase connections between existing roadways
 - Expand the roadway network by adding new roads

10. Select three other types of transportation improvements you think would most benefit Gloucester County. (select three)
 - Increase bus transit service options
 - Create rail transit service options
 - Improve parking options
 - Increase walkable areas
 - Improve pedestrian safety
 - Mitigate noise impacts of overhead airport traffic
 - Create bicycle-friendly roads/trails

11. On a scale of 1 to 10 with 10 being the highest, rate your satisfaction with the quality of life in Gloucester County? (select a number between one and ten)

12. What is unique or special about Gloucester County? (open ended)

13. If you could change one thing about Gloucester County, what would it be and why? (open ended)

14. Is there anything else you would like us to know? (open ended)

Final Version of gc2040 Survey (English)



Gloucester County is updating its Master Plan, a public document that provides a blueprint for the county's future growth and development. It will represent the vision of the public – those who live, work, or play in Gloucester County – and this includes you!

Community Vision for the Master Plan Update

www.gc2040.com

Gloucester County Strengths and Challenges

1. What three things do you like best about Gloucester County?

- | | |
|---|---|
| <input type="checkbox"/> The location | <input type="checkbox"/> Local shared services |
| <input type="checkbox"/> Good jobs | <input type="checkbox"/> Business tax incentives |
| <input type="checkbox"/> K-12 schools | <input type="checkbox"/> Rural character / farmland |
| <input type="checkbox"/> Higher education options | <input type="checkbox"/> Cost of living |
| <input type="checkbox"/> The people | <input type="checkbox"/> Housing affordability |

Other (please specify)

2. What do you think are the three biggest challenges facing Gloucester County?

- | | |
|--|---|
| <input type="checkbox"/> Limited cellular coverage | <input type="checkbox"/> Limited public transportation / transportation choices |
| <input type="checkbox"/> Traffic congestion | <input type="checkbox"/> Higher education options |
| <input type="checkbox"/> Housing affordability | <input type="checkbox"/> Lack of high-paying jobs |
| <input type="checkbox"/> Insufficient water / sewer infrastructure | <input type="checkbox"/> K-12 schools |
| <input type="checkbox"/> Loss of farmland / open space | <input type="checkbox"/> Environmentally contaminated sites |

Other (please specify)

Future Development in Gloucester County

Gloucester County is expected to add more than 85,000 new residents and 30,000 new jobs by the year 2040! Where and how this growth occurs will have a big impact on the character of the county.

What types of new development do you think are appropriate for Gloucester County over the next 25 years?

3. Priority Conservation of Farmland and Open Space (new development only in already developed areas)



Totally Inappropriate	Somewhat Inappropriate	Not Sure	Somewhat Appropriate	Very Appropriate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Conversion of Farmland to Large Lot Housing (1 or more acres of land per house, all trips require driving)



Totally Inappropriate Somewhat Inappropriate Not Sure Somewhat Appropriate Very Appropriate

5. Conventional Suburban Development (homes on 1/4 acres lots, commercial areas located along major roads, most trips require driving)



Totally Inappropriate Somewhat Inappropriate Not Sure Somewhat Appropriate Very Appropriate

6. New Suburban Town Centers (mix of housing and commercial development, some trips can be made by walking)



Totally Inappropriate Somewhat Inappropriate Not Sure Somewhat Appropriate Very Appropriate

7. Adding New Housing and Commercial Development in Traditional Downtowns



Totally Inappropriate Somewhat Inappropriate Not Sure Somewhat Appropriate Very Appropriate

8. Transit-Oriented Development (mix of housing and commercial development adjacent to a transit stop)



Totally Inappropriate Somewhat Inappropriate Not Sure Somewhat Appropriate Very Appropriate

9. Medium to Higher Density Multifamily Housing



Totally Inappropriate Somewhat Inappropriate Not Sure Somewhat Appropriate Very Appropriate

Transportation Issues in Gloucester County

10. Select the roadway improvement you think would most benefit Gloucester County.

- Maintain and repair existing roads. Improve safety.
- Build new roads. Increase east-west connections.
- Reduce congestion.
- Other (please specify)

11. Select up to three non-car transportation improvements you think would most benefit Gloucester County.

- Add multi-use trails. Increase bus service.
- Connect existing trails. Create rail service.
- Add sidewalks. Add paratransit services.
- Create bicycle-friendly streets.
- Other (please specify)

Quality of Life in Gloucester County

12. On a scale of 1 to 5, please describe how satisfied you are with the quality of life in Gloucester County.

Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
<input type="radio"/>				

13. What do you think is unique or special about Gloucester County?

14. If you could change one thing about Gloucester County, what would it be and why?

15. Is there anything else you would like us to know?

Demographic Information

All survey takers will remain anonymous!

