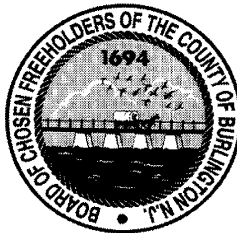


BURLINGTON COUNTY, NEW JERSEY

**ROUTE 130/DELAWARE RIVER CORRIDOR
STRATEGIC PLAN**

PART TWO: RECOMMENDATIONS



INITIATED BY:

BURLINGTON COUNTY BOARD OF CHOSEN FREEHOLDERS

PREPARED BY:

ROUTE 130/DELAWARE RIVER CORRIDOR STEERING COMMITTEE

WITH ASSISTANCE FROM:

BURLINGTON COUNTY OFFICE OF LAND USE PLANNING

OCTOBER 1998

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TABLE OF CONTENTS

PART TWO

<u>Section</u>		<u>Page</u>
I	Introduction	1
II	Description of the Corridor	5
III	Vision for the Corridor	8
IV	Resource Planning and Management Structure	17
V	Recommendations	101
	Bibliography	298

APPENDICES

A	Funding Sources for Development, Redevelopment and Revitalization
B	Short and Long Term Recommendations for Economic Improvement

TABLES

<u>Number</u>		<u>Page</u>
1	Planning Area Criteria	27
2	Summary of Planning Areas, Centers, Cores and Nodes	28
3	Compliance with SDRP Town Center Criteria, Beverly-Delanco-Edgewater Town Center	33
4	Compliance with SDRP Town Center Core Criteria, Beverly-Delanco-Edgewater Town Center Core	35
5	Compliance with SDRP Town Center Criteria, Burlington City Town Center	37
6	Compliance with SDRP Town Center Core Criteria, Burlington City Town Center Core	39
7	Compliance with SDRP Town Center Criteria, Florence-Roebling Town Center	41
8	Compliance with SDRP Town Center Core Criteria, Florence-Roebling Town Center Core	43
9	Compliance with SDRP Town Center Criteria, Palmyra-Riverton-East Riverton Town Center	45
10	Compliance with SDRP Town Center Core Criteria, Palmyra-Riverton-East Riverton Town Center Core	47
11	Compliance with SDRP Town Center Criteria, Riverside-Cambridge Town Center	49
12	Compliance with SDRP Town Center Core Criteria, Riverside-Cambridge Town Center Core	49
13	Compliance with SDRP Town Center Criteria, Willingboro-Edgewater Park Town Center	53
14	Compliance with SDRP Town Center Core Criteria, Willingboro-Edgewater Park Town Center Core	55
15	Nodes by Type, Municipality and Area	58
16	Leverage Points	104
17	Economic Development Goals/Actions	107
18	Potential Transportation and Circulation Project Locations	137
19	Investment Strategies	145

TABLES

<u>Number</u>		<u>Page</u>
20	Potential Transportation and Circulation Project Locations by Implementation Criteria	149
21	Delaware Valley Regional Planning Commission Long Range Plan and Fiscal Year 1998-2002 Transportation Improvement Projects in Route 130/Delaware River Corridor	154
22	Delaware Valley Regional Planning Commission Long Range Plan and Fiscal Year 1998-2002 Transportation Improvement Program Projects in the Route 130/Delaware River Corridor by Implementation Criteria	155
23	Housing Goals/Actions	161
24	Open Space/Recreation Needs Assessment	169
25	Major Open Space and Recreation Opportunities	175
26	Open Space and Recreation Goals/Actions	183
27	Implementation Agendas for Corridor Municipalities	196
28	Implementation Agenda for Burlington County	281

FIGURE

<u>Number</u>		<u>Page</u>
1	Quality of Life Relationship	9

MAPS

<u>Number</u>		<u>Page</u>
1	Burlington County's Four Regions	6
2	Route 130/Delaware River Corridor	7
3	Sub-Corridors	10
4	Community Development Boundaries showing Planning Areas, Centers and Nodes	Back Sleeve
5	Town Centers	31
6	Beverly-Delanco-Edgewater Town Center	32
7	Beverly-Delanco-Edgewater Town Center Core	34
8	Burlington Town Center	36
9	Burlington Town Center Core	38
10	Florence-Roebling Town Center	40
11	Florence-Roebling Town Center Cores	42
12	Palmyra-Riverton-East Riverton Town Center	44
13	Palmyra-Riverton-East Riverton Town Center Core	46
14	Riverside-Cambridge Town Center	48
15	Riverside-Cambridge Town Center Core	50
16	Willingboro-Edgewater Park Town Center	52
17	Willingboro-Edgewater Park Town Center Core	54
18	Nodes	56
19	Centers and Nodes	57
20	Node 12 - Marina Complex	60
21	Node 2 - Burlington-Florence Industrial Complex	61
22	Node 5 - Burlington Industrial Complex	63
23	Node 9 - Beverly-Edgewater Park Industrial Complex	65
24	Node 10 - Delanco Industrial Complex	66

MAPS

<u>Number</u>		<u>Page</u>
25	Node 13 - Cinnaminson-Delran Industrial Complex	68
26	Node 7 - Commercial/Industrial Complex	69
27	Node 1 - Commercial/Services Redevelopment Node	71
28	Node 14 - Commercial/Services/Residential Redevelopment Node	72
29	Node 4 - Commercial/Recreational/Services/Entertainment Complex Node	74
30	Node 6 - Burlington Linear Commercial/Services Redevelopment Node	76
31	Node 11 - Cinnaminson-Delran Linear Commercial/Services Redevelopment Node	77
32	Node 8 - Linear Commercial/Services/Industrial/Residential Redevelopment Node	79
33	Node 3 - Resource Recovery Research/Industrial Complex with Agricultural Buffer Node	80
34	Target Areas and Target Projects	123
35A	Potential Transportation and Circulation Project Locations	139
35B	Potential Transportation and Circulation Project Locations	140
35C	Potential Transportation and Circulation Project Locations	141
36	River Trail and Greenway	171
37	Major Open Space/Recreation Opportunities	172

I. INTRODUCTION

In 1995, the Burlington County Board of Freeholders (Freeholders) initiated the process for preparing a strategic plan to revitalize the Route 130/Delaware River Corridor (Corridor). The Corridor, which consists of twelve communities located in the northwestern region of the county, experienced a slow, but steady, decline over the past thirty years. The Freeholders became concerned that if efforts to stop and reverse this decline were not made, quality of life in the Corridor would be jeopardized. By having this concern, the Freeholders identified the need to develop a blueprint for revitalizing the Route 130 and riverfront communities.

The Freeholders established the following general goals for the strategic plan to address:

1. Improve quality of life in the Corridor.
2. Initiate positive change and improvement in the Corridor.
3. Encourage development and redevelopment in the Corridor, with a sensitivity toward the environment and aesthetics.
4. Educate Corridor municipalities about consensus planning, the need for a strategic plan and the benefits of regional planning.
5. Involve various county departments in the consensus planning effort, drawing upon their respective areas of expertise.
6. Encourage participation of and cooperation among Corridor municipalities in the consensus planning process to develop a better understanding of the Corridor to plan for a better future.
7. Foster the development of public/private partnerships directed toward improving the Corridor.
8. Coordinate Corridor planning efforts with outside agencies, entities and authorities, i.e., N.J. Office of State Planning, N.J. Department of Transportation, N.J. Transit, N.J. Department of Environmental Protection, Burlington County entities, public utilities, and others.
9. Prepare a strategic plan for the Corridor based on the consensus findings and recommendations of Corridor municipalities.
10. Explore avenues to provide improved economics in the Corridor, i.e., grants, no and low cost loans, tax abatement, etc.
11. Encourage the implementation of the strategic plan through the adoption of state, regional, county and local master plans, capital improvement plans and economic development plans, municipal zoning ordinances and other governmental services and programs.
12. Provide mechanisms for continued reexamination and implementation of the strategic plan and the consensus planning process based on an ongoing dialogue with Corridor municipalities.

Furthermore, the Freeholders believe that the preparation, recommendations and implementation of the strategic plan must be carefully approached and tailored to achieve the foregoing goals. To be effective, the strategic plan must create a vision for the Corridor communities and recommend policies, actions and strategies to be implemented by local, county, state and federal government and the private sector to achieve that vision. To be worthy of implementation, the strategic plan must be grounded in local concerns and needs and based on a collective decision making process that reaches consensus on the vision and recommendations for revitalizing the Corridor. To be successful, implementation of the strategic plan must be executed under a joint, cooperative approach among municipalities, the county and the state that benefits the Corridor, while promoting the importance of local identities and home rule.

The county's role in developing the strategic plan was to facilitate the "consensus planning" process, coordinate the communities participating in the process and provide technical assistance in the preparation of the strategic plan. The strategic plan set forth in the following text is a product of twelve communities, the county, various state and federal agencies and private sector working together to plan for a better future in the Corridor.

The Strategic Plan is presented in two parts. Part One: Constraints and Opportunities Analysis, a separate document prepared December 1997, examines the Corridor as it exists today and where it is headed in physical, social and economic terms. Part One identifies six major areas of concern that define quality of life in the Corridor, and from these areas of concern, analyzes constraints and opportunities for the development of strategies to improve the Corridor. It provides baseline data from which future change can be measured.

The six major areas of concern identified in Part One are:

1. Open Space/Recreation/Environment;
2. Economic Development;
3. Transportation and Circulation;
4. Housing;
5. Community Services; and
6. Utilities and Infrastructure.

The following conditions of the Corridor which were analyzed to develop an understanding of the Corridor's constraints and opportunities are:

1. Regional context and physical structure;
2. Physical land development patterns and land use;
3. Population and demographics;
4. Economic overview and market analysis;
5. Business concerns and needs;
6. Housing conditions and needs;
7. Environmentally sensitive areas;
8. Open space and recreational areas and needs;
9. Circulation and transportation;
10. Utilities and infrastructure;
11. Community services and needs; and
12. Summary of areas suitable for development and redevelopment.

Part Two (this document) is presented in the following manner:

1. Description of the Corridor.
2. Vision for the Corridor.
3. Resource Planning and Management Structure.
4. Recommendations.

Part Two briefly describes the Corridor and provides a general geographical context for the Corridor within Burlington County. Part One provides a more detailed description of the Corridor.

Part Two of the Strategic Plan establishes a compelling long-term vision for the revitalization of the Corridor communities. It provides clear direction as to where the Corridor wants to be in 10 years. The vision is based on the building upon the Corridor's strengths and opportunities for improvement and overcoming the Corridor's weaknesses and constraints.

The vision is translated into the physical forms of development and redevelopment that are desirable and necessary to assure revitalization of the Corridor. The physical forms of development and redevelopment are organized in accordance with the Resource Planning and Management Structure of *The New Jersey State Development and Redevelopment Plan (SDRP)*, utilizing state methodologies for identifying "centers" and "planning areas." Corridor goals and objectives are reconciled with state policies, goals and strategies. The strategic plan relates the development/redevelopment suitability findings of and the Target Areas and Projects identified in Part One to the Resource Planning and Management Structure.

Part Two recommends specific policies, actions and strategies aimed at revitalizing the Corridor and improving quality of life in the Corridor. It sets forth specific, short-, mid- and long-term interventions that deliver incremental progress toward achieving the vision for the Corridor.

The recommendations have been developed to address Target Areas and Target Projects, and Areas of Concern. Because of the importance Target Areas and Target Projects have regarding the challenges for revitalization and the significance influence they have on the Corridor, Target Areas and Target Projects are given specific recommendations in the Strategic Plan. The recommendations for the Areas of Concern are, in general, more broadly based and applicable Corridor-wide.

Part Two sets forth specific recommendations to address Areas of Concern in the following manner:

1. Economic Development;
2. Transportation and Circulation;
3. Housing;
4. Utilities and Infrastructure;
5. Open Space/Recreation/Environment; and
6. Community Services.

The recommended strategies are intended to be implemented at local, county and state levels of government. In the broadest sense, the various levels of government are to be made aware of the vision for the Corridor, thereby, giving direction for tailoring their policies, programs and actions to work in concert with the vision. The various levels of government and the agencies and entities within each level should be coordinated, working toward the common goal of achieving the vision for the Corridor.

With more specificity, the Strategic Plan identifies actions, which facilitate incremental progress toward the vision, for the various levels of government to undertake. By no means does the Strategic Plan expect positive change to occur overnight in the Corridor. After all, it took about thirty years for the Corridor to decline; however, with carefully laid plans and coordinated efforts, positive change can occur more rapidly. Furthermore, the Strategic Plan does not expect one level of government, or all of them for that matter, to make changes happen alone. Government must form an alliance with private sector to develop a working relationship. In some cases, government should form partnerships with private sector, implementing key strategies that cause significant incremental change to occur in the Corridor.

The success of achieving the vision for the Corridor must begin from the "bottom up." Municipalities must revise and update their master plans, zoning ordinances and other local policies, programs and plans to embrace the vision and facilitate the recommendations set forth in the Strategic Plan. Municipalities must become proactive, wanting to become part of the revitalization effort and take an active role in facilitating positive change in the Corridor. Municipalities must become progressive in thought, seeking to develop and implement new and innovative ways to make change happen in the Corridor. Municipalities must be willing to work with private sector to make development and redevelopment happen by removing unnecessary and cumbersome regulatory barriers, openly and honestly participating in planning and design process for projects and being a partner in difficult redevelopment projects. Municipalities must tear down their barriers of parochialism and work together toward achieving

the vision for the Corridor, realizing that no one municipality stands alone and all municipalities stand to benefit by improving the Corridor and, therefore, demonstrating their commitment to revitalizing the Corridor.

The municipalities in the Corridor cannot do it alone. They neither have the time nor the resources to pull together all the facets of this daunting task. In order to demonstrate a commitment to revitalizing the Corridor and working with the municipalities, the county and the state must provide moral, technical and financial support. The county and the state must also think proactively and progressively, changing their policies, plans, programs and legislation to facilitate the revitalization of the Corridor. The county must take the lead in coordinating the efforts of the various levels of government and of the private sector.

Private sector must do its part in revitalizing the Corridor and must realize that there are no "free rides" in the process. Private sector must actively participate in the development of policies, programs and plans for the revitalization of the Corridor, infusing the needs of the marketplace into the process. Private sector must be willing to invest in the Corridor by developing and redeveloping projects that promote the vision for the Corridor. Private Sector must be creative and progressive in planning and designing sites and employing new development techniques to create projects that fit into and advance the vision and must be willing to be a partner with municipalities in developing concepts for projects that achieve the vision for the Corridor.

II. DESCRIPTION OF THE CORRIDOR

The Corridor is located in the western portion of Burlington County (Map 1) along Route 130 and the Delaware River and extends approximately sixteen miles from Cinnaminson to Florence. It is comprised of the following twelve municipalities (Map 2):

1. Beverly City;
2. Burlington City;
3. Burlington Township;
4. Cinnaminson Township;
5. Delanco Township;
6. Delran Township;
7. Edgewater Park Township;
8. Florence Township;
9. Palmyra Borough;
10. Riverside Township;
11. Riverton Borough; and
12. Willingboro Township.

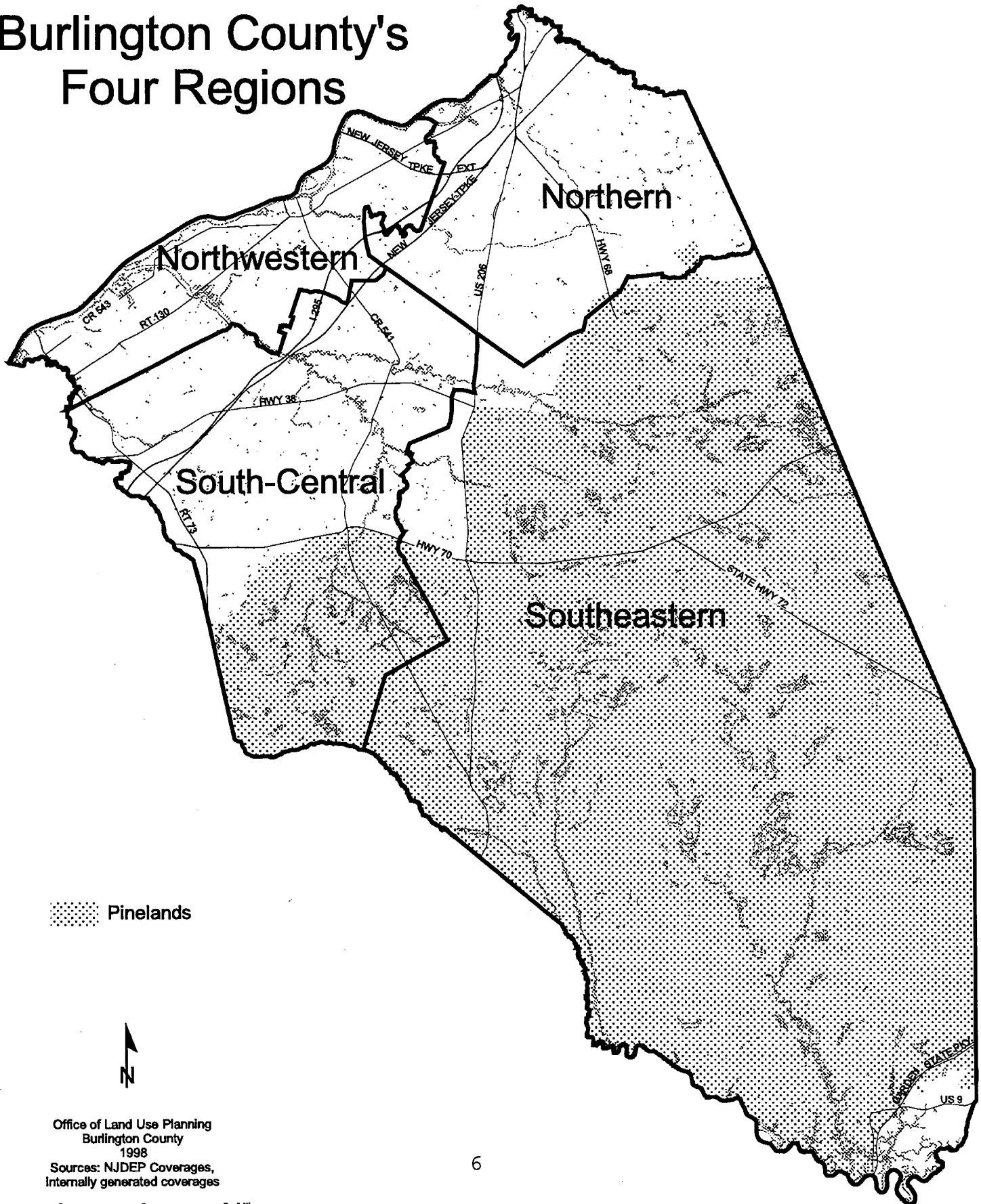
Combined, the Corridor communities cover 59 square miles, or 37,800 acres, representing 7.2 percent of Burlington County's total land mass (819 square miles). In 1990 the *U. S. Census of Population* indicates that the Corridor communities had a total population of 129,089 persons and Burlington County had 395,066 persons. Based on this data, the Corridor has approximately one-third of the county's population living on less than one-tenth of the county's land area. In comparison, the Corridor has a density of 2,188 persons per square mile, or 3.4 persons per acre, and the county has a density of 482 persons per square mile, or 0.8 persons per acre.

The Corridor communities represent some of the earliest urban and suburban development in the county. The Corridor consists of a combination of residential, commercial, industrial, marine, recreational, vacant and farmland uses.

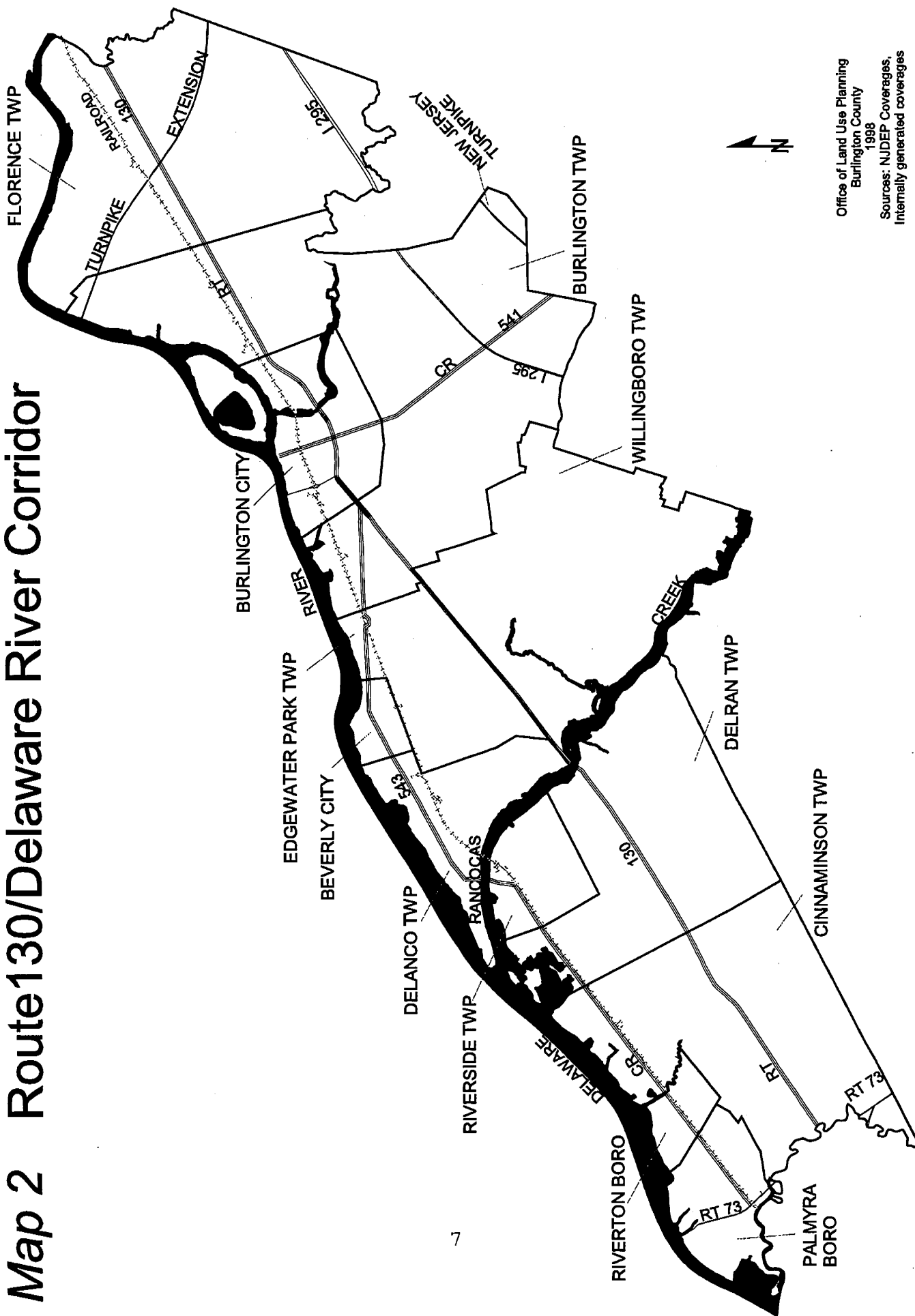
A detailed description of the Corridor is provided in Part One, Section I Regional Context and Physical Structure and Section II Physical Land Development Patterns and Land Use.

Map 1

Burlington County's Four Regions



Map 2 Route 130/Delaware River Corridor



III. VISION FOR THE CORRIDOR

A. BASIS FOR THE VISION

The vision for the future of the Route 130/Delaware River Corridor (Corridor) evokes vibrancy, diversity, stability and change. The future envisioned for the Corridor is built upon the Corridor's strengths, assets and resources. Based on that vision, quality of life will be improved so that the Corridor will become a more desirable place in which to live, raise a family, work, shop and recreate.

The cornerstone for the vision of the Corridor is founded upon the idea that quality of life is affected by the relationship of three general components: economy, environment and equity. A vibrant economy keeps us employed and drives the engine for investment and reinvestment in our communities and ourselves. A clean, healthy environment provides immeasurable health and welfare benefits to us and our communities. The state of the environment is a barometer which measures the lengths that we will go to alter, or in some cases destroy, the environment for the sake of achieving economic development. The third component is the difficult task of providing benefits and opportunities to all members of our society in a fair and equitable manner. The way in which equity is provided is constantly challenged and redefined.

To illustrate the relationships of economy, environment and equity with quality of life, the components are represented as three overlapping circles (Figure 1). The union of the commonly overlapping portions of each circle forms and defines quality of life. This illustration demonstrates the tenuous situation where a delicate balance among the three components is needed to assure high quality of life. If one component grows larger and becomes more important at the expense of the others, quality of life suffers.

After developing an understanding about the dynamics of quality of life, the Corridor Steering Committee identified the six aforementioned areas of concern (Part One) which specifically affect the Corridor's quality of life. In an effort to further articulate these concerns, the Steering Committee raised numerous issues which impact the Corridor's quality of life. Based on these quality of life concerns and issues, the Steering Committee developed a vision for the Corridor.

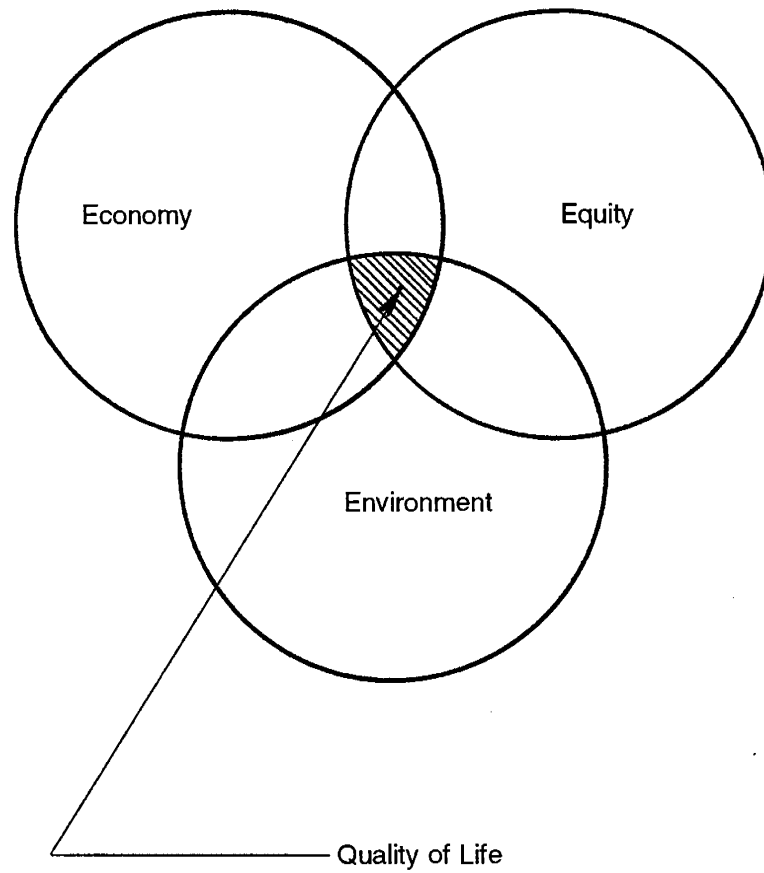
B. THE VISION

During the visioning process, the Steering Committee recognized that the Corridor consists of two sub-corridors: the Route 130 Sub-Corridor which extends from Cinnaminson to Florence, and the Riverfront Sub-Corridor which extends from Palmyra to Florence (Map 3). Each sub-corridor functions differently than the other and has a distinct orientation toward the vision of the Corridor.







The Route 130 Sub-Corridor is highway-oriented and serves as a pass-through corridor, conveying motorists from one end of the county to the other. It has become less of a destination, i.e., a place to shop, and more of a conduit to move vehicles quickly through the county. Symptomatic of this observation is the preponderance of vacant and underutilized storefronts and commercial properties along Route 130. This sub-corridor still functions as a commercial strip, one of less regional significance serving local and Corridor populations located in suburban development along both sides of the highway. In many ways, the highway acts as barrier, both physical and psychological, dividing the Corridor and many sub-corridor communities in half.