16. How did you hear about this survey?

- | | |
|--|--|
| <input type="checkbox"/> Advertisement (flyer, poster, etc.) | <input type="checkbox"/> Family or Friend |
| <input type="checkbox"/> Email/Newsletter | <input type="checkbox"/> News Story |
| <input type="checkbox"/> Facebook | <input type="checkbox"/> Website/Search Engine |
| <input type="checkbox"/> Twitter | |

Other (please specify)

17. How old are you?

- | | |
|-----------------------------------|---------------------------------------|
| <input type="checkbox"/> Under 15 | <input type="checkbox"/> 45 - 54 |
| <input type="checkbox"/> 15 - 19 | <input type="checkbox"/> 55 - 64 |
| <input type="checkbox"/> 20 - 24 | <input type="checkbox"/> 65 - 74 |
| <input type="checkbox"/> 25 - 34 | <input type="checkbox"/> 75 - 84 |
| <input type="checkbox"/> 35 - 44 | <input type="checkbox"/> 85 and Older |

18. Are you a resident of Gloucester County?

- Yes
- No



19. In which municipality do you live?

19. Do you work or attend school in Gloucester County?

- Yes
- No

20. How long have you lived in Gloucester County?

- Less than a year
- 1 - 5 years
- 5 - 10 years
- More than 10 years

20. In which municipality do you work or attend school? (If you do both, in which municipality do you spend the most time either working or attending school?)

21. Do you own or rent your home?

- Own
- Rent

Final Version of gc2040 Survey (Spanish)



El Condado de Gloucester está actualizando su Plan Maestro, un documento público que ofrece un plan para el futuro crecimiento y desarrollo de condado. El Plan Maestro representará la visión del público, los que viven, trabajan o visitan a disfrutar el ambiente y los actividades en el Condado de Gloucester, y esto incluye a usted!

Visión Comunitaria para la Actualización del Plan Maestro

www.gc2040.com

El Condado de Gloucester Fortalezas y Retos

1. ¿Qué tres cosas te gusta mejor sobre el Condado de Gloucester?

- | | |
|---|--|
| <input type="checkbox"/> La gente | <input type="checkbox"/> Buenos empleos |
| <input type="checkbox"/> Opciones de educación superior | <input type="checkbox"/> Servicios compartidos locales |
| <input type="checkbox"/> La ubicación | <input type="checkbox"/> Carácter rural / tierras de labrantío |
| <input type="checkbox"/> Costo de la vida | <input type="checkbox"/> Incentivos fiscales empresariales |
| <input type="checkbox"/> Escuelas K12 | <input type="checkbox"/> Asequibilidad de la vivienda |

Otros (por favor especifique)

2. ¿Qué crees que son los tres mayores retos que enfrenta el Condado de Gloucester?

- | | |
|---|--|
| <input type="checkbox"/> Escuelas K12 | <input type="checkbox"/> Pérdida de tierras de cultivo / espacio abierto |
| <input type="checkbox"/> Vivienda asequible | <input type="checkbox"/> Transporte público limitado / opciones de transporte |
| <input type="checkbox"/> Opciones de educación superior | <input type="checkbox"/> Limitada cobertura celular |
| <input type="checkbox"/> Congestión del tráfico | <input type="checkbox"/> Sitios contaminados el medio ambiente |
| <input type="checkbox"/> Falta de empleos remunerados | <input type="checkbox"/> Cantidad insuficiente de agua / infraestructura de alcantarillado |

Otros (por favor especifique)

Futuro Desarrollo en el Condado de Gloucester

El Condado de Gloucester se espera agregar más de 85,000 nuevos residentes y más de 30,000 nuevos puestos de trabajo para el año 2040. Dónde y cómo se produce este crecimiento tendrá un gran impacto sobre el carácter del condado.