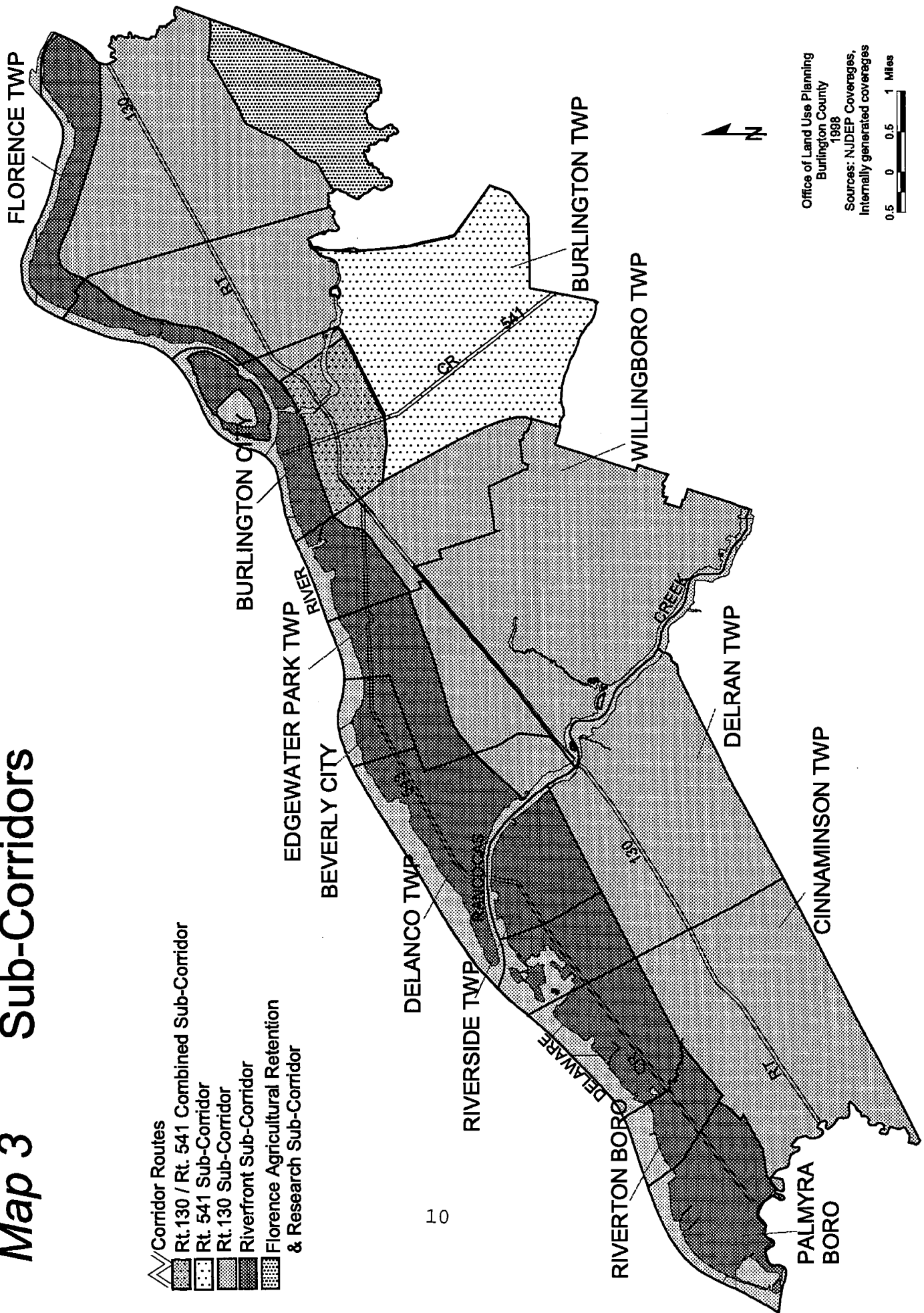
The Riverfront Sub-Corridor is more inwardly oriented, serving local populations of the riverfront communities. The sub-corridor is punctuated by nodes (concentrations) of commercial activity, which are identified with traditional downtown areas surrounded by compact development, linked together by County Road 543 and a set of railroad tracks that currently carry freight trains and formerly provided commuter rail

Figure 1 Quality of Life Relationship



Map 3 Sub-Corridors

-  Corridor Routes
-  Rt. 130 / Rt. 541 Combined Sub-Corridor
 -  Rt. 541 Sub-Corridor
 -  Rt. 130 Sub-Corridor
 -  Riverfront Sub-Corridor
 -  Florence Agricultural Retention & Research Sub-Corridor



Office of Land Use Planning
Burlington County
1998

Sources: NJDEP Coverages,
Internally generated coverages

0.5 0 0.5 1 Miles

service. The sub-corridor is home to an evolving industrial base which has been moving away from heavy industry and toward light industrial and service-oriented businesses. As a result of this evolution, some older industrial facilities still lie dormant due to the fact that they are not readily adaptive to reuse. The riverfront communities are connected to Route 130 via cross-Corridor roadways which often traverse residential areas. Losses in population and employment are symptomatic of the decline of the Riverfront Sub-Corridor.

During the visioning process, the Steering Committee identified significant ideas about how the Corridor should be changed and enhanced. For purposes of detailed discussion, the vision for the Corridor is described by sub-corridor. In order to best illustrate a clear picture of what can be accomplished, the vision for the Corridor is expressed as though it has been achieved today or, in other words, in the present.

1. Riverfront Sub-Corridor

The vision for the Corridor contemplates revitalized downtowns surrounded by stable, traditional residential neighborhoods located along the Delaware River. From nineteenth and early twentieth century industrial employment centers, the riverfront communities have transformed into social, cultural and entertainment centers, capitalizing on their rich cultural heritage and waterfront resources.

Based on this vision, the downtown areas are once again bustling with activity, where convenient goods and services are provided by a mix of retail, commercial, professional and governmental facilities and establishments. Buildings and streets are renovated to accommodate existing and new businesses. Patrons arrive to downtown areas via automobile and light rail transit (LRT). Onstreet parking and carefully planned parking lots are plentiful. The downtown streets are pedestrian friendly, improved with shade trees and period street furniture and lighting. Driving speeds along major thoroughfares have been reduced to increase pedestrian safety. In essence, the downtown areas are comfortable, safe, convenient places in which to shop, visit and live.

Some of the downtown areas have a thriving nightlife supported by patrons attracted to a variety of theaters, restaurants, nightclubs, specialty shops and studios and other forms of entertainment and recreation. In some instances the downtown areas extend to the waterfront. Boaters dock at public facilities and nearby marinas to shop and eat at riverfront stores and cafes. Visitors and the locals frequent riverfront walkways and trails which link the communities and downtown areas together in the Corridor. Fairs and festivals infuse new life into the downtown and waterfront areas.

Integrated into these business hubs are traditional townhomes and apartments, some of which are freestanding and others are incorporated into the upper floors of commercial buildings. Vacant former industrial buildings and sites are now productive, reborn as housing, retail and office space, or flexible light industrial incubators. Housing and places of employment coexist harmoniously.

Surrounding the downtown areas are stable, compact residential neighborhoods with tree lined streets. Residential infill development is compatible with existing neighborhoods. Parks, open space and recreational areas are woven into the neighborhoods. Children walk to elementary schools, and high school students ride the LRT to schools in neighboring communities to attain their secondary level education. Commuters have a convenient walk or drive to downtown LRT stations.

Neo-traditional neighborhoods have developed on vacant lands located along the LRT line. These neighborhoods consist primarily of single- and two-family dwellings located on compact lots which mirror existing neighborhoods found in nearby communities, i.e., Riverton, Delanco and others. A small neighborhood commercial component, which provides convenient sales and services, is located within the neighborhoods along a major thoroughfare and centered around an LRT station.

Growth in residential dwelling units is limited to the adaptive reuse of nonresidential buildings, i.e., vacant factories, the redevelopment of deteriorated, obsolete residential structures and infill development of vacant lands. The scale, character and densities of the existing communities have been retained. The population of the Riverfront Sub-Corridor has increased modestly due to an influx of young, growing families that occupy residences formerly inhabited by elderly residents and new residents living in neo-traditional infill development. Some of the senior citizens have moved into the newly built age-restricted dwellings in the sub-corridor.

Burlington Island, the 300-acre gem located in the middle of the Delaware River, has been transformed into a combined public open space and outdoor commercial recreational facility, i.e., a golf course, trails, etc., which creates an attraction to the sub-corridor that contributes toward the local economy. A careful balance is struck to preserve the beauty of the island, provide free public access to the island and engage in commercial enterprise on the island.

2. Route 130 Sub-Corridor

The vision for the Route 130 Sub-Corridor contemplates the enhancement and creation of multiple destinations for various purposes along Route 130 and the stabilization of suburban residential neighborhoods adjacent to the highway. This highway sub-corridor has evolved from a continuous strip of vacant and underutilized commercial development to one with new town and village centers flanked by a mix of commercial, office, light industrial and recreational development and facilities.

Vehicular traffic flows safely and efficiently through and about the sub-corridor. Problematic intersections and jughandles have been upgraded and/or eliminated altogether. The number of driveway curb cuts has been significantly reduced along the highway frontage, thus, improving vehicular safety. Cross-Corridor traffic movement has been improved by properly realigning opposing intersections and constructing new interconnecting roads.

Buses travel along routes perpendicular to the riverfront rail line, providing east-west connections from the rest of the county to the LRT. This mass transit intermodal link provides access to various destinations within and outside the county, i.e., the Burlington County College; Mount Holly, the county seat of Burlington; the food distribution center, a major employment center in the county; the New Jersey State Aquarium in Camden; Center City, Philadelphia; Rutgers University campuses in Camden, New Brunswick and Newark; the Trenton Thunder Stadium; and many others.

In addition, pedestrians and bicyclists cross Route 130 safely and with ease at improved intersections and carefully designed overpasses and underpasses. Pathways interconnect both sides of communities divided by Route 130 and link Corridor communities together by providing access to open space, waterfront and downtown areas.

The aesthetics along Route 130 have been greatly enhanced due to the reduction of signage clutter, the addition of landscaping and the implementation of uniform design controls for the various segments of Route 130. Shade trees and planting beds soften the edges of the highway.

Three segments of the Route 130 Sub-Corridor have emerged with their own identity and purpose. Beginning in the southwestern end of the sub-corridor, the first segment extends from the county line in Cinnaminson to Delran at the Rancocas Creek. The second segment continues from Delanco and Willingboro at the Rancocas Creek to the northeastern boundary of Burlington City, and the third segment continues from said boundary of Burlington City to the northeastern boundary of Florence at Crafts Creek.

a. Cinnaminson-Delran Segment

The Cinnaminson-Delran Segment has emerged as a commercial/services strip which serves surrounding communities and attracts patrons from outside of the Corridor. It contains a variety of highway-oriented stores, personal service facilities, entertainment/commercial complexes, repair shops and professional offices. Located among the commercial/services establishments on formerly vacant retail centers are compact single-family and townhouse residential developments.

The light industrial complex located along the Cinnaminson-Delran border is fully developed and occupied. The primary vehicular access to the complex is provided by Route 130. An LRT station with a park-and-ride lot dispatches workers to the complex and serves commuters from neighboring communities. A shuttle picks up workers and drops them off at their place of employment in the complex.

The suburban single-family residential neighborhoods located adjacent to and extending beyond the commercial/services strip are well established, stable areas interlinked with parks and open space. New residential development similar to the character and density of existing neighborhoods has occurred on vacant parcels and infill sites. Strategic open space parcels, i.e., Rancocas Creek frontage, have been preserved as public open space.

b. Delanco-Edgewater Park-Willingboro-Burlington Segment

The Delanco-Edgewater Park-Willingboro-Burlington Segment has transformed from a patchwork strip of vacant and obsolete commercial sites to a diverse section consisting of new town and village centers, and upgraded commercial sites intermixed with office and light industrial facilities. Large open space parcels have been preserved, providing passive and active recreational possibilities.

The amount of commercial space has been reduced to a quantity that is more readily supported by Corridor residents. Within the new town and village centers are small commercial, retail and service nodes oriented toward serving local populations. Larger, viable commercial sites have been retained and upgraded. A facility designed for mixed forms of entertainment and venues is located on Route 130.

The stretch of Route 130 passing through Burlington City has evolved into a commercial/retail/services node based on an early-to-middle post-World War II highway commercial theme. Buildings and sites have been modified to evoke this historical era of early highway commercial development, using modern materials and design techniques. This highway commercial node acts as a gateway to the southern part of the Corridor and to the historic downtown of Burlington City. The node provides a transition from the modern character of Route 130 to one evoking an era of the late 1940s and early 1950s to that of colonial Burlington City along the Delaware River. The node's shops, restaurants and various forms of entertainment, i.e., bowling, roller skating, movies, nightclubs, etc., provide a unique experience for Corridor residents and visitors from outside the Corridor. The highway commercial node complements Burlington City's historical downtown area.

c. Burlington-Florence Segment

The Burlington-Florence Segment of Route 130 has developed into a major industrial employment center, home to a host of light industrial and distribution facilities. The long planned Senator C. William Haines Industrial Center (formerly known as the Food Distribution Center) has been built and is operational. Support industries and businesses, i.e., truck and trailer repair, office suppliers, delivery services, a hotel/conference center, etc., and commercial establishments, i.e., convenience goods, restaurants and eateries, etc., are integrated into the employment center, thus, providing a diverse economic mix.

Several thousand employees make daily commutes to and from the center via automobiles, commuter vans, buses and LRT. Materials, goods and products enter and exit the center by truck and rail. The completed New Jersey Turnpike interchange at Route 130, which provides intra- and interstate access, conveys vehicles into and out of the center swiftly, efficiently and safely.

Former industrial sites located in the Roebling area of Florence have been redeveloped into various readaptive uses. Some of the older industrial sites have found new life as mixed residential/commercial developments. Others have been redeveloped as flexible incubator facilities for high-tech businesses and skilled craftsman and tradesman businesses. Entirely new industrial and commercial buildings have replaced deteriorated, obsolete structures.

New housing development has continued to grow in the areas outside of the employment center. The form and pattern of the new housing developments vary from suburban settings comprised of single family dwellings on moderate sized lots to neo-traditional developments comprised of a mix of housing types and densities. Open space and parklands have been set aside to enhance recreational opportunities in this area of the Corridor.

3. Areas Outside Sub-Corridors

Two geographical areas of importance have been identified outside the sub-corridors. These two areas are located within Florence and Burlington Townships and extend southeasterly away from Route 130. They have different functions and identities relative to the Route 130 Sub-Corridor.

a. Florence Agricultural Preservation and Research Area

This area of the Corridor is located in the rural southern section of Florence and extends into neighboring Springfield and Mansfield Townships. A substantial amount of farmland has been preserved in this area. These preservation efforts have helped to maintain the viability of agriculture in this area and have created an extensive buffer around the Burlington County Resource Recovery Complex which operates landfill, recycling, co-composting and hazardous waste collection facilities.

The New Jersey EcoComplex Headquarters, the premier research facility focusing on the environment, is located in the vicinity of the Resource Recovery Complex. The EcoComplex performs directed fundamental research and applied technology development to address pressing environmental issues facing New Jersey and the nation. It attracts to the area industries which specialize in environmental research, products and services, i.e., remediation and protection of environmental quality, innovative agricultural and food technologies and other environmental technologies useful to companies.

Rutgers, the State University of New Jersey, Stevens Institute of Technology, the Freeholders and Burlington County educational institutions, the Richard J. Stockton College of New Jersey, Cumberland County College, the New Jersey Corporation for Advanced Technology and the Rutgers-Camden Small Business Development Center/Center for Management and Entrepreneurship have pooled their resources along with state funding to make the EcoComplex a reality.

At the co-composting facility the New Jersey Institute of Technology (NJIT) researches ways to recycle vegetative matter, i.e., leaves, grass, etc., combined with sludge into compost for agricultural and horticultural applications. Rutgers University operates and maintains greenhouses used for researching ways to economically produce high quality vegetables, i.e., tomatoes, year-round. The landfill generates methane gases used for heating the greenhouses and generating electricity for the complex.

In addition to having the resource recovery facility, the area has developed with a mix of light industrial and office complexes arranged in the vicinity of Interstate 295 Interchange No. 52. This industrial

area complements the industrial growth experienced in neighboring Mansfield Township.

b. Route 541 Sub-Corridor

The commercial strip located along County Road 541 in Burlington Township has continued to experience large scale retail and commercial development. The development of this strip has followed the growth which occurred in the western portion of Burlington Township and surrounding communities. Housing developments, which consist of single family, townhouse and multi-family dwellings, have been built in areas surrounding the commercial development located along County Road 541. Regional access to this strip is provided by Interstate 295 Interchange No. 47.

C. SUMMARY OF THE VISION

One reoccurring theme which is interwoven throughout the vision for the Corridor is "use of the waterfront"--the Delaware River and Rancocas Creek. The waterfront is viewed as a major asset to the Corridor--a key component for economic revitalization of downtown areas and the primary amenity for nearby residential neighborhoods and communities. At the present the waterfront's potential has not been fully realized. The vision for the Corridor is aimed at tapping this valuable resource.

The waterfront offers opportunities for tourism and recreational development. A trail linking together a series of open space areas, natural preserves, historic communities and features, and passive and active parks is envisioned for the waterfront. The trail and associated amenities are an attraction for residents of the Corridor and visitors to the Corridor.

The waterfront is further enhanced by the development of carefully designed housing projects which are sensitive to the environment and include open space preservation. Deteriorated residential and industrial areas are redeveloped into new mixed housing, commercial and open space developments.

Another asset recognized in the vision for the Corridor is the Corridor's location. In addition to being located along the beautiful Delaware River and Rancocas Creek, the Corridor is within easy commuting distance to many employment centers, i.e., Philadelphia, Camden, Trenton, etc., and many amenities and places of interest, i.e., the Jersey shore, the Poconos, the Pinelands, New York City, Philadelphia, Camden, Trenton, Baltimore, etc.

Access to these places from the Corridor is made possible by the excellent road network that serves the Corridor. The Corridor is served by numerous inter- and intra-state highways, i.e., Interstate 295 and Routes 130 and 73, the New Jersey Turnpike and the soon-to-be constructed Turnpike interchange at Route 130. The Corridor has excellent freight rail service and the potential for a deep water port. The existing riverfront rail line is a valuable resource for adding passenger rail service to the Corridor which serves Burlington County. These superior modes of transportation available in the Corridor are viewed as important assets and key components for achieving the vision.

An omnipresent concern is the loss of businesses and employment in the Corridor, validated by the preponderance of vacant and underutilized commercial and industrial sites and facilities throughout the Corridor. The vision grapples with this concern, recommending a new direction for many of the obsolete and deteriorated sites. In some instances, the vision recommends the adaptive reuse of industrial and commercial buildings as residential and mixed residential and commercial uses. In other cases, the vision recommends capitalizing on the use of existing structures and associated utilities and improvements by reusing vacant and underutilized commercial buildings, which are located in areas of the Corridor where large scale retail operations are no longer viable, as flexible light industrial facilities which bring new employment to the Corridor. The total razing of some sites and constructing neo-traditional villages with smaller scale commercial and office components in their place are envisioned. In essence, new residential

and mixed developments will bring new patronage to businesses in the Corridor.

The vision recommends retaining viable businesses and finding ways to upgrade and improve them. The vision also recommends attracting new businesses that want to locate in the Corridor based on the strengths of the Corridor, Burlington County, the region and New Jersey.

A highly prized and closely guarded asset of the Corridor is the number of stable, close-knit neighborhoods existing throughout the Corridor. Preservation of these neighborhoods is a primary goal of the vision. The vision focuses on upgrading and improving physical and social aspects of the neighborhoods and communities in which they are located. One concern is to improve the quality of education and community services to attract new residents and retain existing residents in the Corridor communities.

The vision emphasizes that the qualities which give the Corridor its quiet, "small-town" character be retained and stresses that the Corridor needs to change in order to correct the problems which contributed toward the Corridor's decline. The solution embraced in the vision endeavors to balance the needs for retaining the positive qualities of the Corridor and eliminating the negative aspects of the Corridor.

IV. RESOURCE PLANNING AND MANAGEMENT STRUCTURE

A. INTRODUCTION

In this section, the vision for the Corridor is translated into the physical forms of development and redevelopment that are desirable and necessary to assure revitalization of the Corridor. The physical forms of development and redevelopment are organized in accordance with the Resource Planning and Management Structure (RPMS) of the *SDRP*, utilizing state methodologies for identifying "centers" and "planning areas." Corridor-wide goals are reconciled with state planning area policies. The strategic plan relates the development/redevelopment suitability findings of and the Target Areas and Projects identified in Part One to the RPMS.

Before the vision for the Corridor can be related to the RPMS, an understanding of the general concepts of RPMS must be developed and definitions of relevant terms must be provided. The *SDRP* (June 12, 1992) and the *Reexamination Report and Preliminary Plan of the SDRP* (June 25, 1997) provide the basis for the concepts and definitions employed in the RPMS.

1. Definitions

Center means a compact form of development with a Core, a significant residential component in neighborhoods around the Core within a Community Development Area.

Community Development Area means the land around a Core and within the Community Development Boundary of a Center where the Infrastructure, including sewers, public water supply, other utilities and community facilities and services are provided (or are planned to be provided) in order to accommodate the anticipated long-term growth of the Center.

Community Development Boundary means the line between a Community Development Area and the environs of a Center. The boundary is defined by physical features, such as rivers, roads, or changes in the pattern of development or by open space or farmland.

Community of Place means a dynamic, diverse, compact and efficient Center that has evolved and been maintained at a human scale, with an easily accessible central core of commercial and community services, residential units, and recognizable natural and built landmarks and boundaries that provide a sense of place and orientation.

Compact, as used in the [*SDRP*], means a pattern of land development with sufficient density of development and proximity between uses and activities to encourage pedestrian movement and efficient provision of public facilities and services.

Core means a pedestrian-oriented area of commercial and civic uses serving the surrounding municipality or Community Development Area, generally including housing and access to public transportation.

Corridor Region means a system of central places and outlying communities connected by a transportation corridor.

Endorsed Plan means a municipal, county or regional plan which has been formally endorsed by the State Planning Commission as a result of finding it consistent with the [*SDRP*].

Environs means the area outside of the Community Development Boundaries of Centers.

Node means a concentration of facilities and activities.

Planning Area means an area greater than one square mile that shares a common set of conditions, such as population density, infrastructure systems, level of development, or natural resources. The [SDRP] sets forth policy objectives that guide growth in the context of those conditions. Planning Areas are intended to guide the application of the [SDRPs] Statewide Policies, as well as guiding local planning and decisions on the location and scale of development within the Planning Area.

Region means an area encompassing land in more than one municipality that is bound together by shared characteristics.

Town Center means a Center that has a high investment in public facilities and services several neighborhoods with a high diverse housing stock and a central core of retail, office and community facilities. As described in the RPMS section of the [SDRP], Towns are New Jersey's traditional centers of commerce and government. This term does not necessarily refer to the form of incorporation of a municipality.

2. Resource Planning and Management Structure -- Planning Areas, Centers and Environs

The RPMS integrates the three spatial concepts of the *SDRP* -- Centers, Environs and Planning Areas -- and provides the framework for implementing the statewide policies and goals. Centers are "central places" within Planning Areas where growth should either be attracted or contained, depending upon the unique characteristics and growth opportunities of each Center and the characteristics of the Planning Area in which it is located. Each Planning Area is a large mass of land with tracts that share certain characteristics and strategic intentions. These characteristics and the *SDRP*'s growth management strategy suggest that growth must be guided to certain locations and in certain patterns with the Planning Area to take advantage of, or to protect the characteristics of the Planning Area. Areas outside Community Development Boundaries of Centers are their Environs and should be protected from the growth that occurs in the Center, and, in turn, help contain that growth in compact forms (*Reexamination and Preliminary Plan of the SDRP* 181, 182).

a. Planning Areas

Planning Areas are intended to reflect distinct geographic and economic units within New Jersey and serve as an organizing framework for the application of Statewide Policies. The five Planning Areas are:

1. PA1 Metropolitan Planning Area;
2. PA2 Suburban Planning Area;
3. PA3 Fringe Planning Area;
4. PA4 Rural Planning Area; and
5. PA5 Environmentally Sensitive Planning Area.

Each Planning Area is characterized by the kinds and intensities of existing development, the character of the existing environment, the proximity to existing areas of development and the character and location of public and private infrastructure. Planning Areas do not necessarily coincide with municipal or county boundaries, but define discrete geographic areas that are suitable for common application of public policy (206).

Three Planning Areas are applicable to the Corridor: PA1 Metropolitan Planning Area; PA2 Suburban Planning Area; and PA4 Rural Planning Area.

(1) PA1 Metropolitan Planning Area

This Planning Area includes a variety of communities that range from large urban Centers, i.e., Camden and Trenton, to nineteenth century towns shaped by commuter rail and post-war suburbs. Communities in the PA1 have strong ties to, or are influenced by, major metropolitan centers, i.e., the Philadelphia/Camden/Trenton metropolitan region.

Over the years, both the public and private sectors have made enormous investments in building and maintaining a wide range of facilities and services to support these communities. Massive public investment is reflected in thousands of miles of roads, schools and colleges, libraries, office buildings, parks, transit facilities, etc. Most of these communities are fully developed, or almost fully developed, with little vacant land available for new development. Much of the change in land uses will take the form of redevelopment (208).

The communities in PA1 form a part of the metropolitan mass where municipal boundaries tend to blur. These communities have many things in common: mature settlement patterns resulting in a diminished supply of vacant land; infrastructure systems that generally are beyond or approaching their reasonable life expectancy; the need to rehabilitate housing to meet ever changing market standards; the recognition that redevelopment is, or will be in the not-too-distance future, the predominant form of growth; and a growing realization of the need to regionalize an increasing number of services in the light of growing fiscal constraints (209).

The PA1 includes many communities that could be categorized as cities, towns or villages in the classical sense. The PA1 has evolved into a close-knit, compact settlement pattern where communities stand shoulder to shoulder. The two most distinctive center forms still extant in the PA1 are Urban Centers and Towns. Urban Centers are the larger cities that historically, and to some degree still, provide a focus for the region's economy, transportation system and governmental functions (ibid.).

The Reexamination and Preliminary Plan of the SDRP sets forth the following criteria for delineating the PA1 (211):

1. Density of more than 1,000 people per square mile; and
2. Existing public water and sewer systems, or physical accessibility to said systems, and access to public transit systems; and
3. Land area greater than one square mile; and
4. A population of not less than 25,000 people; or
5. Areas that are totally surrounded by land areas that meet the criteria of a PA1, are geographically interrelated with the PA1 and meet the intent of this Planning Area.

The Corridor does not have any Urban Centers within it. The Corridor is situated between two Urban Centers -- Trenton City to the north and Camden City, along with Philadelphia City in Pennsylvania, to the south. Most of the Corridor exhibits characteristics of PA1 and has several Town Centers throughout it.

(2) PA2 Suburban Planning Area

The Suburban Planning Area is less intensely developed and more automobile-dependent than the PA1. In general, the PA2 is located adjacent to the more densely developed PA1, but can be distinguished from it by a lack of high intensity Centers, by the availability of vacant developable land, and by a more dispersed and fragmented pattern of predominantly low-density development (216).

The PA2 is or will be served by regional infrastructure, except that, outside of Centers and major transportation corridors, there is limited, if any, availability of alternate modes of transportation to the automobile (ibid.). There are few links connecting residential centers, big box retail, and multi-family developments. Although PA2 may, as it builds out, achieve densities characteristic of PA1, PA2 becomes more fragmented, perpetuating and extending sprawl (217).

The Reexamination and Preliminary Plan of the SDRP sets forth the following criteria for delineating the PA2 (218):

1. Population density of less than 1,000 people per square mile; and
2. A land area contiguous to the PA1 where it can be demonstrated that the natural systems and the existing or planned infrastructure (includes public water supply, existing sewage treatment facilities with adequate capacity, existing collection systems, or planned collection and treatment systems to be in place within the horizon year of the *SDRP*, storm water drainage and transportation) have the capacity to support development that meets the Policy Objectives of the PA2 and the *SDRP*'s statewide policies. [SDRP policies and objectives are discussed later in this section].

The Corridor has three areas -- one in Delran Township, another in Burlington Township and the other in Florence Township -- that exhibit PA2 characteristics.

(3) PA4 Rural Planning Area

This Planning Area comprises much of the state's countryside. Characteristic of PA4 are large masses of cultivated or open land surrounding rural Centers (230). The open lands of the PA4 include wooded tracts, lands with one or more environmentally sensitive features, rural towns and villages; and most of New Jersey's prime farmland, which has the greatest potential of sustaining continued agricultural activities in the future (231). The PA4 also includes sites related to other rural economic sites related to other rural economic activities such as resource extraction, hunting and fishing, and "main street" businesses (ibid.).

The Reexamination and Preliminary Plan of the SDRP sets forth the following criteria for delineating the PA4 (233):

1. Population density of less than 1,000 people per square mile; and
2. Area greater than one square mile; and
3. Land currently in agricultural or natural resource production or having a strong potential for production:
 - a. Soils of local importance as determined by the County Agriculture Development Board; or
 - b. Prime and unique soils are determined by the U.S. Department of Agriculture Natural Resources Conservation Service; or
 - c. Soils of statewide importance as determined by the N.J. Department of Agriculture State Soil Conservation Committee; and
4. Undeveloped wooded tracts, vacant lands, and large, contiguous tract of agricultural lands, and other areas outside Center predominantly served by rural two-lane roads and individual well and septic systems; and
5. Existing or programmed sewer service and public water service are confined to Centers.

The Corridor has one area -- Florence Township -- that exhibits characteristics of PA4.

b. Centers

Centers, which are "central places" within Planning Areas, are the *SDRP*'s preferred vehicle for accommodating growth (184). Centers are compact forms of development, varying in size, scale, diversity and intensity. The *SDRP* provides for five types of Centers:

1. Urban Centers;
2. Towns;
3. Regional Centers;
4. Villages; and
5. Hamlets.

The Corridor has five existing Town Centers:

1. Palmyra-Riverton-East Riverton, a section of Cinnaminson Township;
2. Riverside-Cambridge, a section of Delran Township;
3. Beverly-Delanco-Edgewater, a section of Edgewater Park Township;
4. Burlington City; and
5. Florence and Roebling sections of Florence Township.

There is one new Town Center proposed -- the area surrounding the site of the former Willingboro Plaza.