¿Qué tipos de nuevo desarrollo crees que son apropiados para el Condado de Gloucester en los próximos 25 años?

3. Conservación de Prioridad de Tierras de Cultivo y Espacio Abierto (nuevo desarrollo solamente en áreas ya desarrolladas)



Totalmente Inapropiado

Algo Inadecuado

No Estoy Seguro

Algo Apropiado

Muy Apropiado

4. Conversión de Tierras de Cultivo a la Vivienda Amplio Lote (1 o más acres de terreno por casa, todos los viajes requieren de conducción)



Totamente Inapropiado Algo Inadecuado No Estoy Seguro Algo Apropiado Muy Apropiado

5. Desarrollo Suburbano Convencional (1/4 acre lote por zonas casa comerciales ubicado a lo largo de las carreteras principales, mayoría de los viajes requiere de conducción)



Totamente Inapropiado Algo Inadecuado No Estoy Seguro Algo Apropiado Muy Apropiado

6. Nuevos Centros de Ciudad Suburbana (mezcla de desarrollo de vivienda y comerciales, puede realizar algunos paseos caminando)



Totamente Inapropiado Algo Inadecuado No Estoy Seguro Algo Apropiado Muy Apropiado

7. Agregar Nueva Vivienda y Comercial el Desarrollo en Centros Tradicionales de la Ciudad



Totalmente Inapropiado

Algo Inadecuado

No Estoy Seguro

Algo Apropiado

Muy Apropiado



8. Desarrollo Orientado al Tránsito (mezcla de desarrollo de vivienda y comerciales junto a una parada de tránsito)



Totalmente Inapropiado

Algo Inadecuado

No Estoy Seguro

Algo Apropiado

Muy Apropiado



9. Mediano a Mayor Densidad de Viviendas Multifamiliares



Totalmente Inapropiado

Algo Inadecuado

No Estoy Seguro

Algo Apropiado

Muy Apropiado



Información Demográfica

Los encuestadores permanecerá anónimos!

16. ¿Cómo se enteró acerca de esta encuesta?

- | | |
|--|--|
| <input type="checkbox"/> Anuncio (folleto, cartel, etc.) | <input type="checkbox"/> Familia o Amigo |
| <input type="checkbox"/> Correo electrónico | <input type="checkbox"/> Noticia |
| <input type="checkbox"/> Facebook | <input type="checkbox"/> Sitio Web / Motor de Búsqueda |
| <input type="checkbox"/> Twitter | |

Otros (por favor especifique)

17. ¿Cuántos años tienes?

- | | |
|----------------------------------|---------------------------------------|
| <input type="checkbox"/> Bajo 15 | <input type="checkbox"/> 45 - 54 |
| <input type="checkbox"/> 15 - 19 | <input type="checkbox"/> 55 - 64 |
| <input type="checkbox"/> 20 - 24 | <input type="checkbox"/> 65 - 74 |
| <input type="checkbox"/> 25 - 34 | <input type="checkbox"/> 75 - 84 |
| <input type="checkbox"/> 35 - 44 | <input type="checkbox"/> 85 y Mayores |

18. ¿Es usted un residente del Condado de Gloucester ?

- Sí
- No

19. ¿En que municipio vives?

20. ¿Cuánto tiempo ha residido en el Condado de Gloucester?

- Menos de un año
- 1 - 5 años
- 5 - 10 años
- Más de 10 años

19. ¿Trabaja o asiste a la escuela en el Condado de Gloucester?

- Sí
- No

20. En que municipio trabaja o asiste a la escuela? (Si hace ambas cosas, por favor seleccione el municipio en el que pasas más tiempo trabajando o asistiendo a la escuela.)

¿Es dueño de su vivienda o alquila una vivienda?

- Propia
- Alquiler



Appendix C

Appendix C: Key Stakeholders

The following stakeholder groups reviewed the proposed survey questions, provided input, and promoted the survey through their own networks. They also provided the project team with an assessment of the county's strengths and weaknesses and areas of greatest need.