The *SDRP* criteria for designating Towns Centers are:

1. Areas that are less than two square miles; and
2. A population of 1,000 to 10,000 people; and
3. A gross population density of more than 5,000 people per square mile; and
4. A housing supply of 500 to 4,000 dwelling units; and
5. A gross housing density of more than three dwelling units per acre; and
6. Employment of 500 to 10,000 jobs; and
7. A job-to-housing ratio of 1-to-1 to 4-to-1.

The *Reexamination and Preliminary Plan of the SDRP* encourages local and regional master and strategic plans be submitted for endorsement by the State Planning Commission on the basis of a finding of *consistency* between the local plan and the *SDRP* to enable the local jurisdiction to have access to the state priority funding system (186). "Meeting the delineation criteria for Regional Centers, Towns, and Villages in these areas, while still strongly encouraged, would not be the basis for endorsement. Rather, the overall planning policies and strategies found in these plans would be compared to the relevant statewide policies and policy objectives of the [*SDRP*]" (*ibid.*).

(1) Cores and Community Development Areas

Centers have two fundamental components: Cores, and Community Development Areas. Cores have highly intense mixed uses. Community Development Areas, generally less intense than Cores, surround Cores.

(a) Cores

In general, Cores have highly intense mixed uses and are characterized by greater intensity and complexity. Cores are the downtowns and major neighborhood commercial concentrations of our traditional communities.

Typical characteristics of a Core are (ibid.):

1. Buildings are multi-story and multi-use;
2. Internal trips are on foot or transit;
3. Parking is shared;
4. Surfaces are impervious;
5. Open space is public; and
6. Housing is multi-family.

SDRP planning guidelines for Town Centers are:

1. Area of 0.2 to 0.5 square miles;
2. Population of 100 to more than 4,500 people;
3. Housing supply of 50 to more than 2,000 dwelling units;
4. Gross housing density of at least three dwelling units per acre; and
5. Employment of 500 to more than 5,000 jobs.

Cores take on the form of either the "Main Street" model, which is linear, organized along one or both sides of a commercial street, and the "Concentrated Core" model, which is comprised of one or more square blocks.

The Town Centers identified in the Corridor have both forms of Cores. The following Centers fit into the "Main Street" Core model:

1. Palmyra-Riverton-East Riverton Town Center, with Broad Street (County road 543) acting as the "Main Street," and
2. Beverly-Delanco-Edgewater Town Center, with County Road 543 acting as the "Main Street."

The following Centers fit the "Concentrated Core" model:

1. Riverside-Cambridge Town Center, with concentrations around Scott Street and Pavilion Avenue and portions of Bridgeboro Street and County Road 543, and
2. Burlington City Town Center, with concentrations around Broad and High Streets.

The Florence-Roebling Town Center is a hybrid of the two models. The Florence section Core is arranged in a manner similar to the "Main Street" model, with Broad Street and a portion of Front Street acting as the linear commercial streets. The Roebling section Core is concentrated around portions of Homberger Avenue and Main Street.

(b) Community Development Areas

Community Development Areas circumscribe the entire Center. The transition from Core to Community Development Areas are not always distinct where differences in uses and intensities are significant and/or noticeable; rather, the distinction is made by "degree" (187).

Although this distinction is somewhat ambiguous, some general descriptions of what the Community Development Areas is can be helpful. Housing is less dense, consisting more of single family dwellings. There are more single use buildings and more vehicular trips made in Community Development Areas. There is more surface parking and less impervious coverage. More surface parking is provided for single uses. There is more private open space. Uses can be diverse, i.e., residential neighborhoods, schools, playgrounds, light industry, offices, etc., however, more spread out in the Community Development Areas

than in the Core.

"In less developed areas the entire Center is circumscribed by the Community Development Boundary" (186). Community Development Boundaries delineate boundaries of the Environs in which natural resources and the landscape should be protected from the impacts of Center development, inform the private sector about public investment intentions inside and outside Centers and provide advance knowledge to governmental agencies about where development is expected in the future so they can plan for the provision of adequate infrastructure to support that development without a reduction in levels of service (189).

"Community Development Boundaries are delineated to reflect, where possible, physical features such as streets, streams or steep slopes, or changes in the character of development" (ibid.). Greenbelts -- large tracts of undeveloped or developed open space -- typically form Community Development Boundaries.

(c) Environs

Environs are those areas located outside the Community Development Boundaries of Centers. In general, Environs are predominantly agricultural or undeveloped. They have active farmland and woodlands. Natural features, i.e., rivers, lakes ridges, forests, etc., form natural boundaries limiting the extension of infrastructure. Development is scattered in the Environs (202).

The Environs form a greenway surrounding Community Development Areas. "The Environs are the preferred areas for the protection of Large Contiguous Areas" (ibid.). Development is discouraged in the Environs by limiting infrastructure.

(d) Planning Areas in the Corridor

Most of the Corridor is delineated as PA1 and PA2 throughout which the Community Development Area extends. The exception is Florence Township where a segment of the Florence-Burlington Township municipal boundary, the rear lot lines of parcels west of the New Jersey Turnpike Extension fronting along Route 130 and a section of the New Jersey Turnpike Extension form the Community Development Boundary between the Community Development Area in the PA2 and the Environs in the PA4. The PA4 extends from Florence Township into adjoining areas in neighboring Mansfield and Springfield Townships.

The delineation of the Planning Areas in the Corridor is discussed and graphically presented in the following subsection.

B. CORRIDOR RESOURCE PLANNING AND MANAGEMENT STRUCTURE

The Corridor functions as a Region, "an area encompassing land in more than one municipality that is bound together by shared characteristics" (327). Part One analyzed the shared characteristics of the Corridor, including physical structure, physical land development patterns and land uses, demographics, economics, housing, open space, recreational areas, environmentally sensitive areas, circulation and transportation facilities, infrastructure, etc.

The Corridor is organized as a Corridor Region, "a system of central places and outlying communities connected by a transportation corridor" (315). The original transportation corridor along which the Corridor was developed is the Delaware River. As new north-south routes were created development moved inland. In 1834, the Camden and Amboy Railroad was built through the Corridor connecting the riverfront communities from Camden City, Camden County to South Amboy City, Middlesex County. As the automobile became an emergent mode of transportation in the early to mid-twentieth century, County

Road 543 became an important transportation Corridor, still connecting the riverfront communities. This county highway paralleled the railroad throughout most of the Corridor. After World War II, U.S. Route 130 became the predominant transportation corridor providing a new spine farther inland along which new commercial development was built and supporting new single family residential development attached to the spine.

The impacts of two new spines (transportation corridors) developed farther inland contributed to the decline of the Corridor. The completion of the N.J. Turnpike and Interstate 295 opened new routes to vacant, developable land. During the 1970s and 1980s, housing developments of various sizes sprang up in the south-central portion of the county where access to these two freeways was readily made. Industry and commercial development followed, locating at key intersections and stretches of intersecting highways. Such development continues to be built today, competing with the Corridor.

The four transportation spines of the Corridor remain active today, still supporting, however in varying degrees, the development patterns of and land uses in the Corridor. The Delaware River remains a shipping route for few of the remaining heavy industries in the Corridor, i.e., river barges and tankers transporting scrap iron, gypsum and fuel. The river has become a significant setting for pleasure boating. Freight rail service remains active, providing service to the remaining heavy industries as well and to new industry emerging along the rail line. Commuter passenger service ceased in 1963; however, N.J. Transit is planning to return passenger service to the line in the form of light rail transit service. The two highway spines remain active. Route 130 acts more as a pass-through rather than a destination for commercial activities. County Road 543 continues to serve as a inter- and intra local connector.

1. Corridor Community Development Boundaries

The vision for the Corridor is one that evokes vibrancy, diversity, stability and change. The vision is built on improving and redeveloping communities, but not changing the "small-town" character of the communities; capitalizing on the strengths of the Corridor, i.e., the waterfront, transportation links, common history regarding settlement and development in the communities, close-knit residential communities and neighborhoods, a variety of community settings, and adequate infrastructure and utilities; integrating new development into the communities without destroying the character of the communities and jeopardizing the quality of life in the Corridor; and initiating change which complements and fits into the Corridor and its development patterns and strengthens the viability of the Corridor. The solution embraced in the vision endeavors to balance the needs for retaining the positive qualities of the Corridor and eliminating the negative aspects of the Corridor.

In order to embark upon the journey toward revitalizing the Corridor, the vision is translated into physical forms of development and redevelopment that are desirable and necessary to assure revitalization of the Corridor. The first step is to relate the vision to the *SDRP* RPMS which lays out the broad planning concepts and policies for revitalizing the Corridor.

Based on the *SDRP* RPMS discussed above and the findings of Part One, the Corridor Community Development Boundaries with delineated Planning Areas and Centers are shown on Map 4 (Back Sleeve). In addition, Map 4 identifies Nodes which are concentrations of facilities and activities (325), i.e., concentrations of industrial facilities or commercial activities. With regard to Planning Areas, the Corridor is delineated into three Planning Areas: PA1 Metropolitan Planning Area; PA2 Suburban Planning Area; and PA4 Rural Planning Area. The majority of the Corridor is delineated as PA1, encompassing most of the Corridor south of the Rancocas Creek excluding the southeastern portion of Delran Township, most of the Corridor north of the Rancocas Creek to Burlington City excluding the southern portion of Burlington Township situated around I-295 and County Road 541, the northeastern portion of Burlington Township and the northern half of Florence Township. The area southeast of County Road 613 to the Rancocas Creek in Delran is designated PA2. PA2 is delineated around I-295 and County Road 541 in Burlington

Township and east of Neck Road in Burlington Township extending through the northern half of Florence Township. The southern half of Florence Township is delineated as PA4 which extends into adjacent farmlands and woodlands in neighboring Mansfield and Springfield Townships.

The boundaries between Planning Areas are defined below:

PA1 - Delran Township and Willingboro Township/PA2 Delran Township:

Beginning at the municipal boundary common with Delran and Moorestown Townships at the Rancocas Creek;

Along said municipal boundary traversing southwesterly to CR 613; thence,

Along CR 613 traversing northeasterly to the common corner of Blocks 124 and 118; thence,

Along the southern limits of Blocks 124 and 123 traversing southeasterly to the southeastern corner of Block 123; thence,

Along the eastern limits of Block 123, crossing Creek Road (CR 636) to the common corner of Blocks 125 and 119 at Creek Road; thence,

Along the eastern limits of Block 125 traversing northeasterly to the Rancocas Creek; thence,

Along the Rancocas Creek traversing southeasterly to the point-of-beginning.

PA1 - Willingboro Township, Burlington City and Burlington Township/PA2 - Burlington Township:

Beginning along a section of County Road (CR) 635 from Willingboro Township-Burlington Township boundaries common with Westampton Township to CR 634 in Burlington Township; thence,

Along CR 634 traversing easterly to CR 541 in Burlington Township; thence,

Crossing CR 541 to the northeast along Wedgewood Drive in Burlington Township to CR 541 By-Pass; thence,

Along CR 541 By-Pass traversing northerly to the Burlington City-Burlington Township municipal boundary; thence,

Along the said municipal boundary traversing easterly to the Assiscunk Creek centerline; and thence,

Along the centerline of the Assiscunk Creek traversing easterly to the municipal boundary for Burlington and Florence Townships.

PA2 - Burlington Township and Florence Township/PA4 - Florence Township:

Beginning at the common boundary for Burlington and Florence Townships at the Assiscunk Creek;

Along said common municipal boundary traversing northerly to CR 543; thence,

Along the centerline of CR 543 traversing northwesterly to its intersection with Neck Road; thence,

Along the shoreline of the Delaware River traversing northerly and northeasterly in Florence Township to the confluence of the river and Craft's Creek; thence,

Along the centerline of Craft's Creek traversing southerly to its crossing of the New Jersey Turnpike Extension; thence,

Along the centerline of the New Jersey Turnpike Extension traversing northwesterly to the extended eastern property line of Lot 8 in Block 163.02; thence,

Along the eastern property line of said lot traversing southerly to its southern property corner; thence,

From said property corner traversing southwesterly along the extended property lines of Lots 1 and 2.02 in Block 164.01 through the northern tip of Lot 2.01 in Block 164.01 to the centerline of Cedar Lane; thence,

Along the Cedar Lane traversing southerly to the southern property corner of Lot 13.02 in Block 160.01; thence,

Along the southern property lines of Lot 13.02 in Block 160.01 and Lots 5 through 14 in Block 160.02 traversing northwesterly to the western property corner of Lot 14 in Block 160.02; thence,

Along the eastern property line of Lot 2.01 in Block 160.01 traversing southerly to the southeastern property corner of Lot 2.01; thence,

From said property corner traversing westerly along the southern property lines of Lots 2.01, 10.02, 9, 8 and 1.01 in Block 160.01 to the municipal boundary line common with Burlington Township; thence,

Along the Florence-Burlington Township municipal boundary traversing southerly to the centerline of the Assiscunk Creek; and thence,

Along the centerline of the Assiscunk Creek traversing westerly and northwesterly to the point-of-beginning.

Table 1 shows the Planning Area criteria for PA1, PA2 and PA4 and how the Corridor Planning Areas comply with the criteria. At a minimum the SDRP requires the PA1 to have at least one square mile. Representing 68.9 percent of the Corridor's land mass, 40 square miles of the Corridor are delineated as PA1. The population within the PA1 must be greater than 25,000 and have a density of more than 1,000 persons per square mile. Approximately 115,915 persons live in the PA1 designated area (based on 1990 U.S. Census Block data), yielding in a density of 2,898 persons per square mile. The SDRP requires public sewer and water to exist or be accessible and access to public transit to exist. Within the PA1 public sewer and water service and access to public transit, currently in the form of bus service, are available. New light rail transit service is proposed by New Jersey Transit to be operational by 2001 in the delineated PA1. The delineated PA1 for the Corridor complies with SDRP criteria.

The area of the Corridor delineated as PA2 covers 15 square miles, or 24.6 percent of the Corridor's total land mass. With regard to population criteria for the PA2, the SDRP does not set any minimum but does establish a maximum density of less than 1,000 persons per square mile. The population in the Corridor PA2 is 12,149, which yields a density of 810 persons per square mile. No criteria is established for public sewer and water and availability and access to public transit. Regardless, public

**Table 1 - Planning Area Criteria
Route 130/Delaware River Corridor, 1998**

<u>Planning Area</u>	<u>Population</u>	<u>Population Density (persons/sq. mile)</u>	<u>Public Sewer & Water</u>	<u>Access to Public Transit</u>	<u>Land Area (Square Miles)</u>
PA1 Metropolitan Required	≥25,000	>1,000	Existing or Accessible	Existing	>1
Corridor	115,915±	2,898±	Existing ¹	Existing ²	40±
PA2 Suburban Required	--	<1,000	--	--	--
Corridor	12,149±	810±	Existing ³	Existing ⁴	15±
PA4 Rural Required	--	<1,000	--	--	>1
Corridor	1,025±	256±	Septic & Wells	Not Available	4±

¹ Public sewer and water service available for connections and extensions throughout the Corridor.

² Public transit to be enhanced with new light rail transit service proposed by NJ Transit (estimated year of operation -- 2001).

³ Public sewer and water service existing with the ability for extension.

⁴ Existing bus service in Burlington Township.

Table 2 - Summary of Planning Areas, Centers, Cores and Nodes
Route 130/Delaware River Corridor, 1998

<u>Municipality</u>	<u>Planning Area</u>			<u>Town Center¹</u>	<u>Core in Town Center</u>	<u>Node</u>
	<u>PA1</u>	<u>PA2</u>	<u>PA4</u>			
Beverly	X	--	--	X	X	X
Burlington City	X	--	--	X	X	X
Burlington Township	X	X	--	--	--	X
Cinnaminson	X	--	--	X ²	--	X
Delanco	X	--	--	X	--	X
Delran	X	X	--	X ³	--	X
Edgewater Park	X	--	--	X ^{4,7}	--	X
Florence	--	X	X	X ⁵	X ⁶	X
Palmyra	X	--	--	X	X	X
Riverside	X	--	--	X	X	--
Riverton	X	--	--	X	X	--
Willingboro	X	--	--	X ⁷	X ⁷	X

¹ Existing Town Centers unless otherwise indicated.

² East Riverton Section of Cinnaminson incorporated into the Palmyra/Riverton Town Center.

³ Cambridge Section of Delran incorporated into the Riverside Town Center.

⁴ Edgewater Section of Edgewater Park incorporated into the Beverly/Delanco Town Center.

⁵ Town Centers exist in both the Florence and Roebling sections of Florence Township.

⁶ Cores exist in both Town Centers in Florence Township.

⁷ Proposed Town Center with a Core.

sewer and water service exists in the Corridor PA2 and is available for extensions. Public transit in the form of bus service is available in the PA2 in Burlington Township. The Corridor PA2 complies with SDRP criteria.

The SDRP requires the PA4 to have at least one square mile. The Corridor PA4 covers 4 square miles, representing 6.5 percent of the Corridor's land mass. Regarding PA4, the SDRP has not established a population requirement but has set a maximum population density of less than 1,000 persons per square mile. The Corridor PA4 has a population of 1,025 which yields a density of 256 persons per square mile. The SDRP does not require public sewer and water service and access to public transit be provided in PA4. Within the Corridor PA4, septic systems and private wells provide sewage disposal and water supply, respectively. No direct access to public transit is provided in PA4.

2. Planning Areas

The previous subsection described the general boundaries and characteristics of the three planning areas, PA1, PA2 and PA4, designated for the Corridor. This subsection describes the planning areas by Corridor municipality; Table 2 provides a summary of the planning areas by Corridor municipality. PA1 is designated in eleven of the twelve Corridor municipalities, of which nine are designated entirely as PA1: Beverly, Burlington City, Cinnaminson, Delanco, Edgewater Park, Palmyra, Riverside, Riverton and Willingboro. These municipalities are entirely or almost entirely developed. Undeveloped areas, i.e., the river's edge in Cinnaminson and the southern portion of Delanco, are expected to experience infill development. The southeastern portion of Delran is designated PA2. No portion of Florence is designated PA1.

Burlington Township is designated as PA1 and PA2. The area designated PA1 is situated in the northern portion of the township along the Delaware River and Route 130 and around Burlington City. This PA1 is essentially an extension of the older suburban development that occurred around Burlington City and the more recent suburban development that occurred over the past 10 to 20 years.

The southern portion of Burlington Township, situated primarily around Interstate 295, is designated PA2. This portion of the township is growing with new, less intensive suburban development, i.e., single family dwellings and suburban shopping centers and strip malls. This PA2 is anticipated to continue growing in this manner. Public sanitary sewer and water service exists in the PA2 and can be readily extended throughout the PA2. Bus service is provided along CR 541, which bisects the eastern and western halves of the PA2.

The northern most portion of the PA2, which includes portions of Burlington and Florence Townships and is situated between the Delaware River and Route 130, is poised to grow as a major industrial employment center. This area of Burlington already has a mix of new and old industrial facilities interspersed among large vacant parcels. Public sanitary sewer and water service is available to the area and can be readily extended to serve the entire area. Bus service is provided along Route 130, and light rail transit service will serve the major industrial employment center planned for this portion of Burlington Township and neighboring portions in Florence Township.

Florence Township is designated as PA2 and PA4. The northern portion of the township, which is bounded by the Delaware River to the north and traversed by Route 130 to the south and bisected by the New Jersey Turnpike Extension, is designated PA2. This PA2 is an extension of the major industrial employment center planned in Burlington Township and has a mix of industrial facilities similar to Burlington Township. The portion north and east of the Turnpike Extension consists of the older village settlements of Florence and Roebling which developed into a solid mass of suburban land use patterns. South of Route 130, the PA2 extends along CR 656 and the Turnpike Extension to their crossing. This portion of the PA2 experienced more recent residential development.

Florence Township is the only Corridor municipality that has the PA4 designation. The southern portion of the township is given this designation. This area of the township is more rural in character and is home for the Burlington County Resource Recovery facility surrounded by woodlands, farms and open space. Similar low intensity, rural land uses exist in neighboring Springfield and Mansfield Townships. The farms located around the resource recovery facility are targeted for preservation to create a buffer.

3. Town Centers and Cores

This subsection identifies the Town Centers and Cores in Town Centers in the Corridor. There are five Town Centers existing in the Corridor:

1. Beverly-Delanco-Edgewater;
2. Burlington City;
3. Florence-Roebling;
4. Palmyra-Riverton-East Riverton; and
5. Riverside-Cambridge.

One new Town Center is proposed for the Corridor. It is located in Willingboro and Edgewater Park Townships centered around the Willingboro Plaza site, a defunct regional shopping center.

Map 5 shows the locations of the existing Town Centers and the proposed Town Center in the Corridor. Table 2 provides a summary of the Town Centers and Cores in Town Centers by municipality. Table 3 summarizes how each Town Center in the Corridor complies with *SDRP* criteria.

a. Beverly-Delanco-Edgewater Town Center

The Beverly-Delanco-Edgewater Town Center is centrally located in the Corridor along the Delaware River (Map 5). It is an existing Town Center comprised of the entire City of Beverly, a portion of Delanco Township and the Edgewater portion of Edgewater Park Township (Map 6). The land use patterns of the town center vary among the three communities, but share common links.

The City of Beverly is almost entirely developed with compact residential land uses with a small downtown business area and industrial uses located along the railroad. Beverly's land use patterns are based on a grid system built during the nineteenth and early to mid-twentieth centuries. The majority of dwellings in Beverly were built prior to 1939.

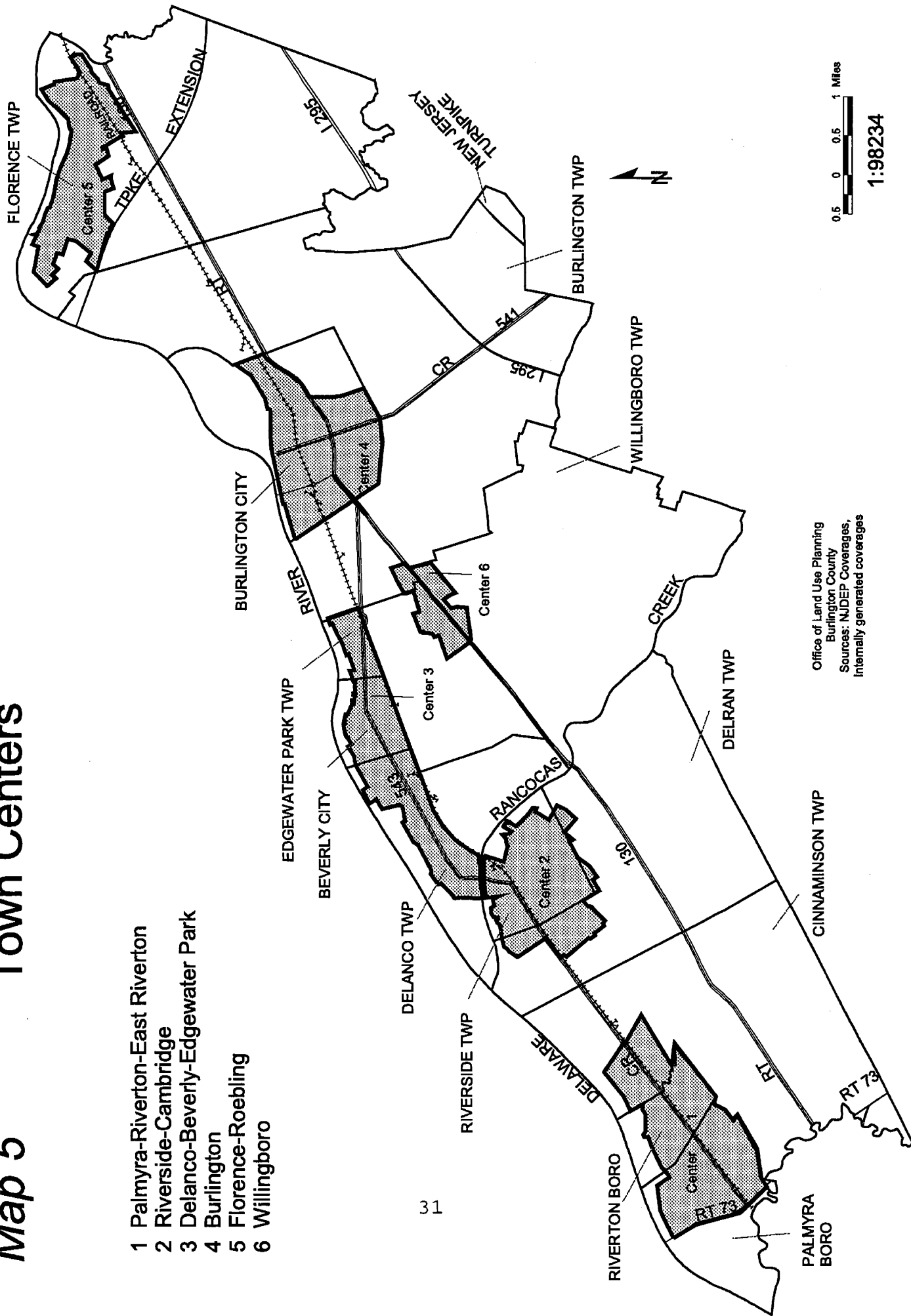
The Delanco portion of the Town Center is the older, developed section of the township located between the Delaware River and the railroad. It, too, was built upon a grid system. Regarding the land use patterns in Delanco, they consist almost entirely of compact residential development with commercial uses located along CR 543, which is the "main" street that traverses through the municipality and connects it to Beverly. Delanco does not have a formal downtown business district as Beverly does. The development of the Delanco portion can be traced to the latter half of the nineteenth and early to mid-twentieth centuries.

Similar to Delanco, the Edgewater portion was developed during the late nineteenth and early to mid-twentieth centuries, but with larger residential lots situated within a looser grid system. The Edgewater portion extends from the railroad and extends to the Delaware River. CR 543 traverses through Edgewater, connecting to Beverly.

In addition to CR 543 connecting the Town Center together, the railroad traverses through the three communities. The Delaware River is also a common feature in the three communities. Each portion of the Town Center is developed in the form of a grid pattern. For the most part, each portion is

Map 5 Town Centers

- 1 Palmyra-Riverton-East Riverton
- 2 Riverside-Cambridge
- 3 Delanco-Beverly-Edgewater Park
- 4 Burlington
- 5 Florence-Roebling
- 6 Willingboro

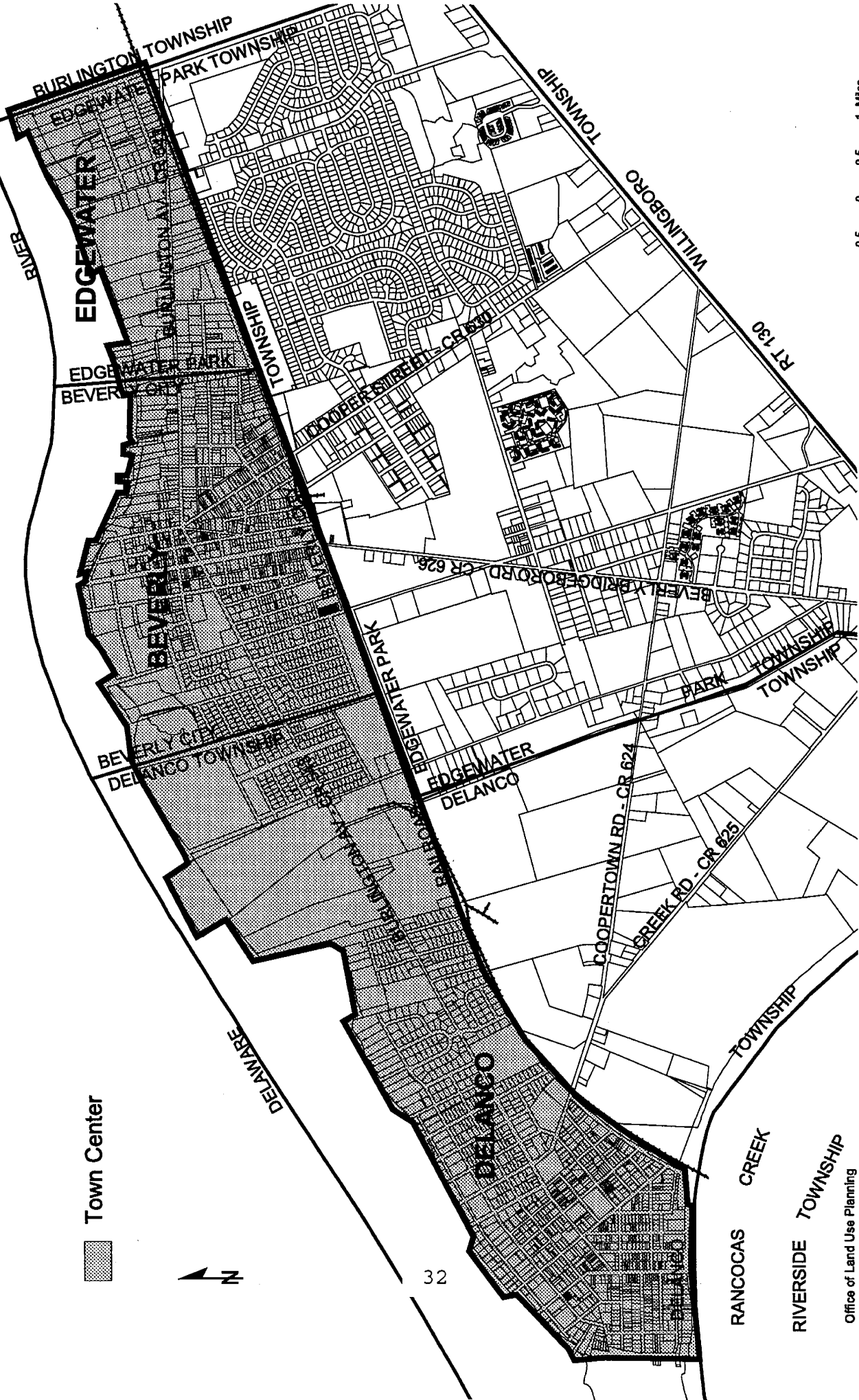


Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
Internally generated coverages

0 0.5 1 Miles

1:98234

Map 6 Beverly-Delanco-Edgewater Town Center



Town Center

0.5 0 0.5 1 Miles
1:23040

Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
Internally generated coverages

predominantly residential with Beverly serving as the local commercial district in the Town Center.

Table 3 shows the Beverly-Delanco-Edgewater Town Center is essentially compliant with *SDRP* criteria for Town Centers. The maximum area established for a town center is less than two square miles. The Beverly-Delanco-Edgewater Town Center is 1.9 square miles. Based on state criteria, Town Centers have populations ranging between 1,000 and 10,000 persons and a gross population density of more than 5,000 persons per square mile. The population and gross population density for the Town Center are 8,797 and 4,630, respectively. Town Centers have a housing supply of 500 to 4,000 dwelling units and a gross housing density greater than three dwelling units per acre. The Beverly-Delanco-Edgewater Town Center has 3,081 dwelling units resulting in 2.5 dwelling units per square mile. State criteria indicate town centers have 500 to 10,000 jobs and a jobs-to-housing ratio ranging from 1-to-1 to 4-to-1. The subject town center has 841 jobs (New Jersey Department of Labor, 1996 Covered Employment) and a 0.3 jobs-to-1 dwelling unit ratio.

The Beverly-Delanco-Edgewater Town Center has a Core located principally in the City of Beverly (Map 7). Part of the Core extends toward Edgewater Park Township along CR 630 (a.k.a. Cooper Street). The core has higher density single family housing, high density multifamily housing, a downtown commercial district, places of worship, a library, post office and other government buildings. A light rail transit station stop is proposed by New Jersey Transit at the CR 630 crossing straddling Beverly City and Edgewater Park Township.

Table 3 - Compliance with *SDRP* Town Center Criteria
Beverly-Delanco-Edgewater Town Center
Route 130/Delaware River Corridor, 1998

<u>Description</u>	<u>Criteria</u>	<u>Compliance</u>
Area (square miles)	<2	1.9
Population	1,000 - 10,000	8,797
Gross Population Density (persons/square mile)	>5,000	4,630
Housing (dwelling units)	500 - 4,000	3,081
Gross Housing Density (dwelling units/acre)	>3	2.5
Employment (jobs)	500 - 10,000	841
Jobs:Housing Ratio	1:1 - 4:1	0.3:1

Map 7 Beverly-Delanco-Edgewater Town Center Core



0.5 0 0.5 1 Miles
1:23040



Town Center Core



Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
Internally generated coverages

Table 4 - Compliance with *SDRP* Town Center Core Criteria
Beverly-Delanco-Edgewater Town Center Core
Route 130/Delaware River Corridor, 1998

<u>Description</u>	<u>Criteria</u>	<u>Compliance</u>
Area (square miles)	.2 - .5	0.1
Population	100 - >4,500	395
Housing (dwelling units)	50 - >2,000	457
Gross Housing Density (dwelling units/acre)	3	3.6
Employment (jobs)	500 - >5,000	408

Table 4 shows the Beverly-Delanco-Edgewater Town Center Core is essentially compliant with *SDRP* criteria for Town Center Cores. The state criteria establishes the area for Town Center Cores to be 0.2 to 0.5 square miles. The subject core is 0.1 square miles. Populations residing in Town Center Cores range between 100 to more than 4,500 persons. The population in the Beverly-Delanco-Edgewater Core is 395. The number of dwelling units in Town Center Cores range between 50 to more than 2,000, and the gross housing density is at least three dwelling units per acre. The subject Core has 457 dwelling units with a gross housing density of 3.6 dwelling units per acre. State criteria indicate that there are 500 to more than 5,000 jobs in a Town Center Core. The subject Core has 408 jobs (ibid.).

The Beverly-Delanco-Edgewater Town Center Core is a traditional linear Core organized along CR 543. The Core is centered around the central business district which is located along CR 543 and concentrated at the crossroads of CR 543 and CR 630. The entire Core is walkable from one end to the other. The Core's physical form fits into the "Main Street" model.

b. Burlington City Town Center

The Burlington City Town Center is located northeast of the Beverly-Delanco-Edgewater Town Center along the Delaware River (Map 5). Route 130 and CR 541 intersect in the Town Center, with the state highway bisecting the city into northern and southern halves and the county road bisecting the city into eastern and western halves (Map 8). It is an existing Town Center comprised almost entirely of the City of Burlington.

The City of Burlington is almost completely developed with compact, high density residential land uses concentrated around the downtown business district located along Broad and High Streets. A set of railroad tracks parallel Broad Street, traversing through the city from end to end. The portion of the city from the Delaware River to the vicinity of Broad and High Streets developed from the eighteenth to early twentieth centuries. High and Broad Streets serve essentially as the city's "main" streets.

The portion of the city from the vicinity of Broad Street toward Route 130 considered as part of the town center developed during the late nineteenth and early to mid-twentieth centuries. This portion has fewer mixed uses and more residential uses.

Map 8 Burlington Town Center

Legend: Town Center

Scale: 0 0.5 1 Miles

North Arrow

Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
Internally generated coverages

36

36

BURLINGTON
BURLINGTON

**CITY OF
TOWNSHIP**

**Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
Internally generated coverages**

0.5 0 0.5 1 Miles

1:16315

1:16315

Table 5 shows the Burlington City Town Center is essentially compliant with *SDRP* criteria for Town Centers. The area of the Burlington City Town Center is 2.0 square miles which essentially complies with the state criterion requiring less than two square miles. The subject Town Center has a population of 8,711 persons which complies with the *SDRP* range of 1,000 to 10,000 persons. The gross population density in the Burlington City Town Center is 4,356 persons per square mile, which is slightly lower than the state requirement of greater than 5,000 persons per square mile. The state criteria for housing is a range of 500 to 4,000 dwelling units developed at a gross density of more than three dwelling units per acre. There are 3,586 dwelling units in the subject Town Center developed at a gross density of 2.8 dwelling units per acre. The state criteria for employment is a range of 500 to 10,000 jobs and a jobs-to-housing ratio ranging from 1-to-1 to 4-to-1. In the Burlington City Town Center there are 4,367 jobs (*ibid.*) provided at a 1.0 job-to-1 dwelling unit ratio.

Table 5 - Compliance with *SDRP* Town Center Criteria
Burlington City Town Center
Route 130/Delaware River Corridor, 1998

<u>Description</u>	<u>Criteria</u>	<u>Compliance</u>
Area (square miles)	<2	2.0
Population	1,000 - 10,000	8,711
Gross Population Density (persons/square mile)	>5,000	4,356
Housing (dwelling units)	500 - 4,000	3,586
Gross Housing Density (dwelling units/acre)	>3	2.8
Employment (jobs)	500 - 10,000	4,367
Jobs:Housing Ratio	1:1 - 4:1	1.0:1

The Burlington City Town Center has a Core located primarily around Broad and High Streets extending to the Delaware River to the north and several blocks south toward Route 130 (Map 9). The Core is the central business district for Burlington City. Stores, shops, offices, places of worship, a post office and government buildings are located along High and Broad Streets. Dense housing is located around the central business district. A light rail transit station stop is proposed by New Jersey Transit at Broad and High Streets.

The Burlington City Town Center Core fits more into the "concentrated core" model which comprises one or more square blocks organized around the riverfront park and concentrated around High and Broad Streets. The Core is pedestrian oriented.

Table 6 shows the Burlington City Town Center Core is compliant with *SDRP* criteria for Town Center Cores. The area of the subject Core is 0.2 square miles which complies with the 0.2 to 0.5 square miles state requirement. The Core population is 1,429 persons which complies with the state criterion of 100 to more than 4,500 persons. There are 1,020 dwelling units built at a gross density of 8.0 dwelling

Map 9 Burlington Town Center Core



Town Center Core

Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
Internally generated coverages

RT 130

38

1:8223

Table 6 - Compliance with *SDRP* Town Center Core Criteria
Burlington City Town Center Core
Route 130/Delaware River Corridor, 1998

<u>Description</u>	<u>Criteria</u>	<u>Compliance</u>
Area (square miles)	.2 - .5	0.2
Population	100 - >4,500	1,429
Housing (dwelling units)	50 - >2,000	1,020
Gross Housing Density (dwelling units/acre)	3	8.0
Employment (jobs)	500 - >5,000	1,884

units per acre in the subject Core, thus, complying with the state requirements of 50 to more than 2,000 dwelling units and three dwelling units per acre, respectively. Within the Core there are 1,884 jobs (*ibid.*), complying with the requirement of 500 to more than 5,000 jobs.

c. Florence-Roebling Town Center

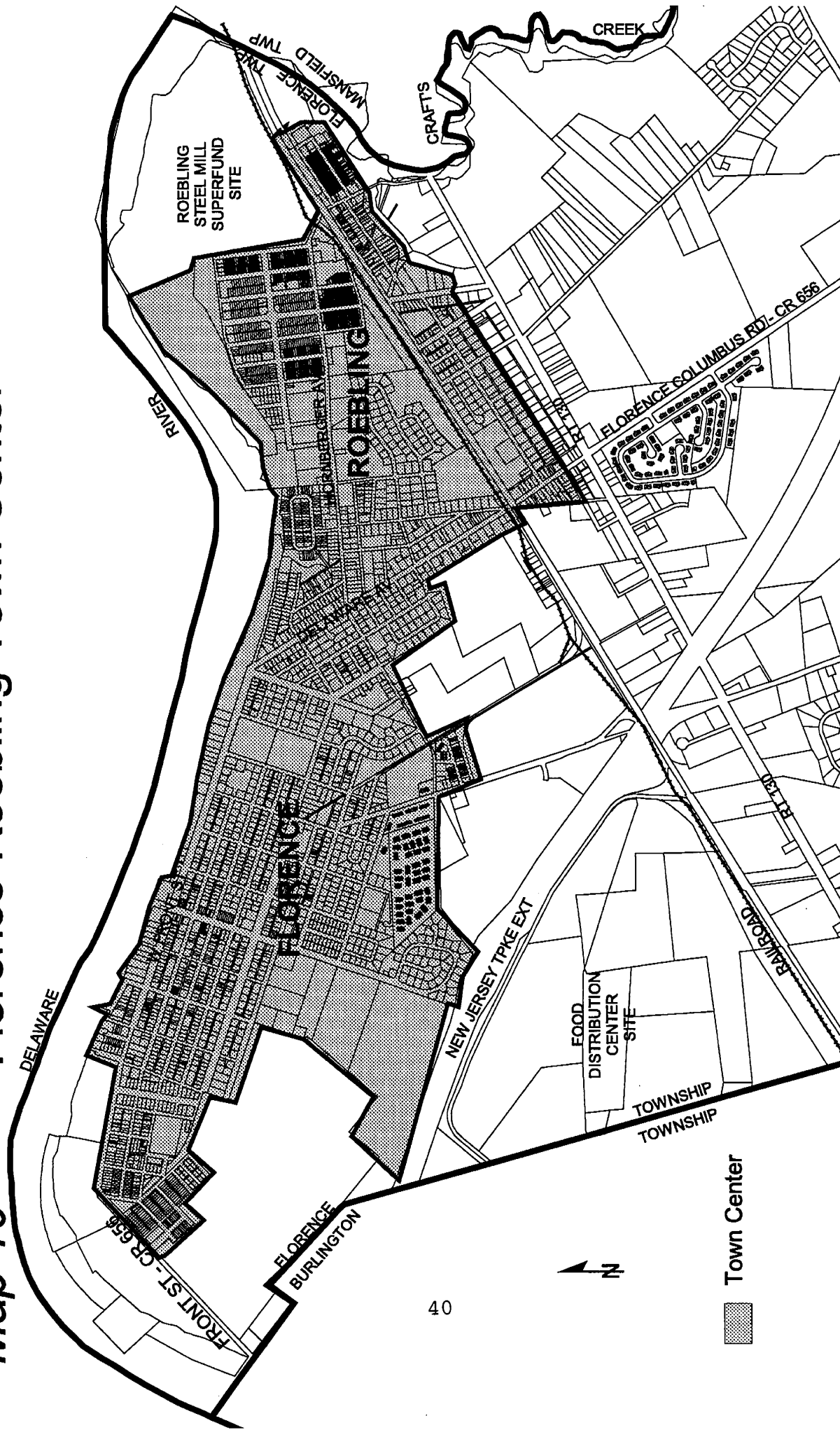
The Florence-Roebling Town Center is located in the northwestern portion of the Corridor (Map 5). It is an existing Town Center located entirely in Florence Township. The Town Center is comprised of two sections of Florence Township, Florence and Roebling (Map 10).

The Florence-Roebling Town Center serves two sections of Florence Township. The Florence section is located in the northwestern portion of the township between the Delaware River (north and west), Delaware Avenue, a.k.a. CR 656 (northeast), the railroad (southeast) and the Pennsylvania Turnpike Extension (south). Most of the Florence section was built upon a grid system. The majority of the Florence section is housing, which was originally developed for workers of nearby foundries and factories in the early twentieth century. Non-grid based residential areas of Florence developed later. The downtown commercial district in Florence is located primarily along Broad Street and its intersection with CR 656 (a.k.a. Front Street). The commercial district provides convenience shopping and services, i.e., food, gas station, post office, etc., to the locals.

The Roebling section of the Town Center is located in the northeastern portion of the township between the Delaware River (north), Craft's Creek (east), Route 130 (south) and Delaware Avenue (west). The original part of Roebling was built, circa. 1905, by the Roebling family to provide housing for workers who supplied labor in the Roebling steel mill. This portion of Roebling retains much of its original "company town" character, i.e., rowhomes, duplexes, single family dwellings built upon a grid system with alleys, a commercial district centered around a rotary through which Main Street traverses, a school, etc. The steel mill lies dormant because of changes and competition in the steel industry, the obsolescence of the facility and the fact that the Roebling steel mill site is an environmentally contaminated "Superfund" site. Pockets of commercial activity occur along Hornberger Avenue, the other "main" street that traverses through Roebling.

Table 7 shows the Florence-Roebling Town Center is essentially compliant with *SDRP* criteria for Town Centers. The area of the Florence-Roebling Town Center is 1.6 square miles which complies with the state criterion requiring less than two square miles. The subject Town Center has a population of 8,564

Map 10 Florence-Roebling Town Center



Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
Internally generated coverages

1:21383

persons concentrated at a gross density of 5,353 persons per square mile, thus, complying with state population (1,000 - 10,000 persons) and gross population density (greater than 5,000 persons/square mile) criteria. The Town Center has 3,364 dwelling units built at a gross housing density of 3.3 dwelling units per acre. State housing criteria are 500 to 4,000 dwelling units built at a gross housing density of more than three dwelling units per acre. The *SDRP* requires a range of 500 to 10,000 jobs be provided at a job-to-housing ratio of 1-to-1 to 4-to-1 be provided in Town Centers. The subject town center has 750 jobs (*ibid.*) provided at a ratio of 0.2 jobs-to-1 dwelling unit. Most of the township's jobs are located outside the Town Center along Route 130 and in the industrial areas (Nodes).

Table 7 - Compliance with *SDRP* Town Center Criteria
Florence-Roebling Town Center
Route 130/Delaware River Corridor, 1998

<u>Description</u>	<u>Criteria</u>	<u>Compliance</u>
Area (square miles)	<2	1.6
Population	1,000 - 10,000	8,564
Gross Population Density (persons/square mile)	>5,000	5,353
Housing (dwelling units)	500 - 4,000	3,364
Gross Housing Density (dwelling units/acre)	>3	3.3
Employment (jobs)	500 - 10,000	750
Jobs:Housing Ratio	1:1 - 4:1	0.2:1

The Florence and Roebling sections of the Town Center each have a Core (Map 11). In Florence the Core is located along Broad Street and its intersection with Front Street. In Roebling the Core is centered around the rotary and Main Street similar to the "Concentrated Core" model. The Florence Core is arranged in a linear fashion along Broad Street and its intersection with Front Street.

Table 8 shows the Florence and Roebling Cores in the Florence-Roebling Town Center are essentially compliant with *SDRP* criteria for Town Center Cores. The areas of the Florence and Roebling Cores are 0.1 square miles and 0.2 square miles, respectively, thus, complying with the state criterion of 0.2 to 0.5 square miles. The *SDRP* requires Town Center Core populations to range between 100 to 4,500 persons. The Core populations are 996 in Florence and 2,606 in Roebling. There are 553 dwelling units in the Florence Core and 1,030 dwelling units in the Roebling Core, which comply with the state criterion of 50 to more than 2,000 dwelling units. The *SDRP* requires Town Center Cores to have a gross housing density of at least three dwelling units per acre and employment of 500 to more than 5,000 jobs. The gross housing density is 8.6 dwelling units per acre in Florence and 8.0 dwelling units per acre in Roebling. The Florence Core has 250 jobs (*ibid.*), and the Roebling Core has 500 jobs (*ibid.*).

Map 11 Florence-Roebling Town Center Cores

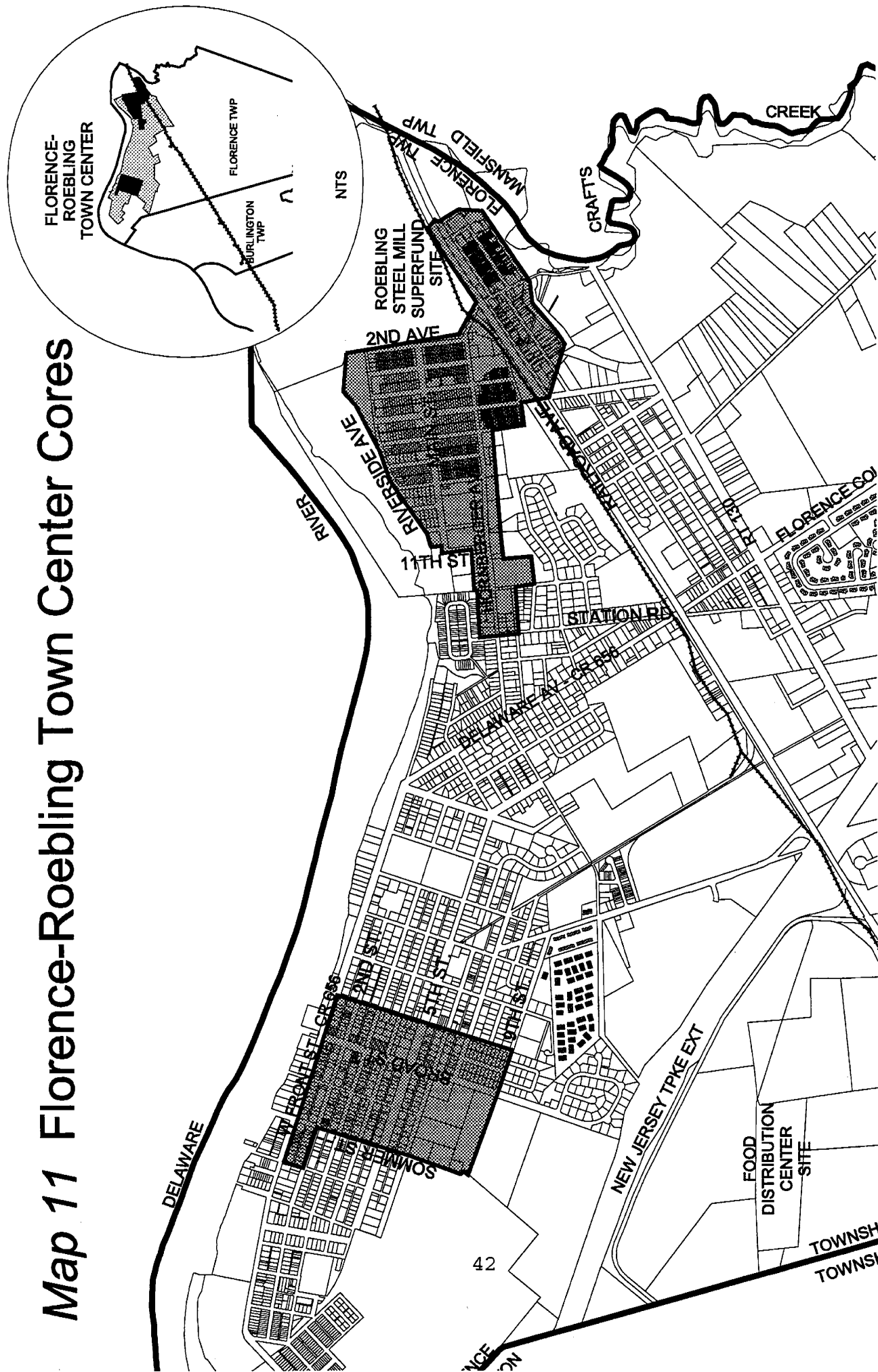


Table 8 - Compliance with *SDRP* Town Center Core Criteria
 Florence-Roebling Town Center Cores
 Route 130/Delaware River Corridor, 1998

<u>Description</u>	<u>Criteria</u>	<u>Compliance</u>	
		<u>Florence</u>	<u>Roebling</u>
Area (square miles)	.2 - .5	0.1	0.2
Population	100 - >4,500	996	2,606
Housing (dwelling units)	50 - >2,000	553	1,030
Gross Housing Density (dwelling units/acre)	3	8.6	8.0
Employment (jobs)	500 - >5,000	250	500

d. Palmyra-Riverton-East Riverton Town Center

The Palmyra-Riverton-East Riverton Town Center is located in the southwestern portion of the Corridor along the Delaware River (Map 5). It is an existing Town Center comprised of the developed portion of Palmyra Borough, the entire municipality of the Borough of Riverton and a portion of Cinnaminson Township identified as East Riverton (Map 12). The three communities share common land use patterns and links.

The portion of Palmyra identified as part of the Town Center is almost entirely developed. This portion extends from Route 73 to the Riverton Borough boundary and from the Delaware River to the Cinnaminson Township boundary. The physical form of this portion of Palmyra is organized into traditional compact development with a downtown business district along CR 543 (a.k.a. Broad Street) and a mix of single and multifamily housing concentrated around the downtown. A set of railroad tracks parallels CR 543. Industrial uses are located toward the southwestern end near Route 73.

The Riverton portion of the Town Center is situated between the Palmyra (west) and East Riverton (east) portions and the Delaware River (north) and Cinnaminson Township (south). To the east, the Pompeston Creek forms the physical boundary between East Riverton and Riverton and is also the municipal boundary separating Riverton Borough and Cinnaminson Township. Riverton's grid street patterns and original housing stock were created during the 1850s. Development occurred initially between the river and the railroad. A small downtown business district formed around where the railroad station once stood at Broad (CR 543) and Main Streets. The borough continued to develop as a late nineteenth and early twentieth century suburban bedroom community which offered convenient commutes to Camden and Philadelphia via rail and steamboat. Today, Riverton retains its turn-of-the-century land use patterns and character.

The East Riverton portion is located in Cinnaminson Township bounded by the Delaware River to the north, Union Landing Road to the east, a farm field to the south and the Pompeston Creek to the west. It developed from the mid-nineteenth to the mid-twentieth centuries. Industrial uses are intermixed among the residential areas of East Riverton, with most of the non-residential uses concentrated along the railroad. Older housing stock exists in the western portion; newer housing stock built during the late 1940s and the 1950s exists in the eastern portion. The land use patterns are based on a grid system.

Map 12 Palmyra-Riverton-East Riverton Town Center

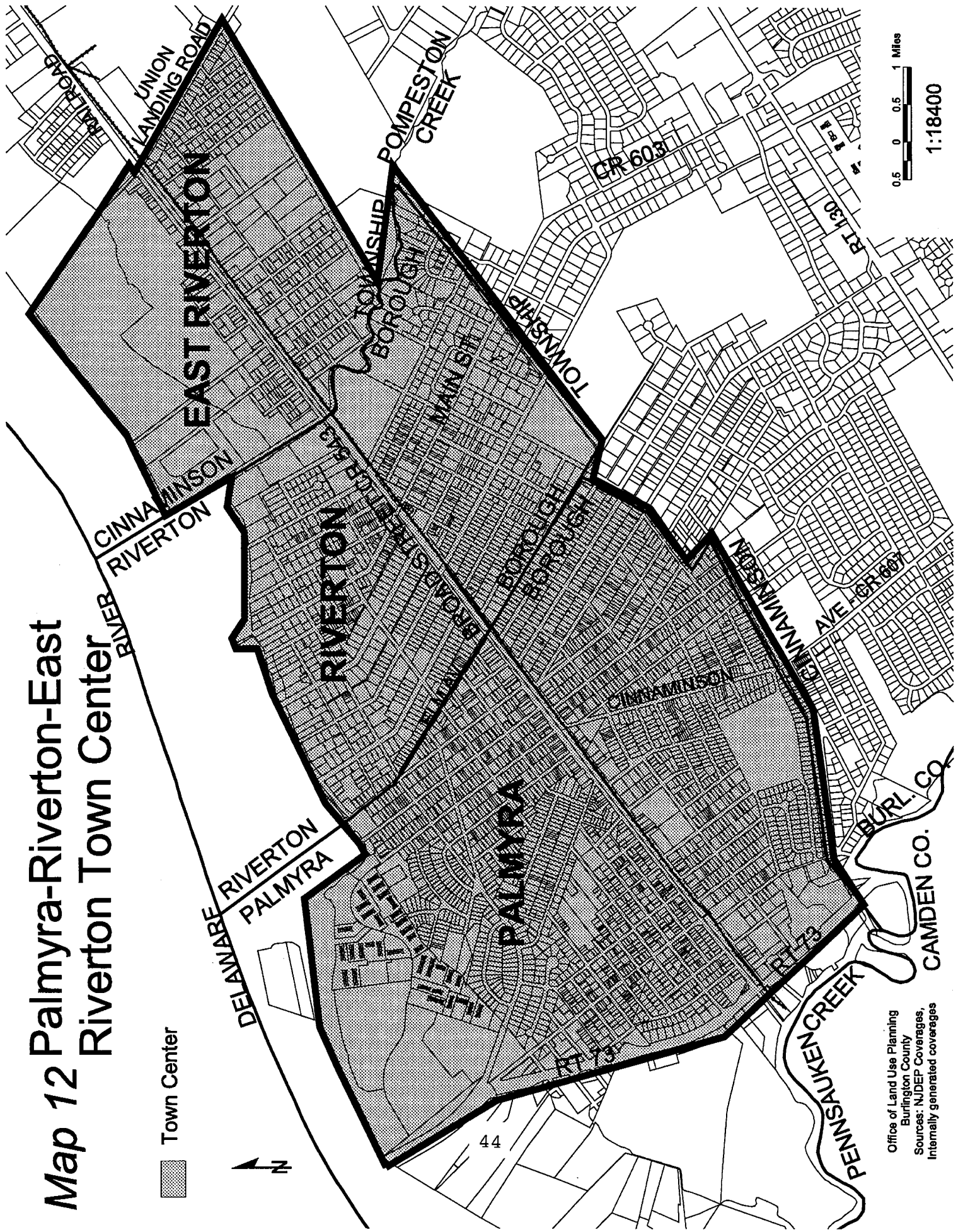


Table 9 shows the Palmyra-Riverton-East Riverton Town Center is essentially compliant with *SDRP* criteria for Town Centers. The area of the subject town center, 2.5 square miles, is slightly larger than the less than two square mile state criterion. It has a population of 10,770 persons concentrated at a density of 4,308 persons per square mile, which is slightly less than state criteria requiring a population between 1,000 to 10,000 concentrated at a density of more than 5,000 persons per square mile. The Town Center has 4,477 dwelling units concentrated at a gross density of 2.8 dwelling units per acre; *SDRP* criteria requires 500 to 4,000 dwelling units concentrated at a gross density of more than three dwelling units per acre. The state criteria requires Town Centers to have 500 to 10,000 jobs at a 1-to-1 to 4-to-1 jobs-to-housing ratio. The subject Town Center has 3,660 jobs (*ibid.*) at a ratio of 0.8 jobs-to-1 dwelling unit.