- APA NJ Transportation Committee
- Churchill Associates (County Wastewater Plan Consultant)
- Conserve Wildlife Foundation
- County Board of Freeholders
- County Board of Taxation
- County Builder's League
- County Chamber of Commerce
- County Clerk
- County Cultural and Heritage Commission
- County Department of Public Works
- County Disability Services
- County Economic Development
- County Engineer
- County Fire Marshall
- County Health Department
- County Human Services
- County Improvement Authority
- County Legal Department
- County Mosquito Control Commission
- County Office of Land Preservation
- County Parks & Recreation
- County Partners for Wellness
- County Planning Board
- County Public Information Department
- County Senior Services Department
- County-wide Emergency Management
- Director of the County Library System
- Farmworkers Support Committee
- Franklin Township Mayor and Councilperson
- Gloucester County NAACP
- Greater Egg Harbor Watershed Association
- Greater Woodbury Arts Council
- Kennedy Health System
- Monroe Township Planning Board
- New Jersey American Water
- New Jersey Conservation Foundation
- NJDEP Division of Fish and Wildlife GIS
- Pinelands Commission
- Rowan College at Gloucester County
- Rowan University
- Rutgers University Cooperative Extension
- Soil Conservation District
- South Jersey Land & Water Trust
- Southern New Jersey Development Council
- State Office of Planning Advocacy
- Stuart Wallace, LLC (County Mitigation Plan Consultant)
- U.S. Army Corps of Engineers
- U.S. Geological Survey
- Unexpected Wildlife Refuge

DVRPC staff gave informational presentations to and learned about the county's strengths and weaknesses from these stakeholder groups:

- FEMA
- Woolwich Township Director of Community Development
- Gloucester County Emergency Responders' Meeting
- Logan Township Administrator
- Gloucester County Mayors' Association
- Borough of Glassboro Business Administrator
- Veterans' Affairs
- Cross County Connections
- Gloucester County Library System
- Gloucester County Youth Services
- St. John of God Community Services
- Gloucester County Human Services Advisory Council



Appendix D

Appendix D: Press Coverage



What do you want Gloucester County to look like in 2040? Officials seeking public's input with new survey

gc2040

Michelle Caffrey | South Jersey Times By Michelle Caffrey | South Jersey Times

Follow on Twitter

on January 24, 2015 at 7:30 AM, updated January 24, 2015 at 7:31 AM

What do you want **Gloucester County** to look like in 25 years? That's the question county officials are posing to its nearly 230,000 residents in coming months, as it launches a new survey to help formulate a new master plan.

Funded through a \$125,000 grant from the Delaware Valley Regional Planning Commission, the survey asks residents to weigh in on their favorite aspects of the county, its biggest challenges, what kind of housing, commercial and transportation development they'd like to see and more.

It's all part of a wider effort to update the county's master plan, an effort that Emily Costello, senior planner in the DVRPC's Office of Smart Growth, said is long overdue. Municipalities seeking to do their own improvements are required to stay within their master plans and that of the count. But since Gloucester County's hasn't been updated since 1982, that becomes challenging.

Getting a new plan together will mean more open doors for funding and investment opportunities, said Costello.

"It's extremely important right now," said Costello. "People want to see people are working together and collaborating as part of a regional vision. No one can show that in Gloucester County because anytime a municipality does something that's proactive, it's not in compliance with the county's master plan."

Legally, counties are required to not only have a plan in place, but to reach out to the public for its input before launching it.

"The DVRPC is a valuable partner in this effort and the results of the *GC2040: Let's Talk* survey and subsequent Master Plan update will allow Gloucester County to create a framework to evaluate the community's progress toward its goals," said Freeholder Heather Simmons, liaison to the Department of Planning, in a release.

The GC2040 survey, available in both English and Spanish, focuses on two intertwining elements that are crucial to the county's future — land use and transportation. Using photo examples, the survey presents a range of options to residents. Do they want to see more high-density housing? A focus on open-space preservation while building up downtowns? An increase in suburban subdivisions? Would they like to see more road connections running east to west? Improvements to traffic congestion? A new light rail?

Want to give your two cents? Click here to take the GC2040 survey

Whatever the answers, Costello said the DVRPC's role is to make it happen in a way that makes the most sense.

"It actually has to be [residents'] vision, it's our job to make it happen in a way that's sustainable," she said.