The Palmyra-Riverton-East Riverton Town Center has a Core located primarily along CR 543 extending from the vicinity of Delaware Street and Cinnaminson Avenue in Palmyra to the vicinity of Broad

Table 9 - Compliance with *SDRP* Town Center Criteria
Palmyra-Riverton-East Riverton Town Center
Route 130/Delaware River Corridor, 1998

<u>Description</u>	<u>Criteria</u>	<u>Compliance</u>
Area (square miles)	<2	2.5
Population	1,000 - 10,000	10,770
Gross Population Density (persons/square mile)	>5,000	4,308
Housing (dwelling units)	500 - 4,000	4,477
Gross Housing Density (dwelling units/acre)	>3	2.8
Employment (jobs)	500 - 10,000	3,660
Jobs:Housing Ratio	1:1 - 4:1	0.8:1

and Main Streets in Riverton (Map 13). This Core is characterized as being shaped like a "dumbbell" because the opposing ends, which have concentrations of commercial land uses in each community, form the "sphere" and the middle, which has fewer businesses and more housing, forms the "handle." This Core fits into the "Main Street" model because it is concentrated along CR 543.

The Palmyra-Riverton-East Riverton Town Center Core is pedestrian oriented. It has a variety of stores and shops and government buildings and services, i.e., convenience stores, gas stations and repair shops, clothing and apparel shops, a vacuum cleaner repair shop, a jewelers, a hardware store, post offices, etc.

Table 10 shows the subject Town Center Core essentially complies with *SDRP* criteria for Town Center Cores. The area of the Core is 0.2 square miles which complies with the 0.2 to 0.5 square miles state requirement. The Core population is 1,151 persons which complies with the state criterion of 100 to more than 4,500 persons. There are 1,005 dwelling units built at a gross density of 7.9 dwellings per acre in the subject Core, thus, complying with state requirements of 50 to more than 2,000 dwelling units and three dwelling units per acre, respectively. Within the Core there are 1,836 jobs (*ibid.*), complying with the requirement of 500 to more than 5,000 jobs.

Map 13 Palmyra-Riverton-East Riverton Town Center Core

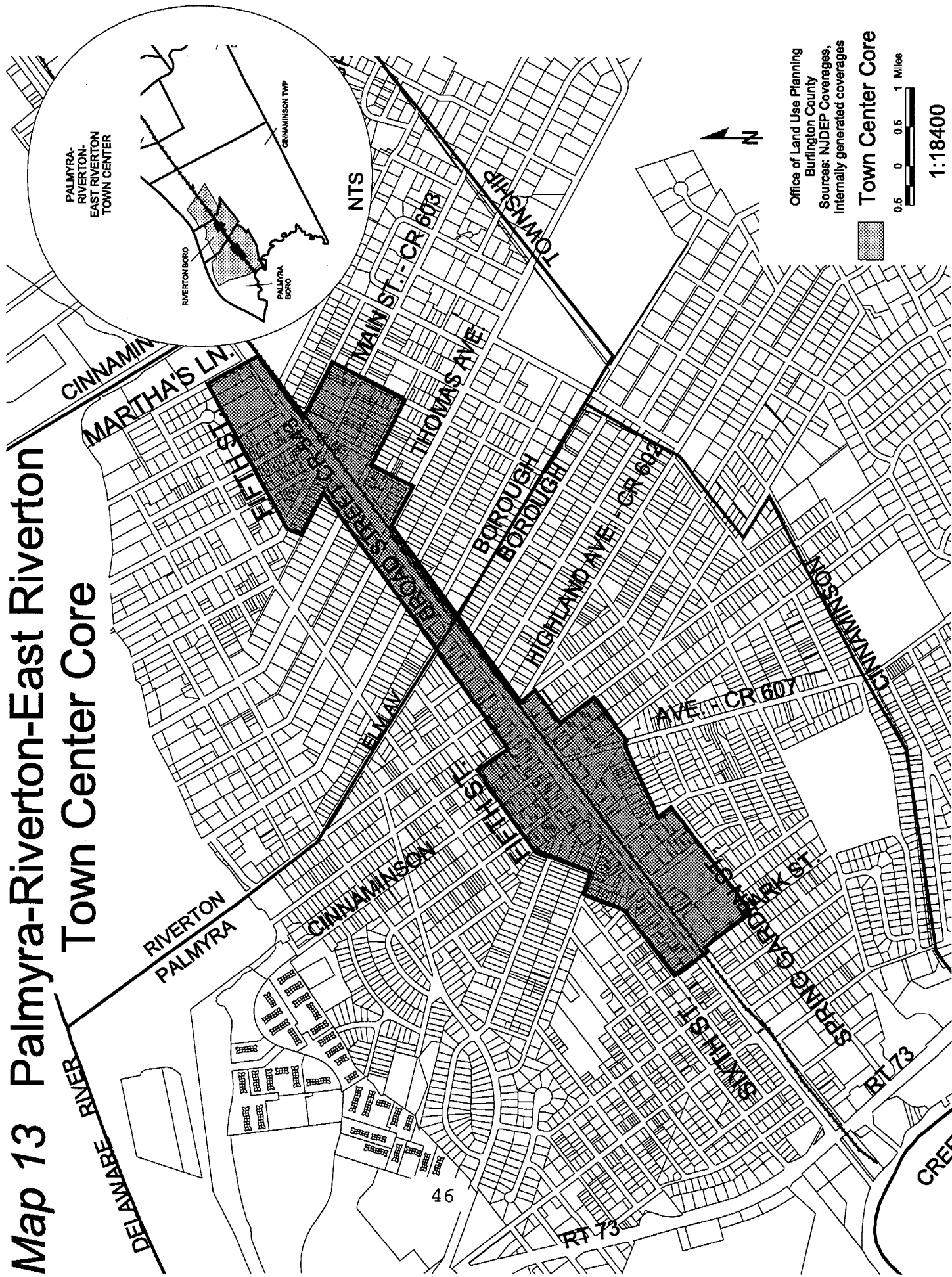


Table 10 - Compliance with *SDRP* Town Center Core Criteria
Palmyra-Riverton-East Riverton Town Center Core
Route 130/Delaware River Corridor, 1998

<u>Description</u>	<u>Criteria</u>	<u>Compliance</u>
Area (square miles)	.2 - .5	0.2
Population	100 - >4,500	1,151
Housing (dwelling units)	50 - >2,000	1,005
Gross Housing Density (dwelling units/acre)	3	7.9
Employment (jobs)	500 - >5,000	1,836

e. Riverside-Cambridge Town Center

The Riverside-Cambridge Town Center is located in southwestern portion of the Corridor northeast of the Palmyra-Riverton-East Riverton Town Center (Map 5). The Riverside-Cambridge Town Center shares common physical links with its southwestern neighboring town center, including CR 543, the railroad and the Delaware River. The Riverside-Cambridge Town Center is an existing Town Center comprised of almost the entire municipality of Riverside Township and the Cambridge section of Delran Township (Map 14).

The Riverside portion of the Town Center is almost entirely developed. It is situated at the confluence of the Delaware River and Rancocas Creek. Riverside has a downtown business district concentrated along Scott Street and portions of Pavilion Avenue and Bridgeboro Street. Industrial uses still remain in portions of Riverside concentrated along CR 543 and the railroad. High density single and multifamily housing surround the downtown business district. For the most part, Riverside developed using a grid system, with grids perpendicular to major roads and not always perpendicular to each other. Riverside's development patterns are reflective of the periods during which the community evolved and expanded. The central portion of the township developed during the mid- and late nineteenth century. Development continued throughout the early and mid-twentieth century, adding residential neighborhoods to the community. The latest developments occurred during the 1970s in the southern portion of Riverside.

The Cambridge section of Delran is located southwest of Riverside. Although it is in Delran Township, Cambridge appears to be part of Riverside, a later extension of the residential neighborhoods of Riverside. As an illustration of Cambridge being an outgrowth of Riverside, many of the sanitary sewers serving Cambridge flow to the Riverside sewage treatment plan. Cambridge consists primarily of residential neighborhoods built upon a grid system.

Table 11 shows the Riverside-Cambridge Town Center is essentially compliant with *SDRP* criteria for Town Centers. The Riverside-Cambridge Town Center covers 1.8 square miles, which complies with the state requirement of less than two square miles. The population in the subject Town Center is 11,612 persons. The state criterion for population is 1,000 to 10,000 persons. The Town Center has a gross population density of 6,451 persons per square mile, which complies with the *SDRP* criterion of more than 5,000 persons per square mile. There are 4,381 dwelling units built at 3.8 dwelling units per acre. The

Riverside-Cambridge Town Center

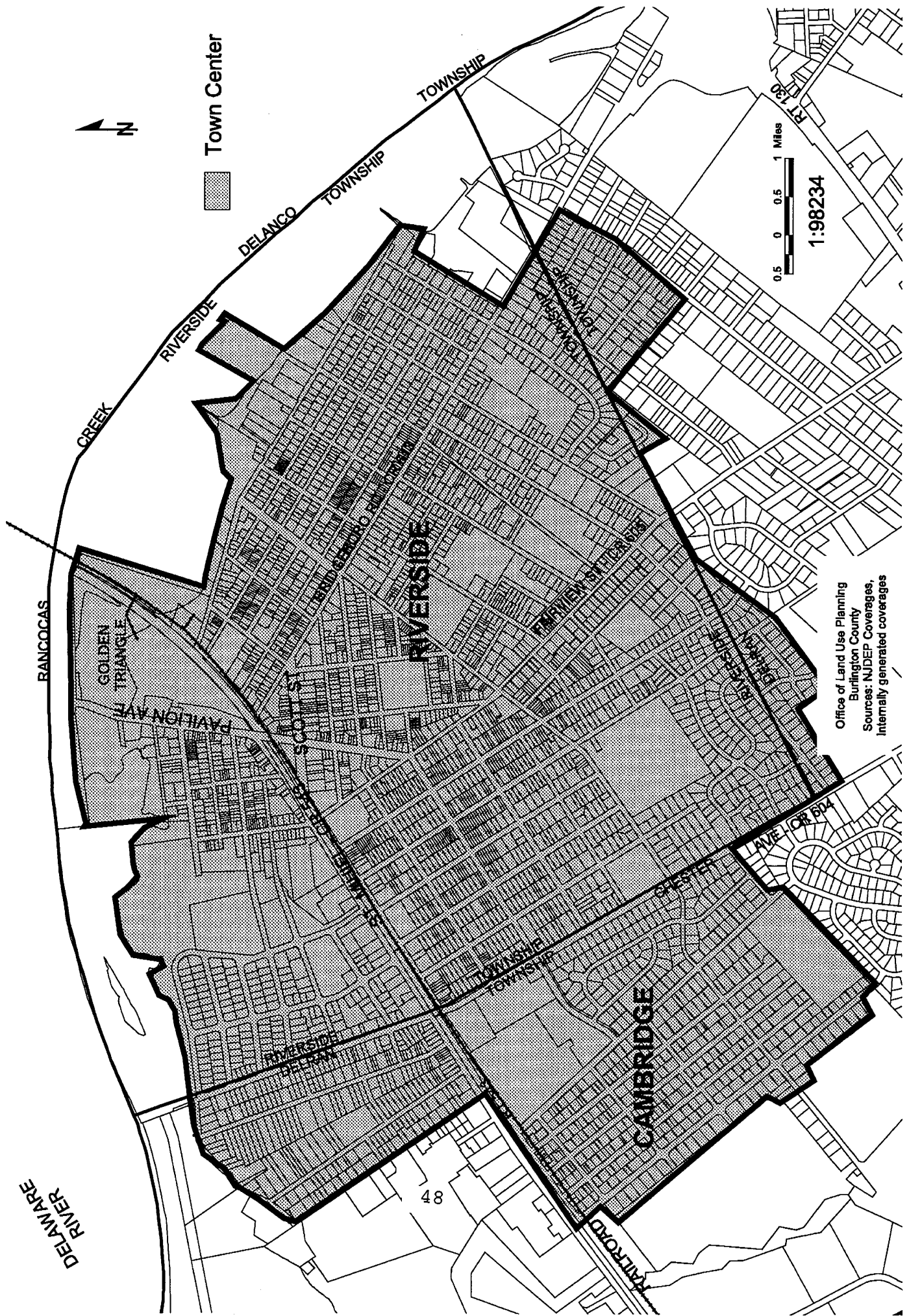


Table 11 - Compliance with *SDRP* Town Center Criteria
Riverside-Cambridge Town Center
Route 130/Delaware River Corridor, 1998

<u>Description</u>	<u>Criteria</u>	<u>Compliance</u>
Area (square miles)	<2	1.8
Population	1,000 - 10,000	11,612
Gross Population Density (persons/square mile)	>5,000	6,451
Housing (dwelling units)	500 - 4,000	4,381
Gross Housing Density (dwelling units/acre)	>3	3.8
Employment (jobs)	500 - 10,000	2,062
Jobs:Housing Ratio	1:1 - 4:1	0.5:1

Table 12 - Compliance with *SDRP* Town Center Core Criteria
Riverside-Cambridge Town Center Core
Route 130/Delaware River Corridor, 1998

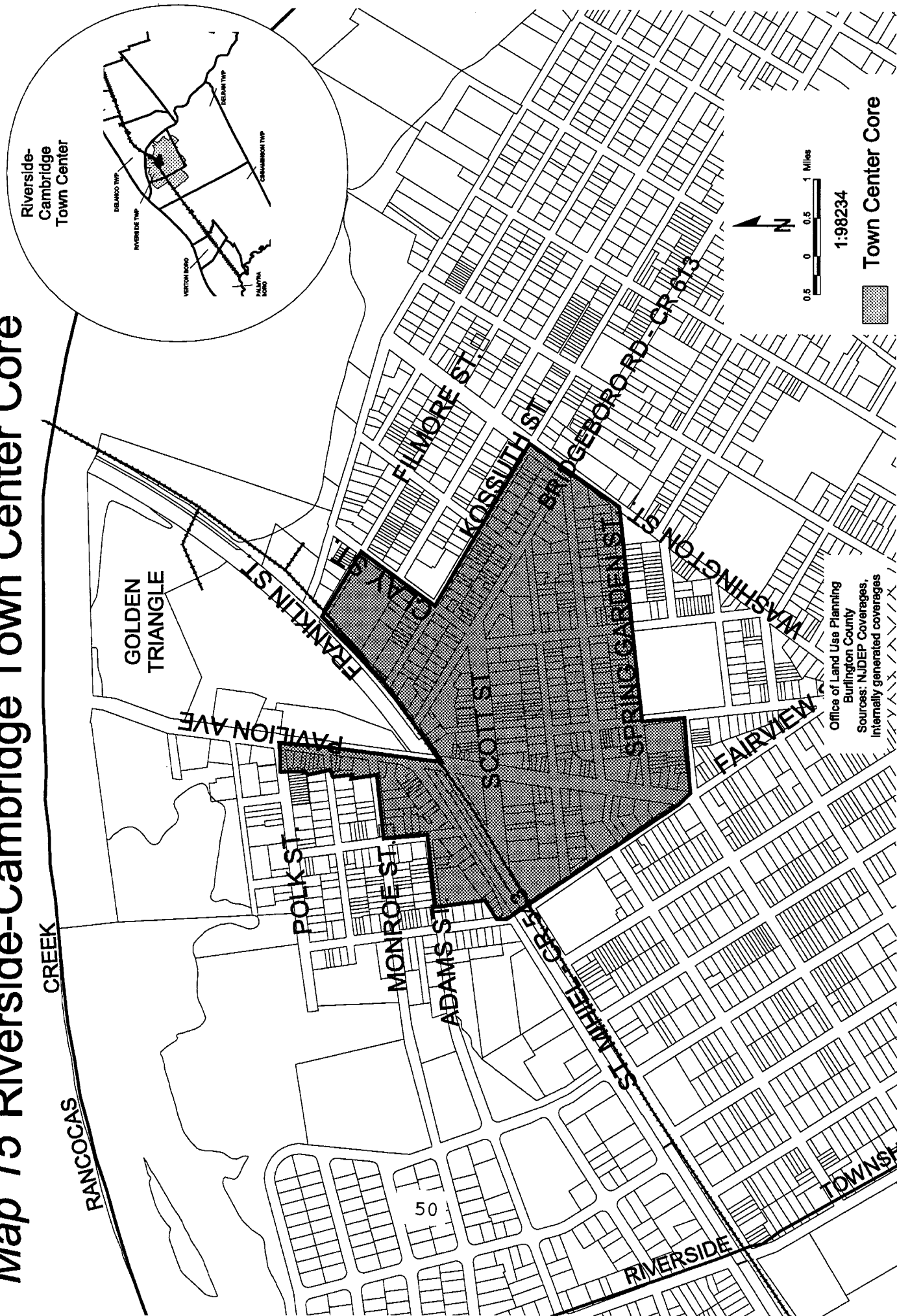
<u>Description</u>	<u>Criteria</u>	<u>Compliance</u>
Area (square miles)	.2 - .5	0.1
Population	100 - >4,500	985
Housing (dwelling units)	50 - >2,000	857
Gross Housing Density (dwelling units/acre)	3	12.0
Employment (jobs)	500 - >5,000	1,046

SDRP requires housing range between 500 to 4,000 dwelling units built at more than three dwelling units per acre. The subject Town Center has 2,062 jobs (ibid.) provided at a 0.5 jobs-to-1 dwelling unit ratio. Town Center criteria are 500 to 10,000 jobs and a jobs-to-housing ratio of 1-to-1 to 4-to-1.

The Riverside-Cambridge Town Center Core is located in the vicinity of downtown Riverside concentrated around Scott Street, Pavilion Avenue and a portion of Bridgeboro Street, fitting into the "Concentrated Core" model (Map 15). The Core has a diverse mix of store and shops providing goods and services to the Town Center and surrounding communities.

Table 12 shows the Riverside-Cambridge Town Center Core is essentially compliant with *SDRP* criteria for Town Center Cores. The subject Core is 0.1 square miles, which complies with the 0.2 to 0.5

Map 15 Riverside-Cambridge Town Center Core



square miles state criterion. The population in the core is 985 persons, which complies with the 100 to more than 4,500 persons state criterion. The *SDRP* requires Town Center Cores to have 50 to more than 2,000 dwelling units built at a gross housing density of more than three dwelling units per acre. The Riverside-Cambridge Town Center Core has 857 dwelling units built at 12.0 dwelling units per acre. Based on state requirements, a Town Center Core has 500 to more than 5,000 jobs. The subject Town Center Core has 1,046 jobs (*ibid.*).

f. Willingboro-Edgewater Park Town Center

The Willingboro-Edgewater Park Town Center does not exist today. It is the planned transformation of a "dead" 1950s-style open air shopping mall, known as Willingboro Plaza, situated along Route 130 in the central portion of the Corridor into a diverse, compact Town Center with a Core (Map 5). The planned Willingboro-Edgewater Park Town Center is comprised of the 56-acre defunct shopping center site located entirely in Willingboro Township and commercial and residential areas in Willingboro Township and neighboring Edgewater Park Township (Map 16).

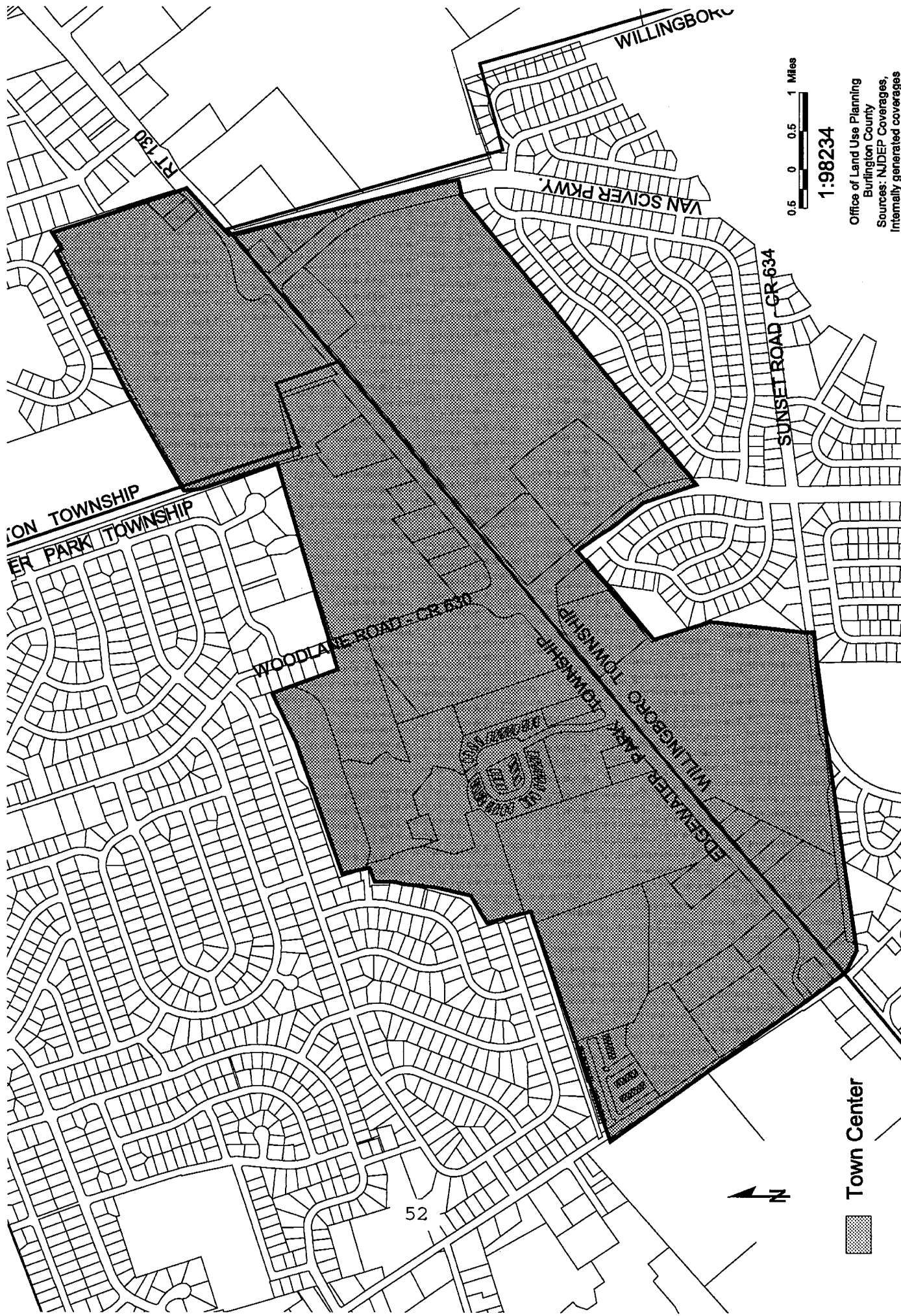
In its early days, Willingboro Plaza served as a regional shopping center, drawing patrons from Burlington County and communities in Lower Bucks County, Pennsylvania. As time marched on, the region changed with shifts in population centers moving away from the Corridor toward Interstate 295, the commercial retail industry relocating to the new "frontier" to chase after population growth, and the industry itself evolving from open air malls to closed malls and eventually to the power centers of today. New shopping malls and stores sprang up along the major intersections with the interstate, sapping the economic strength from the older malls, i.e., Willingboro Plaza, and stores located in the Corridor. This process, in part, contributed toward the decline of the Corridor and the slow, painful death of Willingboro Plaza.

The Township of Willingboro has taken a progressive, proactive approach to revitalizing its share of the Corridor by establishing its Route 130 highway frontage as a redevelopment area, as provided in the Redevelopment and Housing Law (N.J.S.A. 40A:12A-1 et seq.) and preparing and adopting, pursuant to said law, a redevelopment plan that provides for a Town Center option to be created on the Willingboro Plaza site. The redevelopment plan provides for a mix of commercial, industrial, office, governmental and residential uses to be built on the town center site. Residential dwelling units are permitted as apartments and condominium units in second and third stories over commercial and office establishments, in individual buildings attached to commercial, office, apartment and condominium buildings and in individual, detached buildings. Open space preservation and the creation of formal parks in the Town Center are required. The proposed Town Center is surrounded by single family residential development to the south and west in Willingboro Township. Pedestrian paths linking the residential areas to the Town Center are required. To the north in Edgewater Park and to the east in Burlington Township are commercial and industrial uses, some of which are in a state of decline. Farther north and east are residential areas accessible to the Town Center site by automobile. Feeder bus routes connecting the Town Center to the light rail transit station stop proposed in nearby Beverly City and Edgewater Park Township are encouraged.

Edgewater Park has also designated portions of the Town Center as a redevelopment area where commercial development has declined and residential development remains unfinished.

Table 13 shows the proposed Willingboro-Edgewater Park Town Center is essentially compliant with *SDRP* criteria for Town Centers. The proposed Town Center covers 0.7 square miles, which complies with the less-than- two- square mile criterion. The population in the Town Center is estimated to be approximately 2,750 persons residing at a gross density of 3,929 persons per square mile. The existing population in the proposed Town Center is 1,618 persons concentrated at a gross density of 2,311 persons per square mile. Based on zoning in the two townships, the proposed Town Center population will increase

Map 16 Willingboro-Edgewater Park Town Center



0.5 0 0.5 1 Miles

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Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
internally generated coverages

Town Center

Table 13 - Compliance with *SDRP* Town Center Criteria
Proposed Willingboro-Edgewater Park Town Center
Route 130/Delaware River Corridor, 1998

<u>Description</u>	<u>Criteria</u>	<u>Compliance</u>
Area (square miles)	<2	0.7
Population	1,000 - 10,000	2,750
Gross Population Density (persons/square mile)	>5,000	3,929
Housing (dwelling units)	500 - 4,000	1,720
Gross Housing Density (dwelling units/acre)	>3	3.6
Employment (jobs)	500 - 10,000	2,400
Jobs:Housing Ratio	1:1 - 4:1	1.6:1

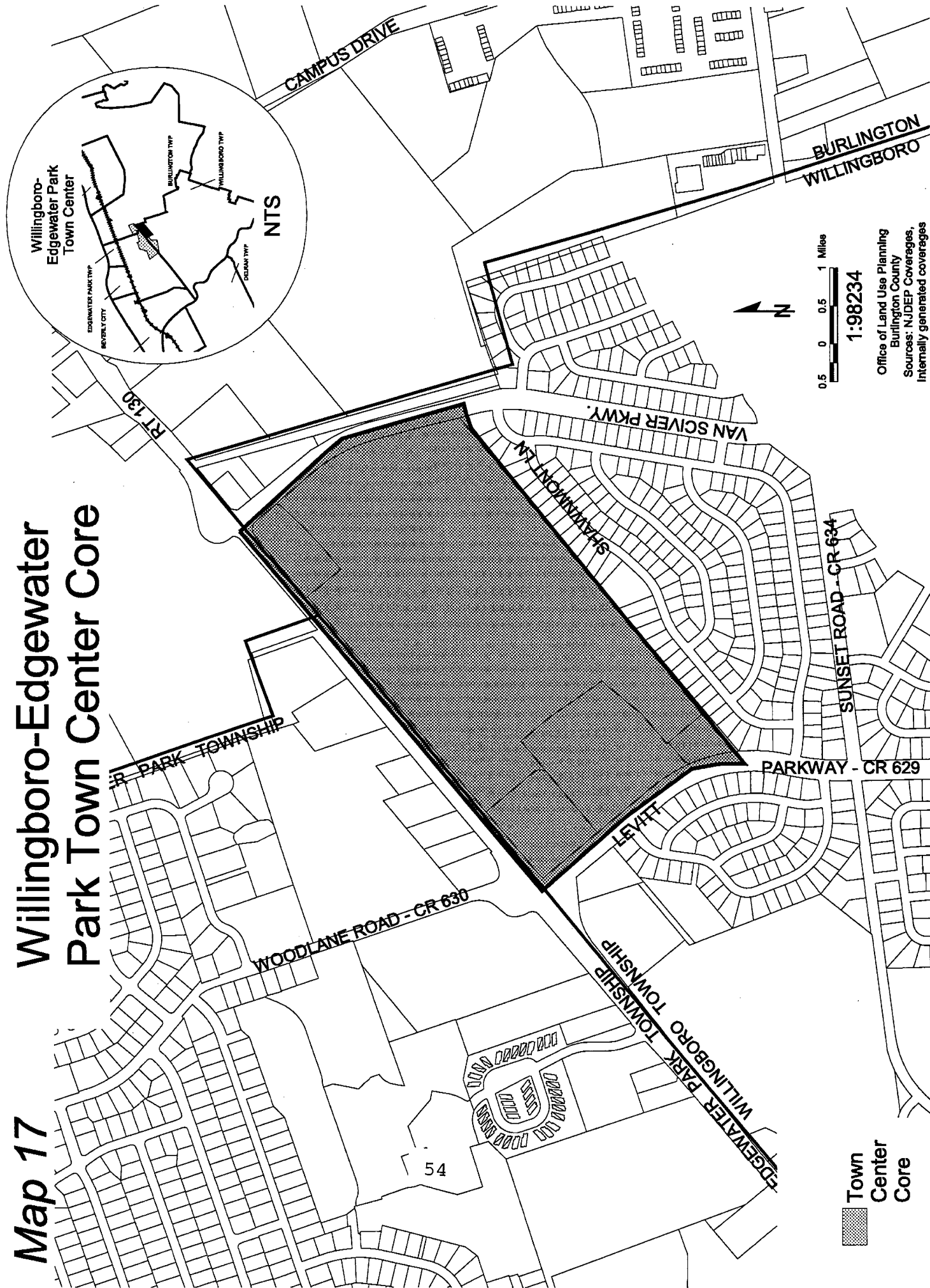
to 2,750 concentrated at a gross population density of 3,929 persons per square mile. Currently, there are 1,150 dwelling units built at a gross density of 2.4 dwelling units per acre in the proposed town center. Under the Town Center plan, housing units are estimated to total 1,720, built at a gross density of 3.6 dwelling units per acre. This complies with the state requirements of 500 to 4,000 dwelling units built at more than three dwelling units per acre. The Town Center will provide 2,400 jobs (1996 Covered Employment plus estimates from zoning) at a 1.6 jobs-to-1 dwelling unit ratio, which complies with the state criteria of 500 to 10,000 jobs provided at a jobs-to-housing ratio of 1-to-1 to 4-to-1.