The survey questions themselves were formulated with help from more than 50 different stakeholding organizations, including government agencies and local institutions ranging from Rowan University to the county departments to the Pinelands Commission. They'll continue to meet with the stakeholding groups throughout the "vision plan" phase of the process, Costello said.

It's important to have a wide range of voices contributing, given the fact Gloucester County is projected to have significant growth, she said. Not only is it the fastest growing county over the past 25 years, it's projected to be the fastest growing county in the next 25 years, with an estimated addition of more than 87,000 residents, a 30 percent increase, and 30,000 jobs, a 26 percent increase.

"That's really, really huge," said Costello. "Where the development goes and what it looks like greatly effects the character of the county in the future. By learning what people want to prioritize, we can help them actually achieve that."

She especially hopes the younger generation will take an interest and weigh in, given they'll be most affected by the long-term planning.

"For kids at Rowan or even in high school, this could be critical to them. This could affect access to jobs and transportation available to them in their primary working years," said Costello, adding the whole process really is "very cool."

She said that even though they have yet to launch their print marketing campaign, they've already had more than 600 responses. They're aiming to get thousands by the time the survey closes in April.

"We want this to really represent the public," said Costello. "We want everybody, average people who care about Gloucester County, to give their opinion."

After the opinions are collected, the DVRPC will compile the results and close the vision process in 2015. They'll present all of their results to the county and compile a plan, which will hopefully be ready in July of 2016. They county will then tackle one additional element each year until the entire plan is complete.

But, Costello said, first thing's first. People need to weigh in.

"This is the most important step," she said. "This is when the public gets to say what they want to have happen."

To take the survey in English, visit www.surveymonkey.com/r/GC2040. To take it in Spanish visit www.surveymonkey.com/r/GC2040Espanol.

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Gloucester County drafting master plan for regional growth

14 COMMENTS

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Woolwich Township Mayor Sam Maccarone (left) and the town's director of community development, Matt Blake, at farmland previously approved for subdivisions, but soon to be marked for preservation from development. (CURT HUDSON / For The Inquirer)

Angelo Fichera, Inquirer Staff Writer

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In 1982, when Gloucester County planners drafted a framework for growth, one-fifth of the county's land was considered developed - a statistic perhaps best reflected in a slogan that would become the county's mantra: "Close to everything, far from it all."

Three decades later, almost a third of the county is developed. The 330-square-mile county's population has increased by more than 90,000, to about 290,000. Its portion of Route 55 went from plan to pavement. Washington Township's population almost doubled.

If the planners are correct, more changes are coming.

That's why the county last month launched a "gc2040" campaign advertising an online survey aimed at gauging the needs of residents, as officials plan for more population and development growth over the next 25 years. With assistance - and a \$125,000 grant - from the Delaware Valley Regional Planning Commission, the county will update its 1982 master plan by next year.

"South Jersey and Gloucester has a real opportunity with this master plan to sort of get ahead" as improving economic conditions encourage development, said Peter Kasabach, executive director of New Jersey Future, a nonprofit that promotes smart growth. "South Jersey is going to face the same pressures North Jersey did."

The DVRPC has estimated that Gloucester County's population will grow about 30 percent by 2040, the highest percentage increase in the nine-county area analyzed by the commission, which includes the Pennsylvania suburban counties as well as Mercer County, N.J. Chester County just trails Gloucester County in terms of anticipated growth.

Gloucester County's survey, available through April, asks questions such as how much to prioritize conservation of farmland and open space, and what types of development should occur ("conventional suburban layout" or "transit-oriented development," for instance). More than 1,100 responses have been received.

The survey will help the commission and county lay out projected future land use and transportation infrastructure needs (such as the long-proposed light rail Glassboro-Camden line).

"This is the time when the community gets to say what they want to happen," said Emily Costello, a senior planner with the DVRPC's office of smart growth.

The updated plan, expected to be completed in mid-2016, allows for better regional planning, which helps the county present a strong showing to funders and investors, experts say. Ideally, the master plan is a guide for municipalities, which wield most land decision-making power.

In Woolwich Township, officials are working to update the master plan with a grant from the DVRPC. Woolwich ranks first among the municipalities forecast to experience the greatest percentage growth by 2040 in the nine counties.