The Core for the proposed Town Center will be located in the redevelopment of the former shopping center site (Map 17). The Core will have a mix of compact commercial, governmental and residential uses with formal public open spaces developed at a pedestrian scale. The type of model for the Core has not been determined; it will be a product of further study and negotiation between the township and developer. The redevelopment plan permits flexibility and creativity in the design of the Core.

Table 14 shows the proposed Willingboro-Edgewater Park Town Center Core essentially complies with *SDRP* criteria for Town Center Cores. Area of the proposed core is 0.1 square miles, which is slightly less than the state criterion of 0.2 to 0.5 square miles. Based on the potential for 168 dwelling units to be constructed, the population in the Core is projected to be 340 persons. *SDRP* criteria requires Town Center Cores to have a population ranging from 100 to more than 4,500 persons and a housing supply of 50 to more than 2,000 dwelling units. Gross housing density is required to be at least three dwelling units per acre; the Willingboro-Edgewater Park Town Center Core is planned to have 3.0 units per acre. The subject Core is projected to have 500 jobs, which complies with the 500 to more than 5,000-job *SDRP* criterion.

Map 17

Willingboro-Edgewater Park Town Center Core



Office of Land Use Planning
 Burlington County
 Sources: NJDEP Coverages,
 Internally generated coverages

Table 14 - Compliance with *SDRP* Town Center Core Criteria
Proposed Willingboro Town Center Core
Route 130/Delaware River Corridor, 1998

<u>Description</u>	<u>Criteria</u>	<u>Compliance</u>
Area (square miles)	.2 - .5	0.1
Population	100 - >4,500	340
Housing (dwelling units)	50 - >2,000	168
Gross Housing Density (dwelling units/acre)	3	3.0
Employment (jobs)	500 - >5,000	500

4. Nodes

Nodes, in which existing and/or planned common and similar facilities and activities are concentrated on 50 acres or more, are located in ten Corridor municipalities (Map 18):

1. Beverly;
2. Burlington City;
3. Burlington Township;
4. Cinnaminson;
5. Delanco;
6. Delran;
7. Edgewater Park;
8. Florence;
9. Palmyra; and
10. Willingboro.

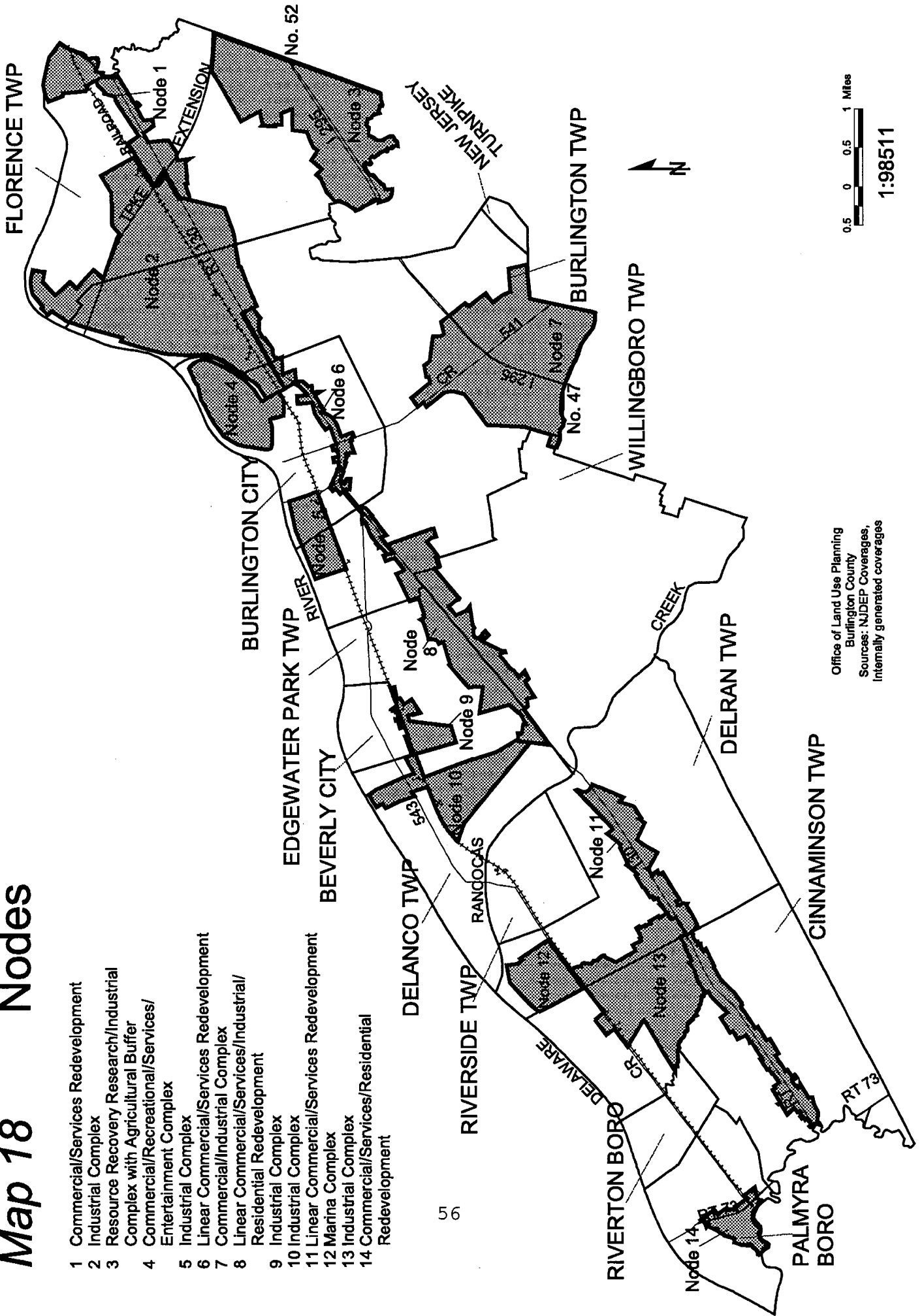
Riverside is a diverse town center with small concentrations of common and similar facilities and activities arranged on less than 50 acres throughout the community. Riverton is devoid of Nodes because it is almost entirely developed as residential uses with a small downtown commercial district which is part of the Palmyra-Riverton-East Riverton Town Center Core.

Within the Corridor there are nine types of Nodes summarized by type, municipality and area in Table 15:

1. Marina Complex;
2. Industrial Complex;
3. Commercial/Industrial Complex;
4. Commercial/Services Redevelopment;
5. Commercial/Services/Residential Redevelopment;
6. Commercial/Recreational/Services/Entertainment Complex;
7. Linear Commercial/Services Redevelopment;
8. Linear Commercial/Services/Industrial/Residential Redevelopment; and
9. Resource Recovery Research/Industrial Complex with Agricultural Buffer.

Map 18 Nodes

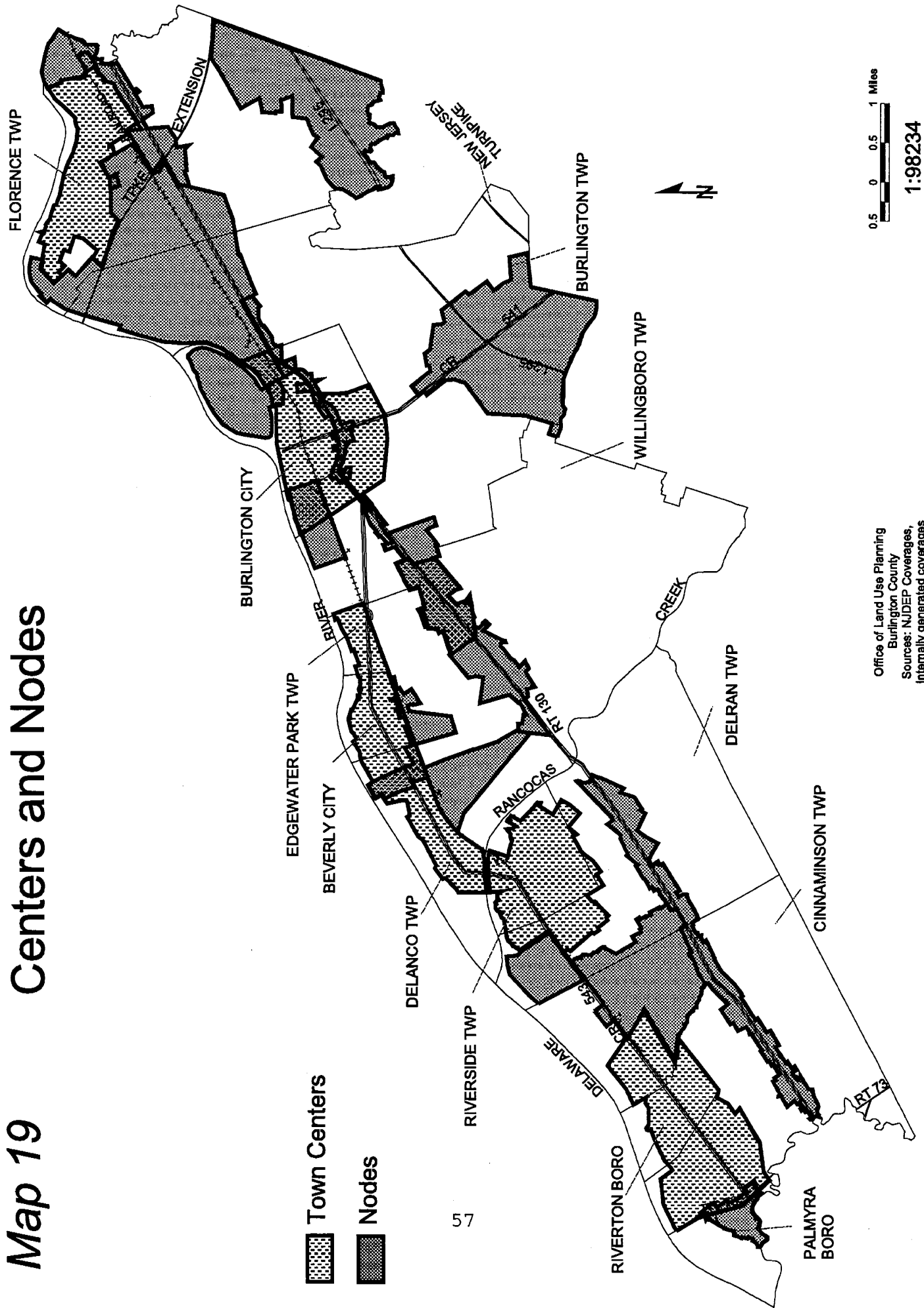
- 1 Commercial/Services Redevelopment
- 2 Industrial Complex
- 3 Resource Recovery Research/Industrial Complex with Agricultural Buffer
- 4 Commercial/Recreational/Services/Entertainment Complex
- 5 Industrial Complex
- 6 Linear Commercial/Services Redevelopment
- 7 Commercial/Industrial Complex
- 8 Linear Commercial/Services/Industrial/Residential Redevelopment
- 9 Industrial Complex
- 10 Industrial Complex
- 11 Linear Commercial/Services Redevelopment
- 12 Marina Complex
- 13 Industrial Complex
- 14 Commercial/Services/Residential Redevelopment



Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
Internally generated coverages

1:98511

Map 19 Centers and Nodes



Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
Internally generated coverages

Table 15 - Nodes by Type, Municipality and Area
Route 130/Delaware River Corridor, 1998

<u>Node ID No.</u>	<u>Node Type</u>	<u>Municipality</u>	<u>Area (acres)</u>
1	Commercial/Services Redevelopment	Florence	416.4
2	Industrial Complex	Burlington City	59.5
		Burlington Township	1,334.3
		Florence	751.4
		Total	2,145.2
3	Resource Recovery Research/Indust. Complex with Agricultural Buffer	Florence	1,231.3
4	Commercial/Recreational/Services/Entertainment Complex	Burlington City	436.1
5	Industrial Complex	Burlington City	63.0
		Burlington Township	192.0
		Total	255.0
6	Linear Commercial/Services Redevelopment	Burlington City	114.6
		Burlington Township	73.9
		Total	188.5
7	Commercial/Industrial Complex	Burlington Township	1,503.2
8	Linear Com./Serv./Ind./Res. Redevel.	Burlington Township	196.0
		Edgewater Park	384.6
		Willingboro	239.1
		Total	819.7
9	Industrial Complex	Beverly	12.4
		Edgewater Park	131.5
		Total	143.9
10	Industrial Complex	Delanco	515.4
11	Linear Commercial/Services Redevelopment	Cinnaminson	348.2
		Delran	352.3
		Total	700.5
12	Marina Complex	Delran	250.6
13	Industrial Complex	Cinnaminson	729.9
		Delran	173.5
		Total	903.4
14	Commercial/Services/Residential Redevelopment	Palmyra	152.9

Map 19 shows the geographical relationship of Nodes to Town Centers in the Corridor.

The summary of the Nodes provided in Table 15 begins in the northeastern portion of the Corridor and ends in the southwestern portion. The Nodes in the Corridor are presented below by type and described in further detail.

a. Marina Complex Node, Node No. 12

Within the Corridor there is only one Marina Complex Node, which is identified as Node No. 12 (Map 20). It is located in Delran on the Delaware River. The Node covers 250.6 acres including riparian rights. Four marina facilities which provide the capacity for 1,100 boat slips occupy 82.6 acres or 33.0 percent of the Node. A variety of marine and marine-support services, i.e., boat sales and repair, marine supplies, sail fabricator, etc., are provided in the Node. Cafes and eateries are located in and adjacent to the marinas.

Amico Island, which is actually a peninsula attached to the mainland in the vicinity of Norman Avenue and the Delran Sewerage Authority, covers 104.3 acres including riparian rights. It is the site of infrequently active sand and gravel mine. The outer perimeter of the site is vegetated with trees, scrub and riverine tidal flats.

Commercial and industrial activities, which occupy approximately three acres, are located along CR 543 (St. Mihiel Drive) and Norman Avenue. Residential uses are intermixed with commercial uses along the eastern side of Norman Avenue. Farther east is the beginning of a residential neighborhood.

b. Industrial Complex Nodes, Node Nos. 2, 5, 9, 10 and 13

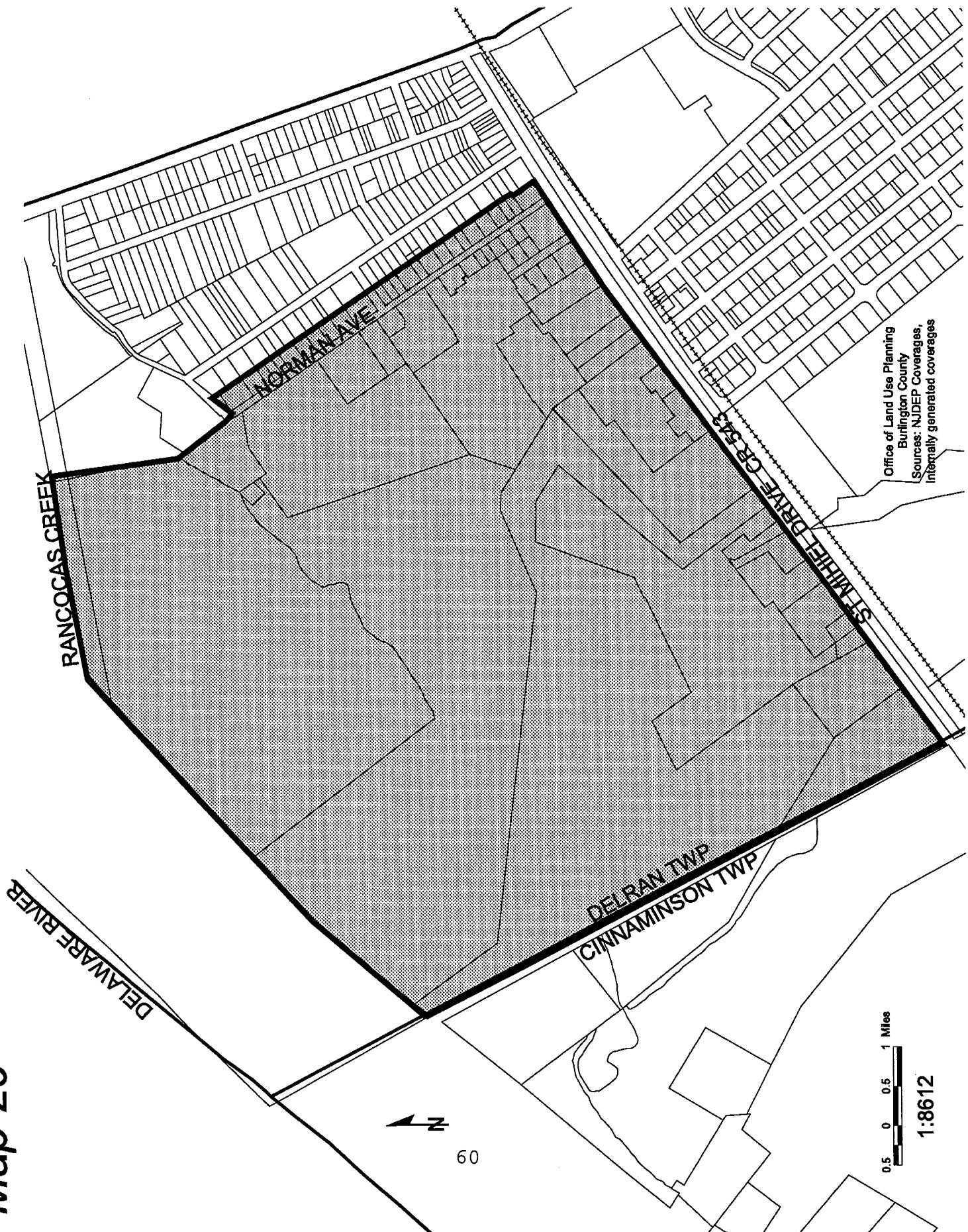
Five Industrial Complex Nodes are located in the Corridor. The first and largest Industrial Complex Node is located in the northern portion of the Corridor extending from the northeastern portion of Burlington City to Burlington and Florence Townships and covers 2,145.2 acres. The second Node, 255.0 acres in area, is located in Burlington City bounded by Keim Boulevard (the approach to the Burlington-Bristol Bridge), West Broad Street and the Delaware River. The third Node is located in Beverly and Edgewater Park, covering 143.9 acres. The Beverly-Edgewater Park Industrial Complex Node straddles the railroad and extends from Bridgeboro Road (CR 626) to Manor Road in Beverly. The fourth Industrial Complex Node is located in neighboring Delanco Township. It covers 515.4 acres and is bounded by the railroad, the municipal corporate boundary common with Edgewater Park, Creek Road (CR 625) and Cooper Street (CR 624). The fifth Node is located southwest of the Rancocas Creek in Cinnaminson and Delran Townships. This Node is second largest covering 903.4 acres. It includes areas of both municipalities located along CR 543, Taylor's Lane, Route 130 and Union Landing Road.

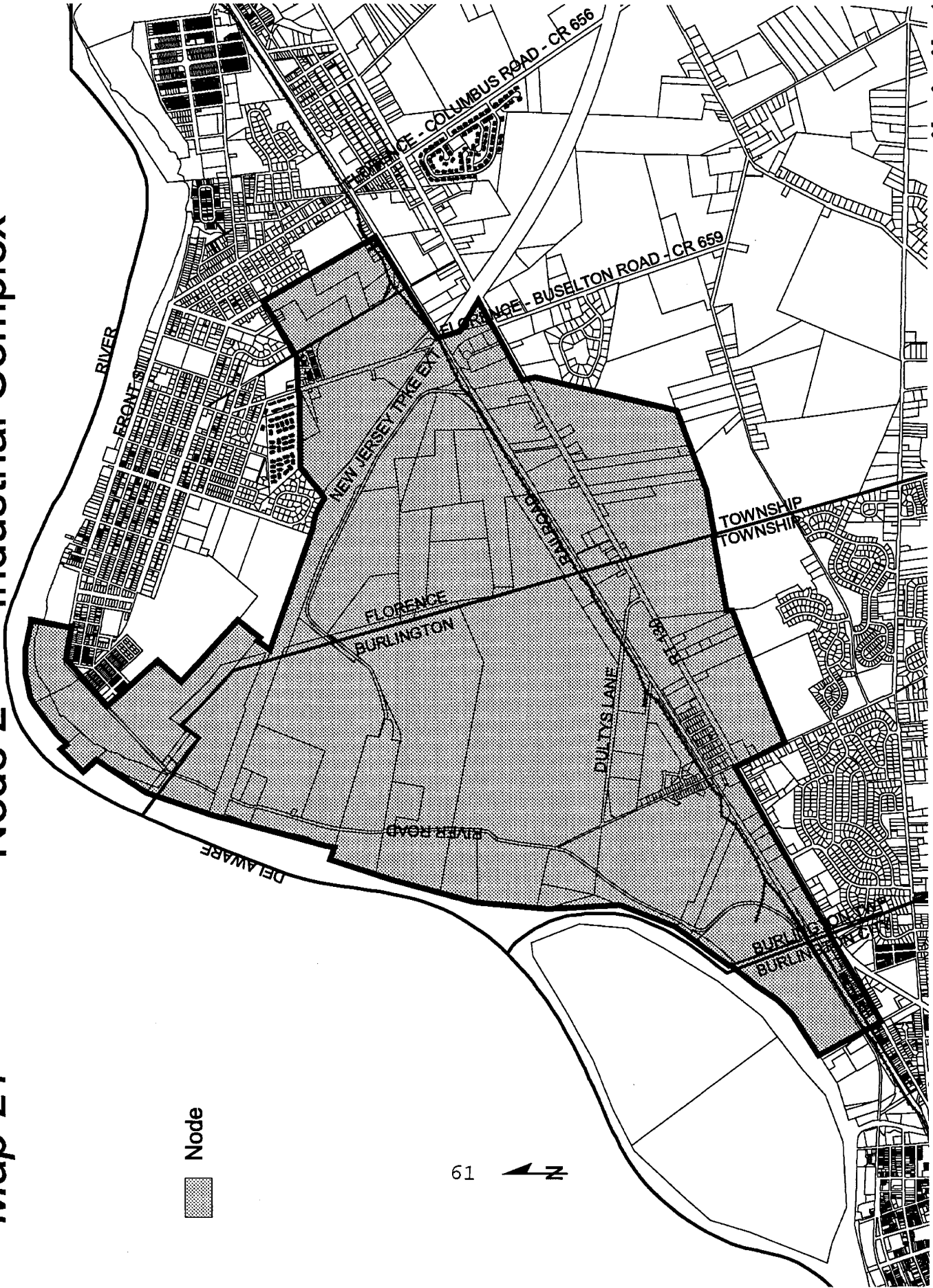
(1) Burlington-Florence Industrial Complex, Node No. 2

The Burlington-Florence Industrial Complex Node, identified as Node No. 2 (Map 21), is the largest Industrial Complex Node (2,145.2 acres), as well as largest of all Nodes in the Corridor. This Node is located in the area of the Corridor and Burlington County that is expected to grow significantly over the next 10 to 20 years. Currently, much of Node No. 2 is vacant with woodlands, open fields and farmland. Scattered throughout the Node is a mix of large and small industrial sites, i.e., two large pipe foundries on the river, expansive warehouse facilities, a gypsum processing plant on the river, small machine shops, trucking operations, etc. Node No. 2 is expected to grow significantly as a result of the completion of the proposed New Jersey Turnpike Interchange under construction in the Node and the light rail transit system planned to be operational by 2001 and a major park-and-ride station stop proposed to serve the Node.

Node 12 - MARINA COMPLEX

Map 20





Node

A dominant site which will contribute toward the anticipated industrial growth in the Node is the 660-acre "Food Distribution Center" site (Corridor Target Project No. 2). This site was targeted by the county for acquisition in a joint public/private partnership to create a major employment center in the form of a food distribution center and industrial park. Private sector has recently purchased the site outright without county assistance to move more rapidly toward developing the site as an industrial park. This site remains as a key component for the further development of Node No. 2.

In addition to having industrial uses, Node No. 2 is expected to have support services and commercial activities serving the Node and surrounding growing residential areas in Florence, Burlington Township, Springfield, Mansfield and Bordentown Township. The support uses, i.e., offices, stores, restaurants, banks, personal and business service shops, gas stations, etc., will locate along Route 130.

The entire Node is located in a planned sanitary sewer and water service area. These utilities are available for extension in the three communities in the Node. In anticipation of industrial and commercial growth, Florence has bonded for and will construct sanitary sewers along Route 130 in the Node.

The Node is well served by road and rail. The New Jersey Turnpike Interchange at Route 130, which is under construction and planned to be completed in 1999, will provide enhanced inter- and intrastate accessibility to and from the Node. The proposed light rail transit system with a station stop in the Node will provide enhanced accessibility for employees and visitors to the Node. Route 130 and Interstate 295 (accessible via CR 656 in the Node) provide inter- and intrastate travel options to the Node. The Conrail railroad currently serves several industries in the Node and has the ability to provide expanded service in the Node.

Node No.2 will change the physical and economic landscape in this portion of the Corridor and the county. It will contribute significantly toward the revitalization of the Corridor and to the economy of the county and region. By itself, the "Food Distribution Center" is anticipated to provide 2,500 to 3,500 permanent jobs and produce more than seven million square feet of industrial space, which will provide substantial local property tax revenues. Spinoff business generated by this facility to the region has not been estimated; however, it is considered to be substantial.

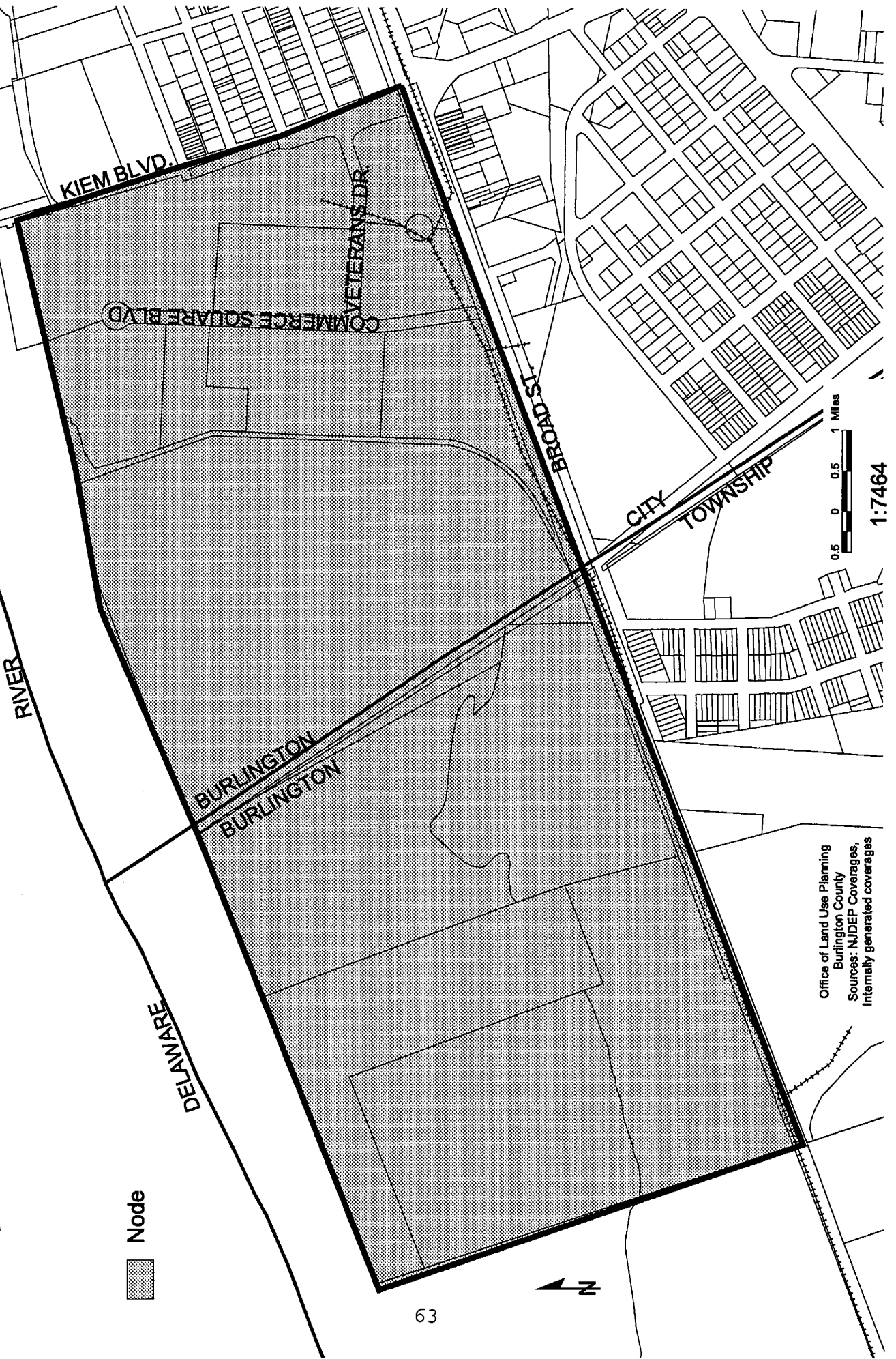
(2) Burlington Industrial Complex Node, Node No. 5

The Burlington Industrial Complex Node, Node No. 5, is located in the western portion of Burlington City and extends westerly into neighboring Burlington Township (Map 22). Most of the Node is occupied by the Public Service Electric and Gas electric power generating plant, 192 acres in area, which straddles the two municipalities. "Commerce Square," the 63-acre industrial park owned by Burlington City occupies the balance of the Node.

During World War II, "Commerce Square" was used as a site for manufacturing shell casings for artillery ammunition. It had rail and river access for transporting the shell casings. Today, no remnants of its former military use exist. As a result of the city's efforts, the site was transformed into an industrial park with several long term tenants. A Y.M.C.A. facility and a light rail transit park-and-ride, together occupying a total of 11.6 acres, are planned for "Commerce Square." Approximately 30 acres (half of the site) are vacant and ready for industrial redevelopment.

Node No. 5 is served by sanitary sewers and public water. It has direct access to freight rail service via the railroad tracks that run parallel to West Broad Street. A light rail transit station stop is proposed for "Commerce Square," enhancing the ability of employees and visitor to access the Node. Interstate travel to Pennsylvania is made easily and conveniently via Keim Boulevard and the Burlington-Bristol Bridge. Keim Boulevard also provides easy and convenient access from the Node to Route 130. Access to Interstate 295 from the Node is approximately 10 minutes via Route 130 and CR 541. Access

Map 22 Node 5 - Industrial Complex



to the New Jersey Turnpike (Interchange 5) is presently available by traveling an additional minute on CR 541. In 1999 a second option for accessing the New Jersey Turnpike will become available from the Burlington Industrial Complex Node via Route 130 to nearby the new Turnpike interchange in Node No. 2.

(3) Beverly-Edgewater Park Industrial Complex Node, Node No. 9

The Beverly-Edgewater Park Industrial Complex Node straddles the railroad that delineates the municipal corporate boundary for Beverly City and Edgewater Park Township (Map 23). This Node identified as Node No. 9 is the smallest industrial complex Node, as well as smallest Node, covering 143.9 acres. It consists of older industrial sites and facilities that grew up along the railroad during the mid- to late nineteenth and early to mid-twentieth centuries.

In Beverly the industrial facilities are arranged in a linear fashion along the railroad and Railroad Avenue. Most of these sites are small, with the largest one containing 6.7 acres. In contrast the industrial sites in Edgewater Park extend away from the railroad along Mount Holly and Bridgeboro Roads. The largest existing industrial facility is the former Wall Rope manufacturing facility which covers 23.1 acres. This facility is no longer used for manufacturing rope; it is a warehousing and trucking facility. The multi-story sections of the old manufacturing facility are empty. West of Mount Holly Road are small industrial facilities and vacant land zoned for industrial uses.

The Node is approximately one mile from Route 130 via Mount Holly Road (CR 626). With the construction of new switches and sidings, freight rail service could once again be provided to the Node. Sewer and water service is available to the Node.

Node No. 9 is ideal for small industrial operations because it has a supply of smaller sites and facilities and the former Wall Rope facility could be internally subdivided for tenants and/or to create business condominiums.

(4) Delanco Industrial Complex Node, Node No. 10

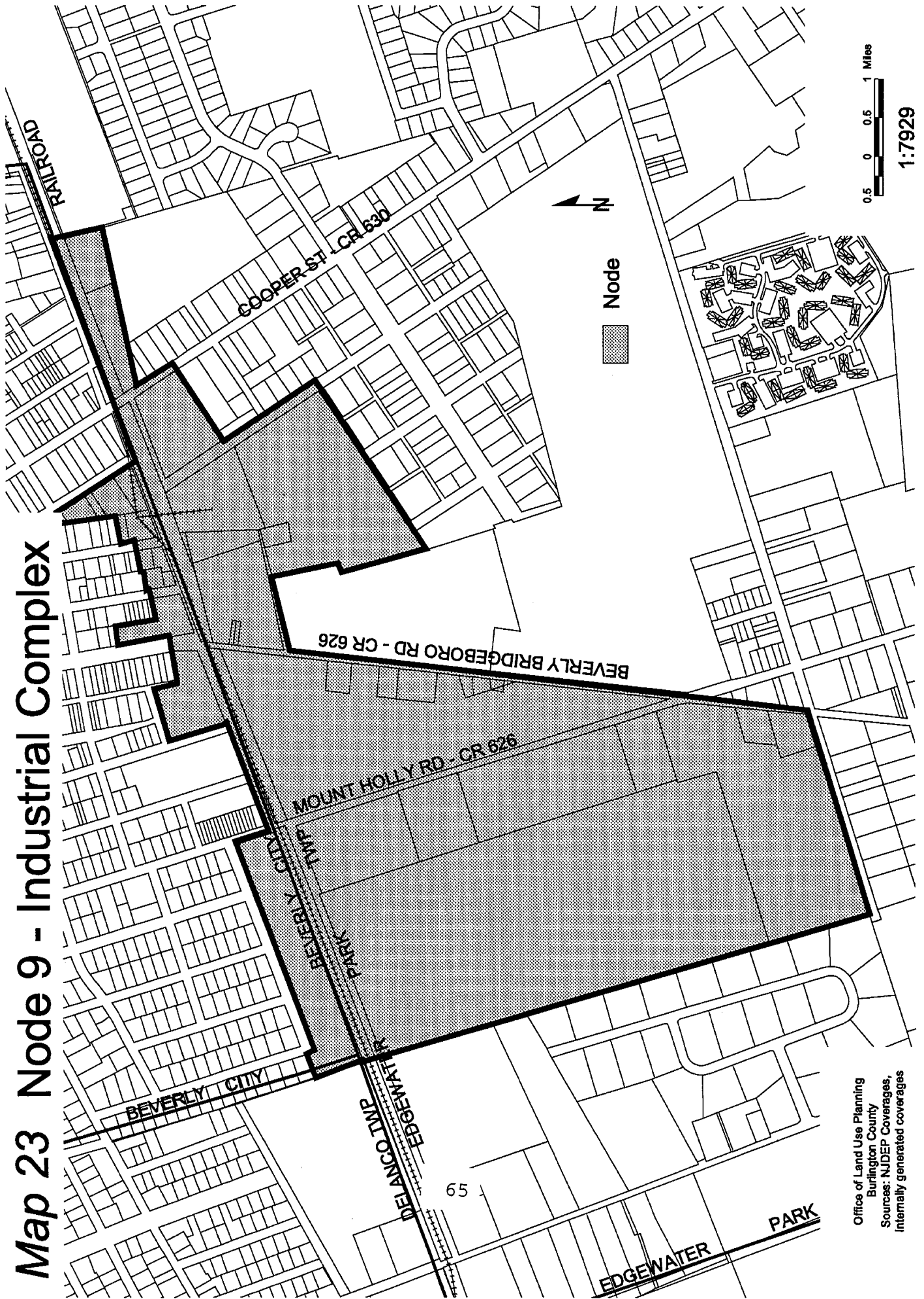
The Delanco Industrial Complex Node, Node No. 10, is the third largest industrial Node in the Corridor, covering 515.4 acres (Map 24). The majority of the Node is located in the southern two-thirds of Delanco Township and extends from the railroad to the vicinity of Route 130 and along Creek Road to the municipal corporate boundary common with Edgewater Park. A small portion of Node No. 10 is located north of the railroad and extends to the river. This portion is located between two residential neighborhoods in the vicinity of Larchmont Drive and Princeton Avenue.

Most of the southern portion of the Node is developed. The predominant industrial use is trucking - four major trucking operations occupy approximately 90 acres along Creek Road (CR 625). Smaller vacant parcels are located throughout the Node. Two larger parcels, a 30-acre cultivated field and a 34-acre vacant site, provide opportunities for industrial development on a more significant scale in the Node.

The southern portion developed into a concentration of trucking operations because of its superior location to major highways and convenient access to Pennsylvania via the numerous bridge crossings. Further development of the Node will require the extension of sanitary sewers. Water service is available. This portion of the Node is served by freight rail service, i.e., the lumber yard and the former Conwed facility, a 53-acre industrial site.

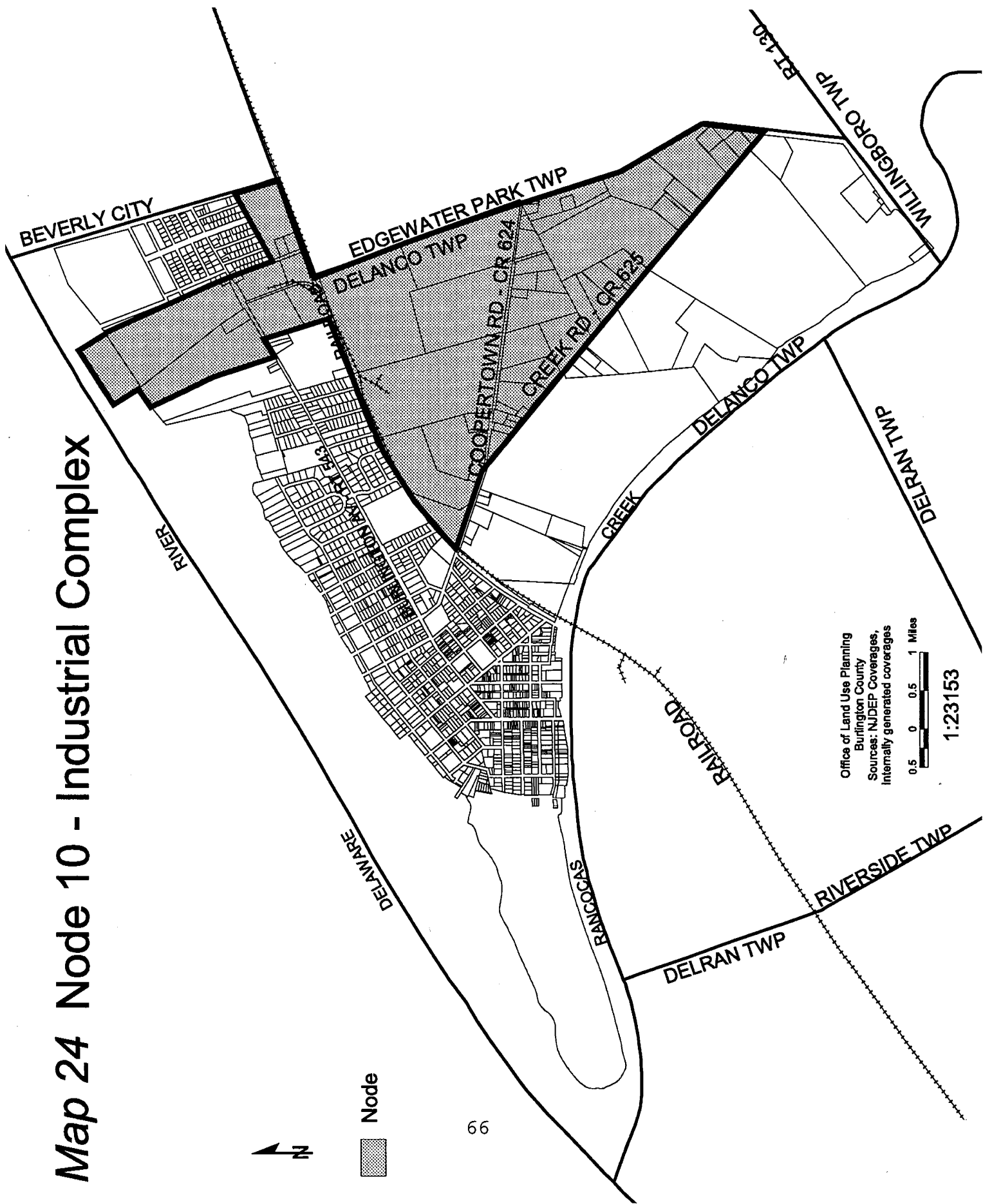
In the smaller northern portion of the Node is a former gypsum processing plant which occupies 47 acres. This plant utilized the Delaware River for transporting raw gypsum by barge to the plant; the docking facilities have been abandoned and left to deteriorate. The plant is now used for storage,

Map 23 Node 9 - Industrial Complex



Office of Land Use Planning
Burlington County
Sources: NUDEP Coverages,
Internally generated coverages

Map 24 Node 10 - Industrial Complex



warehousing and trucking operations. The balance of this portion of the Node is undeveloped woodlands.

Access for trucks into the northern portion is circuitous because the primary access route to this portion is not direct but through developed residential neighborhoods. A connector road crossing the railroad through the wooded area to CR 626 is needed for the northern portion to developed properly as an Industrial Complex Node. Sewer and water service is available. Freight rail service is currently available via a siding to this portion of the Node.

A light rail station stop and park-and-ride is planned nearby at Cooper Street (CR 624). This transportation facility would be accessible to most of the southern portion of the Node.

(5) Cinnaminson-Delran Industrial Complex Node, Node No. 13

The Cinnaminson-Delran Industrial Complex Node, Node No. 13, is the second largest Industrial Complex Node in the Corridor, covering 903.4 acres (Map 25). The Node is located in the northeastern portion of Cinnaminson and the northwestern portion of Delran between Route 130 and CR 543. The majority of the Node is in Cinnaminson. Taylor's Lane and Union Landing Road, both Cinnaminson Township roads, traverse through the Node connecting the state and county highways.

Most of the Node is developed; a couple of large, undeveloped parcels still exist. One such parcel is the Hunter Farm, a 100-acre site located in Cinnaminson along the western side of Union Landing Road between East Riverton and industrial development. The other parcel, which is also located in Cinnaminson is the former 100-acre landfill situated between Union Landing Road and Taylor's Lane. It is surrounded by industrial development. Smaller vacant parcels are located throughout the Node.

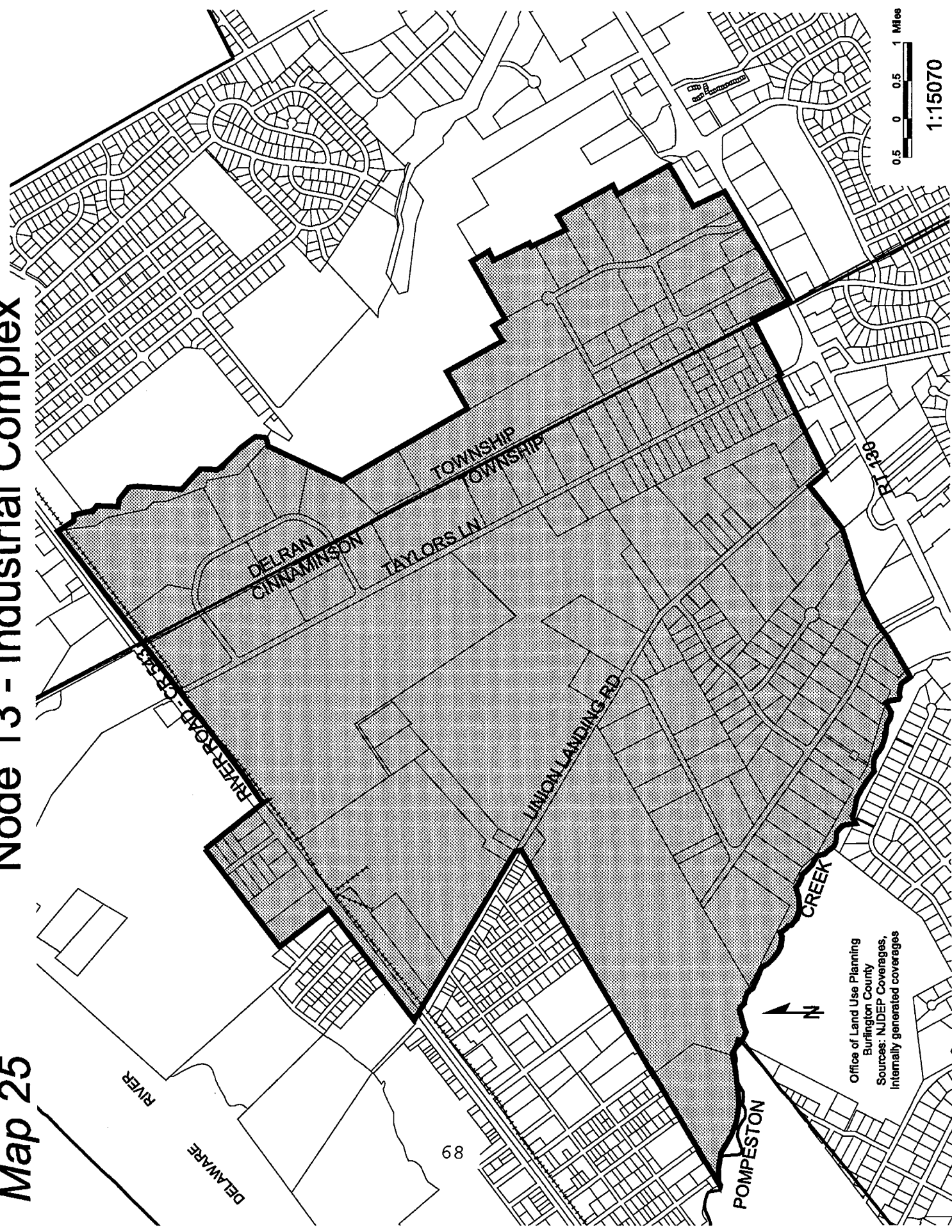
Larger industrial facilities, i.e., Amercian Float Glass, B.O.C. Gas and Hoeganaes, occupy over 150 acres in the northern portion of Node No. 13 along CR 543 and the railroad in Cinnaminson. In Delran several newer industrial facilities, i.e., Ball Plastics and others, occupy approximately 50 acres. This portion of the Node in both communities is served by freight rail. There is the potential to extend freight rail service south to the landfill to maximize the industrial development in this portion of the Node. In addition, a light rail station stop and park-and-ride is planned for this Node.

Regarding access to the regional highway network, Node No. 13 enjoys locational advantages similar to the Delanco Industrial Complex Node. Node No. 13 has direct access to Route 130 and CR 543, which, in turn, connect to interstate bridge crossings and other state and interstate highways.

Node No. 13 is served by sanitary sewers and public water. Extensions of the utilities can be readily made to the undeveloped portions of the node.

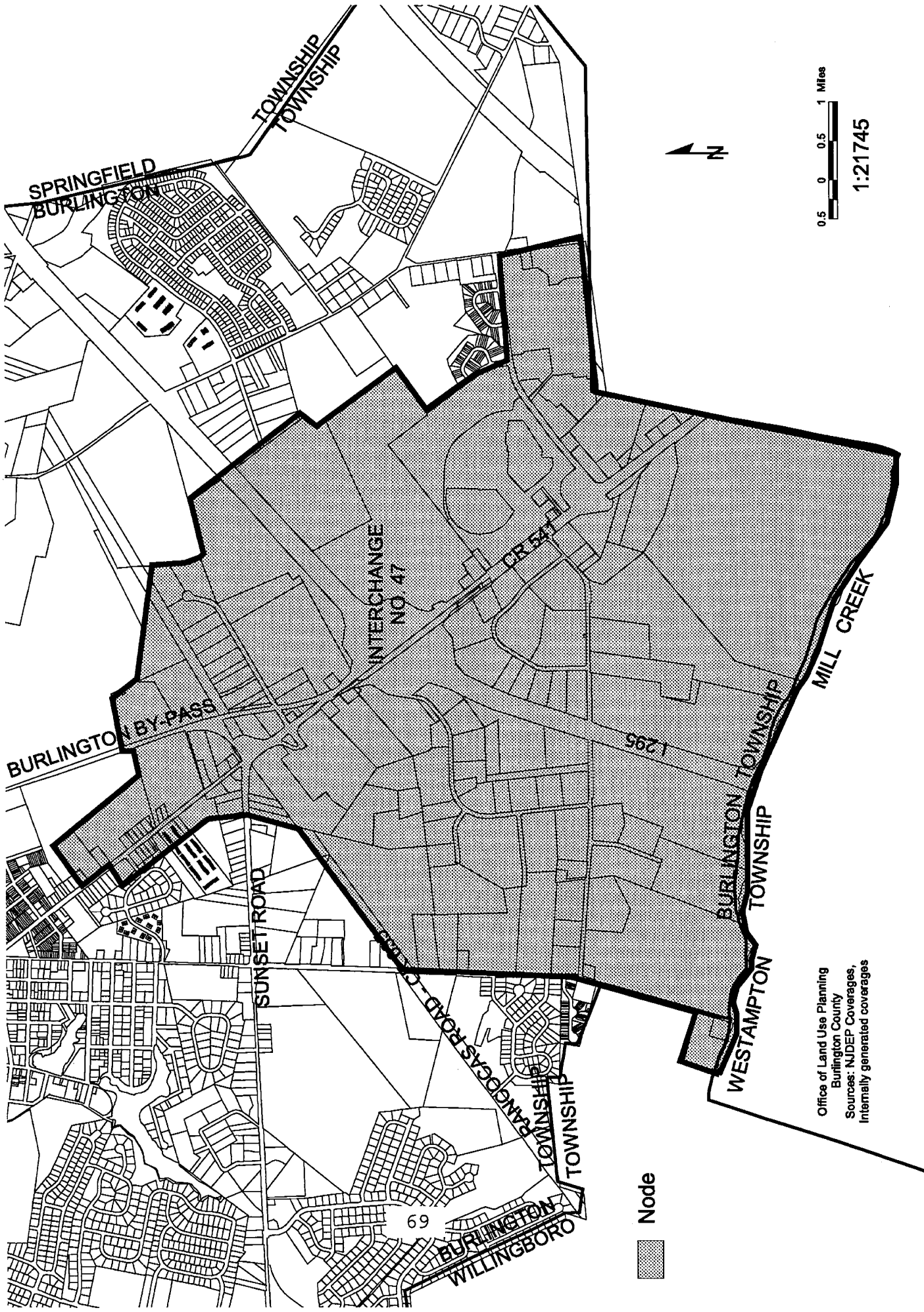
c. Commercial/Industrial Complex Node, Node No. 7

Commercial/Industrial Complex Node, identified as Node No. 7, is located around the Interstate 295-CR 541 interchange in Burlington Township (Map 26). It is the second largest Node, covering 1,503.2 acres. The mix of industrial and commercial development in the Node is representative of the types of land use patterns that have recently emerged around Interstate 295 interchanges in the county. Large commercial development, known as "big box" retail, and strip shopping centers have developed along CR 541. Approximately 400,000 square feet of retail space has recently been completed along the border of Burlington and Westampton Townships. A movie theater complex is under consideration for expansion. Light industrial development rings the southwestern portion of the Node. Vacant land is still available for additional industrial and commercial development, however, declining in supply.



Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
Internally generated coverages

Map 26



The success of Node No. 7 is due primarily to its superior access to Interstate 295 and close proximity to Interchange 5 of the New Jersey Turnpike (minutes away in Westampton). The lands surrounding the Node have also experienced significant residential growth and are expected to continue growing.

The Node is served by sanitary sewers and public water. Extensions of these utilities can be made readily to the undeveloped portions of the node.

d. Commercial/Services Redevelopment Node, Node No. 1

The Commercial/Services Redevelopment Node, Node No. 1, is located in the northeastern portion of Florence Township, including parts of Roebling and the township's Route 130 commercial development (Map 27). The Roebling portion of the Node includes the Roebling Steel Mill site which is adjacent to the Florence-Roebling Town Center. The Route 130 portion includes the older commercial strip development from the vicinity of Cedar Land northeast to the township municipal boundary. Node No. 1 covers 416.4 acres.

The Roebling Steel Mill site is included in this Node because it has the potential to be remediated (the site is on the federal Superfund list) and redeveloped as a commercial/services complex. With river frontage and having a former docking area for barges, the site has the ability to accommodate a marina for pleasure craft and riverfront restaurants. Other types of large scale retail and commercial activities can take place on the site.

A light rail transit station stop is planned adjacent to the steel mill site. Ideally, the station stop should be located on the steel mill site to encourage economic development. Access to Route 130 is gained via Hornberger Avenue, a two-lane township road. In order to accommodate the light rail station stop and the commercial/services complex on the steel mill site, Hornberger Avenue must be improved and widened to create a boulevard from the highway to the site. Sanitary sewer and public water service is available to the site.

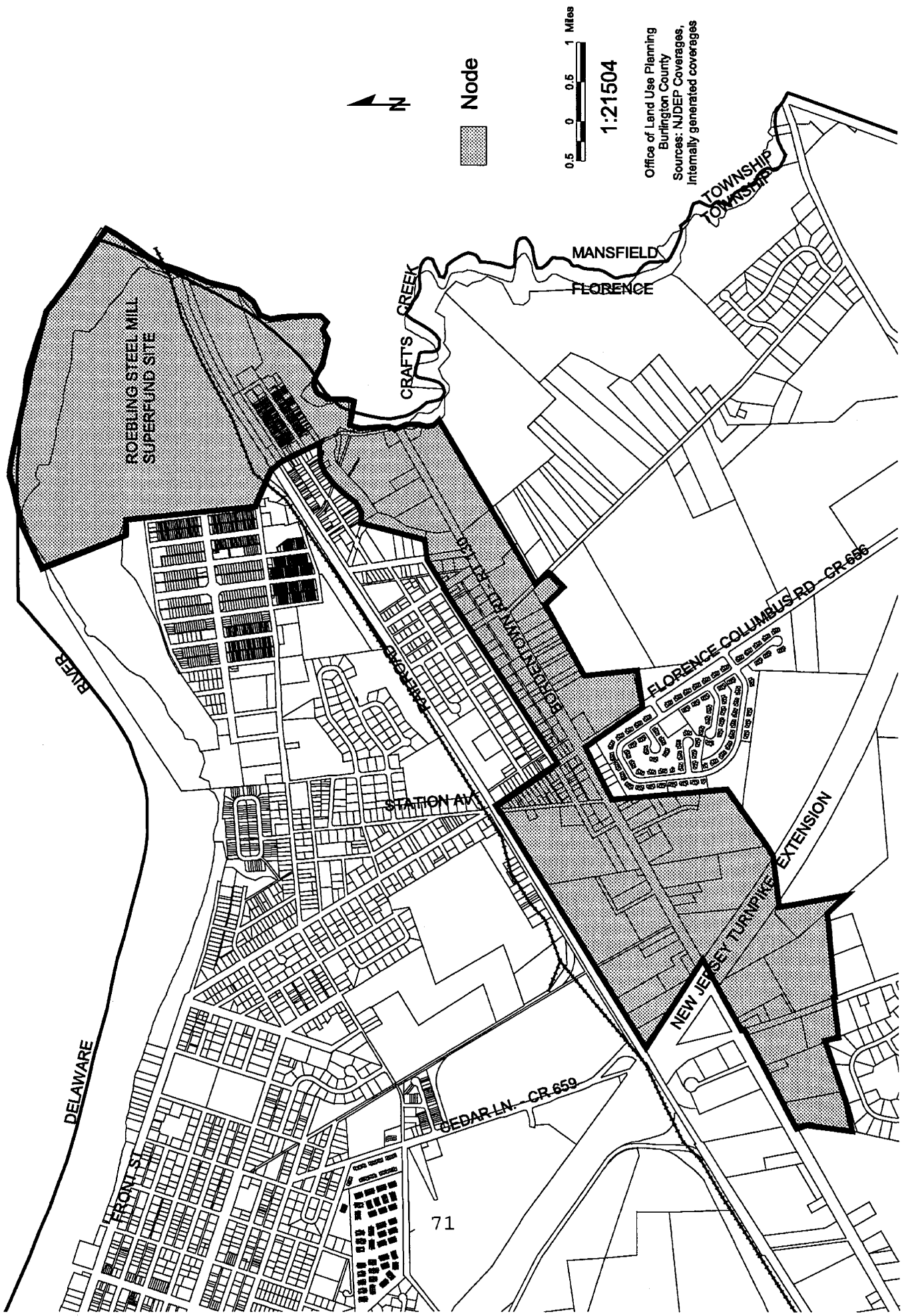
The Route 130 portion of the Node follows the northern side of Route 130 from Delaware Avenue to the municipal corporate boundary common with Mansfield Township. This stretch of highway consists of a mix of small, aging commercial facilities, i.e., a bar, an adult book store, vacant stores, etc., and a small grouping of mobile homes. This portion of the Node has the potential to be redeveloped as new stores, offices and shops serving the community and surrounding areas which are growing with new residential developments in Florence and Mansfield Townships. Small lots should be consolidated to create larger facilities and reduce the number of curb cuts along the highway. Sewers and water utilities serve the area.

e. Commercial/Services/Residential Redevelopment Node, Node No. 14

The Commercial/Services/Residential Redevelopment Node is located along Route 73 from the approach to the Tacony-Palmyra Bridge to the CR 543 overpass in Palmyra (Map 28). It is identified as Node No. 14 in the Corridor. Small commercial establishments, i.e., liquor store, car dealership, restaurants, automobile repair shops, dot the highways frontage. The former drive-in movie theater site, 55 acres in area, dominates the Node. This Node is the second smallest, covering 152.9 acres.