Woolwich officials say they began to see what could have been a soil-to-subdivision fate beginning in the late 1990s, when developers began eyeing the then-agricultural township. The town quickly became one of the fastest-growing in the region; since 2000, its population has soared from 3,020 to more than 11,200.

"We went from being the tomato-growing capital of the world to growing a new school every year," said Matthew Blake, Woolwich's director of community development.

Town officials say they have spent the past several years combating sprawl - using local and state open-space dollars to preserve nearly 1,500 acres. They leveraged the construction slowdown during the recession to target land with proposed and previously approved development, derailing plans for more than 615 subdivision units.

"The township really didn't want to make the mistakes that other townships have," Blake said, citing traffic problems and costly services associated with poor planning.

Woolwich also launched a "transfer of development rights" program in 2008 - a measure that assigns credits to spaces designated for preservation, which are then purchased and applied to an area targeted for growth. Those areas typically allow higher-density construction.

While no credits have been purchased, the town is hoping that a recovering economy will allow the program to thrive. It is set to redirect development to a planned "regional center," a nearly 1,600-acre area bisected by Route 322 and accessible from Exit 2 of the New Jersey Turnpike. The town envisions the center as a combination of commercial, retail, and residential space. One developer has secured a Super Wal-Mart and other tenants.

The DVRPC's 2040 report predicts Woolwich's population will grow more than 125 percent in the next 25 years. In light of that, the effort to keep land open continues.

Next month, Woolwich is set to settle an agreement preserving a nearly 60-acre farm off Mill Road - land approved in 2005 for 31 single-family homes. Town officials brokered a deal with the current owner, Nate Russo, to pay more than \$1.3 million to buy the development rights, with most of the funding from the town and county.

"It's an area where everything around it is in the farmland preservation," said Russo, owner of Swedesboro-based Russo Homes, which is working on several other area projects. Russo plans to sell the farm back to its previous owner, a farmer who will continue to use the land.

"It was a win-win for everybody," he said.

Maintaining a farming landscape is important to the community, which prides itself on its rich soil. Crops grown in town include soybeans and squash.

"Woolwich wants to keep the *garden* in Garden State," said Mayor Sam Maccarone, whose father and grandfather were both mayors and farmers.

He added, "Woolwich Township is a much different place than back when they were mayor."

Outside of Woolwich, many are committed to ensuring that the expected growth throughout the county - a population increase to about 376,000 in 2040, the DVRPC said - doesn't compromise Gloucester County's identity.

The county's preservation plans call for 1,000 acres to be preserved every year. This year, it expects to reach 20,000 acres of preserved land.

Freeholder Heather Simmons, who does public relations for Glassboro, noted the effort to revive the downtown in the borough and in other towns with traditional main streets. Redevelopment of those areas, she said, is one key strategy to working within the existing footprint.

Gloucester County "remains somewhat of an idyllic community," Simmons said. "We're interested in preserving that."

To take the Gloucester County planning survey, visit gc2040.com.

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Angelo Fichera
Inquirer Staff Writer

14 COMMENTS

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?

gc2040: People, Place, Prosperity

Community Vision for Gloucester County

Publication Number: 15051

Date Published: September 2015

Geographic Area Covered:

Clayton Borough, Deptford Township, East Greenwich Township, Elk Township, Franklin Township, Glassboro Borough, Greenwich Township, Harrison Township, Logan Township, Mantua Township, Monroe Township, National Park Borough, Newfield Borough, Paulsboro Borough, Pitman Borough, South Harrison Township, Swedesboro Borough, Washington Township, Wenonah Borough, West Deptford Township, Westville Borough, Woodbury City, Woodbury Heights Borough, Woolwich Township, Gloucester County, New Jersey

Key Words:

gc2040, master plan, master plan update, community vision, public participation, public outreach, Gloucester County, land use, transportation, existing conditions, demographics, population, jobs, employment, farmland, development, community centers, survey, people, place, prosperity

Abstract:

gc2040: People, Place, Prosperity, details the first year of a two-year process undertaken to update Gloucester County's Master Plan with a Unified Land Use and Transportation Element. It explains the need for the project, documents existing conditions in the county, and details the public outreach process through which the themes, goals, and objectives that will be carried forward to the second phase of the project—the Master Plan update—were developed.

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