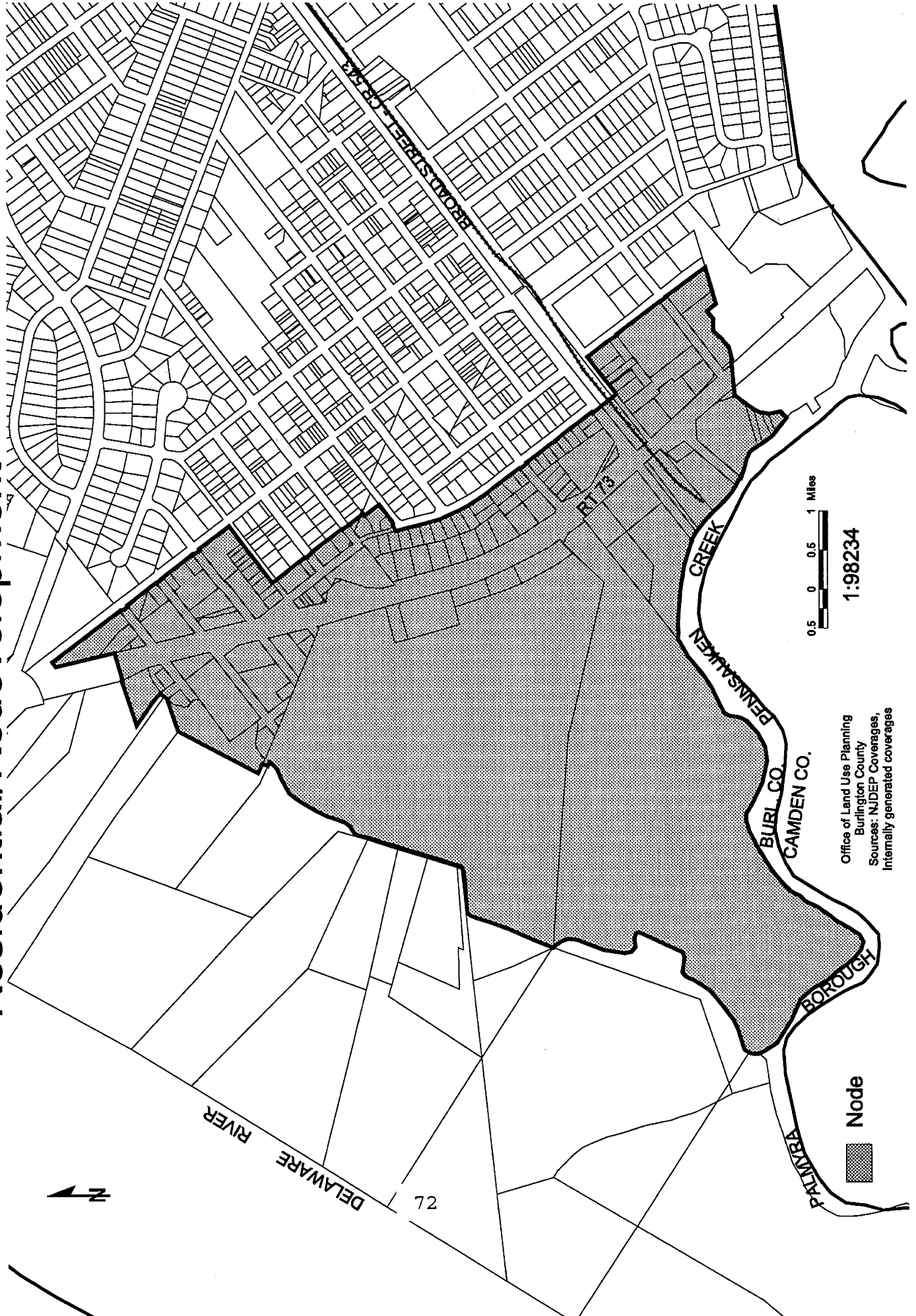
This Node has the potential to be redeveloped in a number of ways. For example, one such form of development is a mix of high density residential housing and commercial development on the drive-in site and new commercial development on consolidated lots along the highway. Another form is to develop the Node with an emphasis on commercial retail and/or services and no residential uses.

Map 27 Node 1 - Commercial/Services Redevelopment



Node 14 - Commercial/Services/ Residential/Redevelopment

Map 28



One limitation to the development of the western side of Route 73 is the lack of public sanitary sewers. Sewers must be extended from the eastern side of the highway to accommodate the redevelopment of the Node. Portions of the Node are served by public water utilities.

The Node has superior access to the region's highway network via Route 73 and to interstate travel via the Tacony-Palmyra Bridge. Notwithstanding, the development of the southern side of the highway is hindered by the lack of adequate access from northbound Route 73. An undersized jughandle provides access from northbound Route 73 to southbound lanes. Solutions to improve access to the southbound side of the highway must be explored to improve access and enhance the potential for developing this area of the Node.

f. Commercial/Recreational/Services/Entertainment Complex Node, Node No.4

The Commercial/Recreational/Services/Entertainment Complex Node, Node No. 4, is located in the northeastern portion of Burlington City (Map 29). It consists primarily of Burlington Island, a 300-acre island located in the Delaware River. The adjoining mainland on which the MacNeal mansion is located completes Node No. 4. The Node covers 436.1 acres.

The island is vacant and vegetated with forest, open meadow, wetlands and scrub. A 100-acre freshwater lake created from mining sand and gravel exists on the southwestern third of the island. The island was once developed as an amusement park in the 1920s which burned down.

The MacNeal mansion was the home to the founding family of U.S. Pipe, the pipe foundry located directly northeast of the mansion in Burlington City and Township. The foundry is still in operation today; the mansion is abandoned, a victim of vandalism. The mansion was expanded to house the foundry's offices. For the most part, the mansion property is unutilized and is overgrown. The mansion's waterfront is currently being developed as a seasonal restaurant and bar, with the hope of leading to the renovation of the mansion as a hotel/conference/restaurant facility.

Based on its location on the river and the availability of undeveloped land, the Node has great potential to be redeveloped as a commercial recreational facility, i.e., a golf course with clubhouse on the island, and services/entertainment complex, i.e., hotel/conference/restaurant facility. The Node is readily accessible to Route 130 via Jones Street. Access to the Node can be further enhanced with the addition of a light rail station stop at the vicinity of Jones Street. Access to the island can be accomplished by several options: a pedestrian/emergency vehicle bridge; a larger, more substantial vehicular bridge, a temporary floating bridge; and a small ferry from the mainland to the island. Sanitary sewers and public water are available to the mainland of the Node.

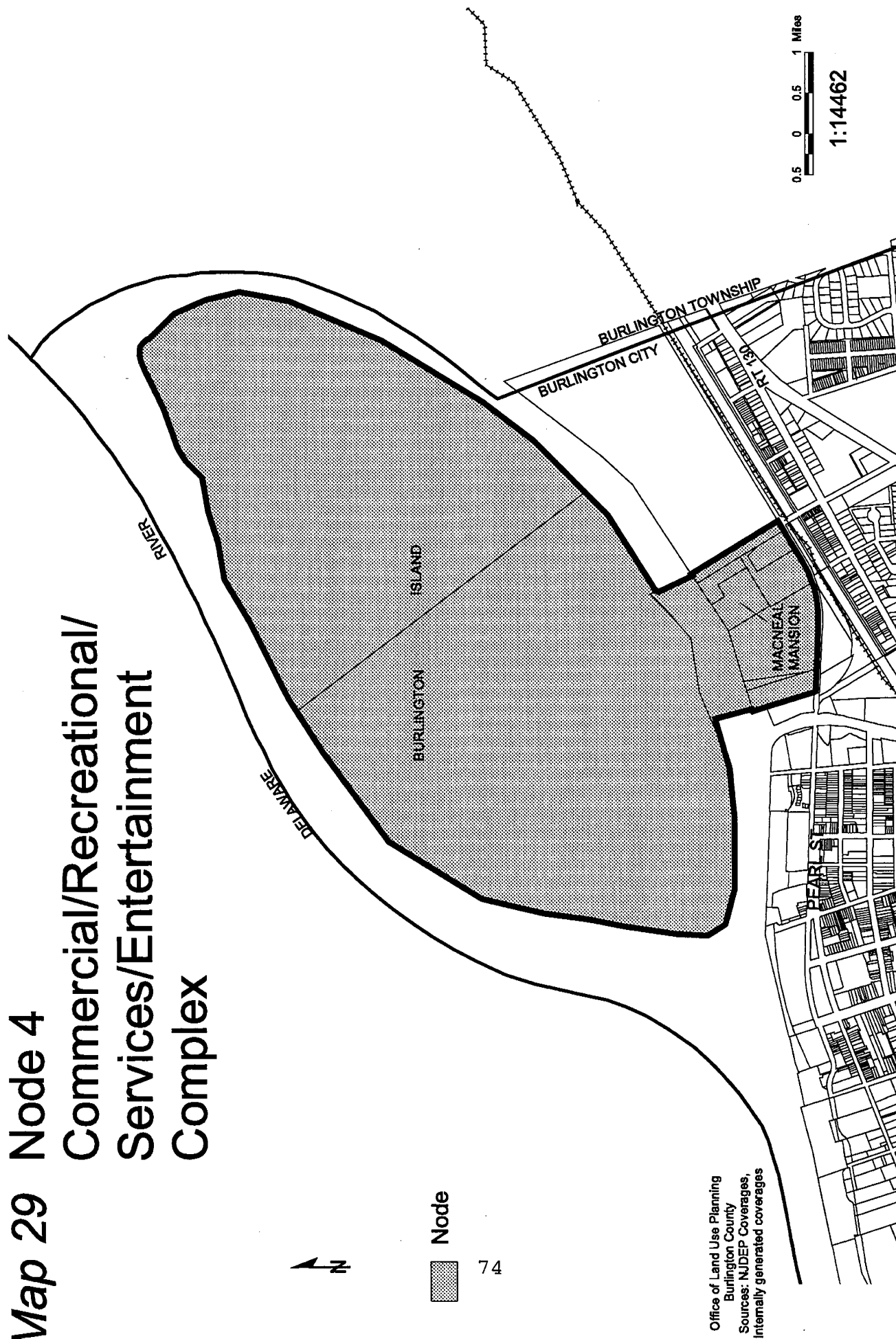
The island can also be used as a public jogging and hiking trail with views to the river. Other commercial and noncommercial recreational activities, i.e., fishing and boating, are possible in the Node.

g. Linear Commercial/Services Redevelopment Nodes, Node Nos. 6 and 11

Linear Commercial/Services Redevelopment Nodes are identified in two locations: Node No. 6 is in Burlington City and Township (188.5 acres) and Node No. 11 is in Cinnaminson and Delran (700.5 acres). Both Nodes are concentrated along Route 130; Node No. 6 also follows the commercial development located along CR 541.

Both Nodes have the potential to continue developing as concentrations of highway commercial development serving local, regional and pass-by markets. The redevelopment and renovation of deteriorated and obsolescent commercial establishments must occur in order to maintain and improve the

Map 29 Node 4 Commercial/Recreational/ Services/Entertainment Complex



nodes as concentrations for commercial/services activities. New commercial development must occur in order to maintain patronage and attract new patronage to the Nodes. As part of new development, smaller commercial facilities and parcels should be combined to create larger facilities which meet today's commercial retail and services needs.

(1) Burlington Linear Commercial/Services Redevelopment Node, Node No.6

In the Burlington City portion of Node No. 6 the north- and southbound lanes of Route 130 are separated by commercial development--this is the only section of Route 130 in Burlington County where its north- and southbound lanes are physically separated by private property (Map 30). This section has a mix of commercial and service establishments, many of which are of a late 1940s to early 1960s vintage, have become obsolete and are in need of repair and renovation. Located among the older commercial sites are new commercial facilities and renovated facilities, i.e., the new Rite Aid Pharmacy and the upgraded McDonalds restaurant. The types of commercial facilities in the Node serve local and regional markets and pass-by traffic on the highway. Examples are: local--automobile repair, pharmacy and liquor store; regional--lighting retail store, new car dealership and decorating/paint store; and pass-by--gasoline station, diner and restaurants. The older and obsolescent commercial facilities extend along the north- and southbound lanes of Route 130 into Burlington Township.

Node No. 6 also extends along a section of CR 541 from Route 130 in Burlington City to Burlington Township. The concentration of commercial establishments is greatest in the vicinity of Route 130. Heading south along CR 541 the concentration diminishes with an increase in residential neighborhoods. This section should remain residential with the fewest intrusions of new commercial development. Old commercial development should be redeveloped before new commercial development is created.

Public sewer and water service is available throughout Node No. 6. The Node has direct access to Route 130 and CR 541.

(2) Cinnaminson-Delran Linear Commercial/Services Redevelopment Node, Node No. 11

The commercial development located in Node No. 11 also consists of a mix of older and newer facilities (Map 31). The scale of development varies throughout Node No. 11. In the southwestern portion of the Node in Cinnaminson, commercial sites range from under one acre to more than 20 acres. The smaller sites were developed during the late 1940s and early 1960s. Larger sites, i.e., the Clover Shopping Center, were developed during the 1960s and 1970s. The Delran portion also has a mix of large and small commercial sites that developed during similar time periods, i.e., Millside Shopping Center and stores and shops in converted single family dwellings. Some vacant parcels exist in the Node, with larger ones in the central portion and smaller ones scattered throughout the Node.

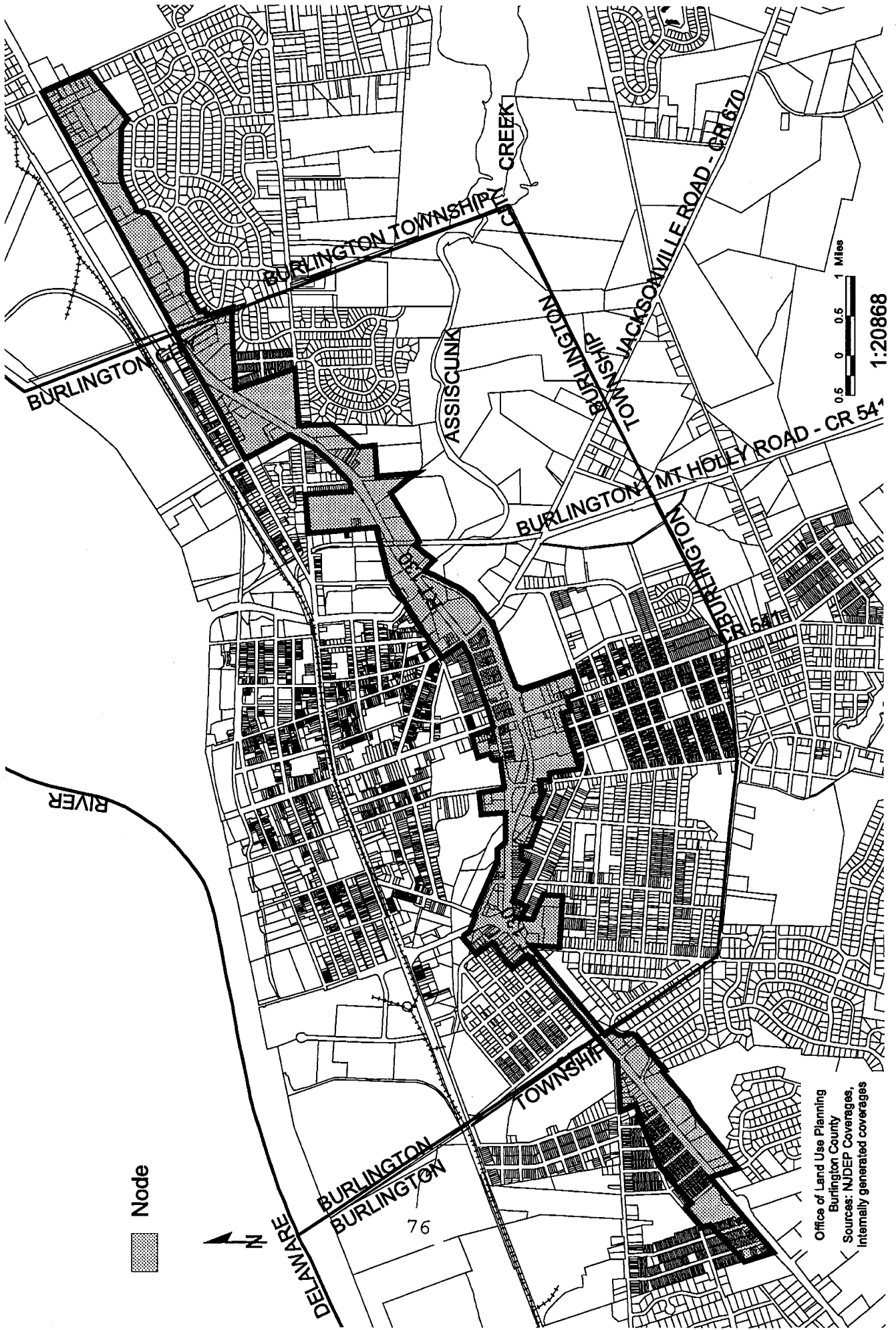
Node No. 11 serves local, regional and pass-by markets. It has a mix of commercial and service establishments similar to Node No. 6, with the addition of major supermarkets and department stores.

Public sewer and water service is available throughout Node No. 11 and can be readily extended to undeveloped parcels. The Node has direct access to Route 130.

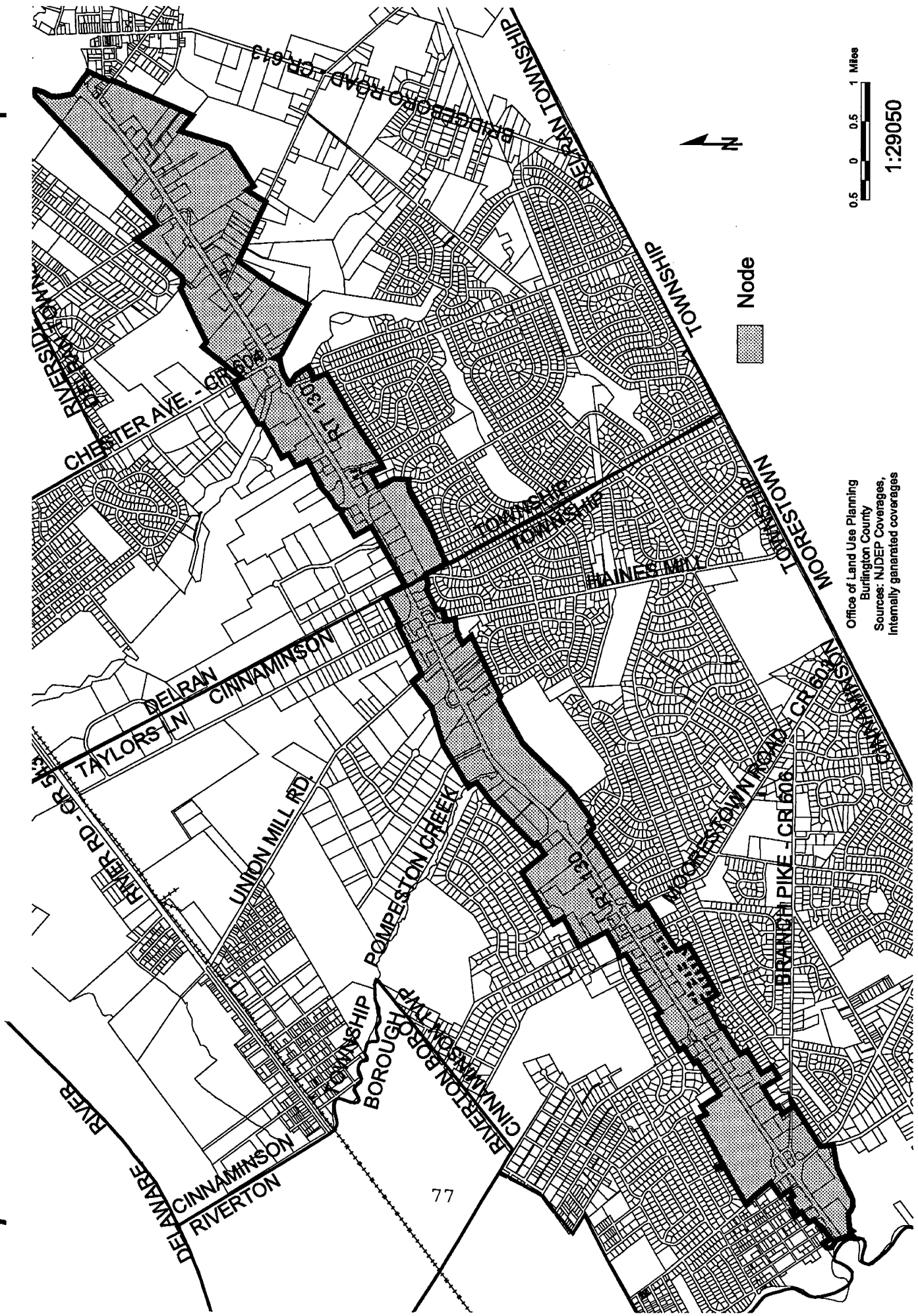
h. Linear Commercial/Services/Industrial/Residential Redevelopment Node, Node No. 8

The Linear Commercial/Services/Industrial/Residential Redevelopment Node, Node No. 8, is located in the central portion of the Corridor in Burlington, Edgewater Park and Willingboro Townships and covers

Map 30 Node 6 - Linear Commercial/Services Redevelopment



Map 31 Node 11 - Linear Commercial/Services Redevelopment



819.7 acres in the three municipalities (Map 32). Node No. 8 developed essentially as a commercial strip during the late 1950s and early 1960s. Commercial retail anchors in the Node were Willingboro Plaza and the Village Mall in Willingboro and the Metro MarketPlace and the Kings shopping center in Edgewater Park. The Village Mall is the only facility still in operation, however, partially occupied. The Kings facility has been razed, and the remaining two facilities are vacant. The Willingboro Plaza is slated to be partially razed and redeveloped as a mixed use/town center project. The balance of the Node consists of a mix of small commercial establishments, vacant parcels and apartment and condominium developments. Many of the commercial establishments are vacant; some of the residential developments have fallen into a state of disrepair. Industrial facilities are located along the highway in Burlington Township.

Notwithstanding this picture of distress illustrated for the Node, Node No. 8 has the potential to be redeveloped with a diverse mix of commercial, services, industrial and residential activities. While the market for regional retail has shifted away from the Node toward major intersections with Interstate 295, the Node has the potential to provide for local and community oriented commercial retail and services. Based on the fact that there is a shortage of industrial space for small and large operations, the Node offers the opportunity renovate and adapt existing retail structures for industrial purposes and to construct entirely new industrial facilities. Higher density residential development opportunities exist in the Node. In some instances, existing residential complexes require a reduction in over density and rehabilitation. In other cases, new development is warranted as part of mixed commercial/residential development, i.e., Willingboro Plaza as a new Town Center.

Public sewer and water is available throughout the Node and readily extendable to undeveloped parcels. The Node has direct access to Route 130.

i. Resource Recovery Research/Industrial Complex with Agricultural Buffer Node, Node No. 3

The Resource Recovery Research/Industrial Complex with Agricultural Buffer Node is located in the southeastern portion of Florence Township (Map 33). Identified as Node No. 3, it is the third largest Node covering 1,231.3 acres. The Node contains the county's resource recovery facility which consists of a landfill, recycling operations and experimental greenhouses which will use methane gas from the landfill as a fuel to heat the facility. The areas surrounding the resource recovery facility are used primarily for agricultural purposes with low density residential development scattered throughout the rural landscape.

No public sewer and water service is available to the Node. Access to Interstate 295 is available via CR 656 to Interchange No. 52 in neighboring Mansfield Township. CR 656 intersects Route 130 in Node Nos. 1 and 2. Route 130 will provide access to the new New Jersey Turnpike Interchange under construction in Node No. 2.

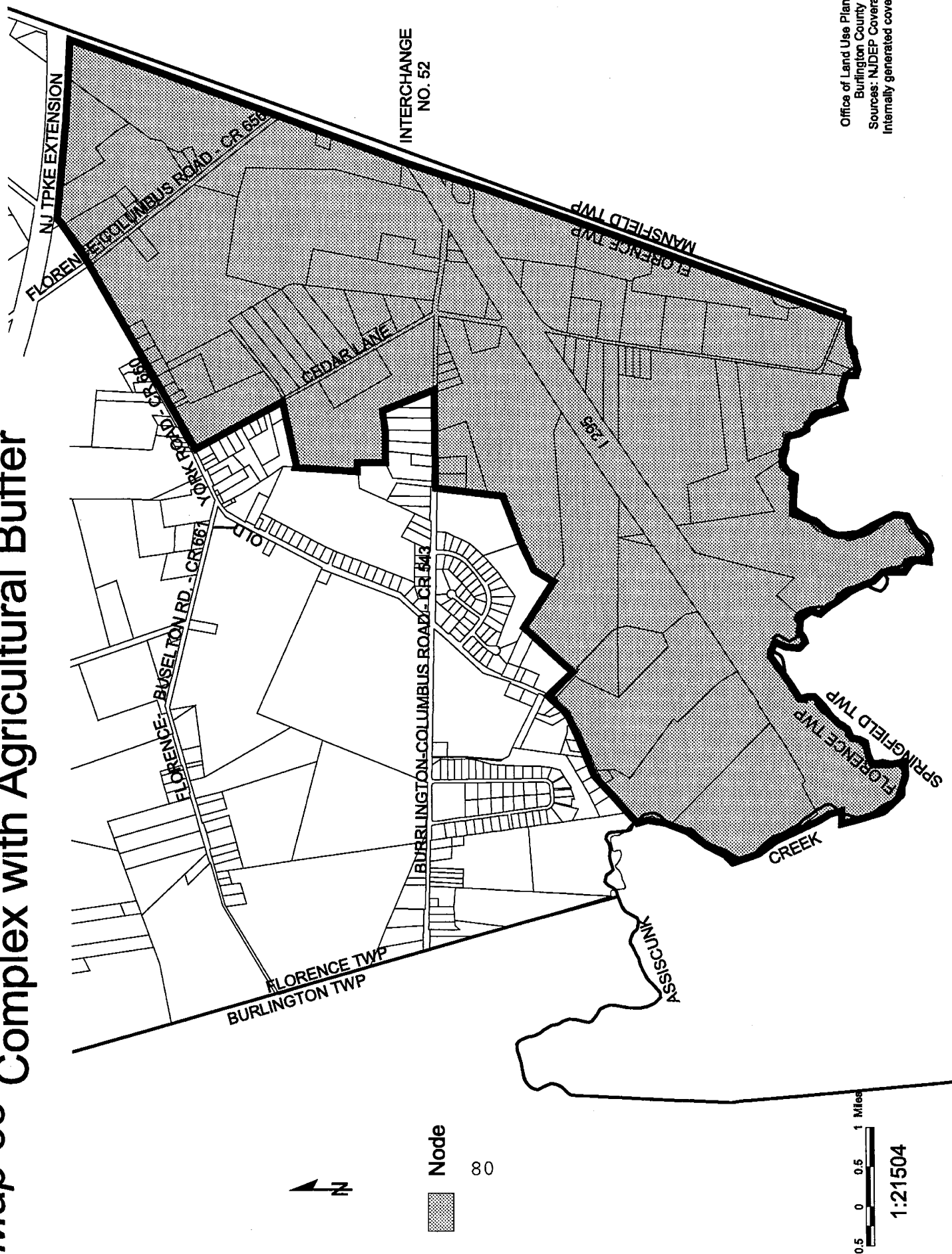
Node No. 3 has the potential to be developed as a complex for researching new uses for solid waste recovered from the trash stream at the facility and applying the findings of the research toward the development of new technological industries located in the Node. The Node has the opportunity to become an employment center founded on resource recovery research, the processing of recovered solid waste and the manufacturing of new products transformed from the resource recovery process. In essence, a synergy between research (conducted possibly by universities and colleges) and application (carried out by private sector) can be created in the Node.

The non-resource recovery parcels zoned GM, General Manufacturing in Florence Township in the vicinity of Interstate 295 have the potential to be developed as light industrial and office development which will diversify the employment and ratable mix for this area.

Map 32



Node 3 - Resource Recovery Research/Industrial Map 33 Complex with Agricultural Buffer



Node 3, particularly with the lands zoned GM in Florence, is compatible with the lands zoned for industrial use in neighboring Mansfield Township. In effect, Node 3 is an extension of the industrial area planned in Mansfield, thereby, creating a larger industrial Node.

Buffers consisting of preserved farmland and open space can be created between residential areas and the resource recovery research/industrial complex facility. The buffers will prevent housing from being developed too closely to the complex facility and will further county efforts to preserve farmland in Burlington County's Agriculture Development Area (ADA) comprised of parts of Florence Township and neighboring Springfield and Mansfield Townships. The ADA is designated for areas in which agriculture is a viable industry and should be encouraged to grow and develop. Agriculture is compatible with the resource recovery research/industry complex facility.

C. PLANNING AREA POLICIES

In this subsection, the policies for the three planning areas identified for the Corridor are discussed. Corridor-wide goals are reconciled with the planning area policies. The discussion of this subsection is presented by planning areas: Metropolitan Planning Area (PA1); Suburban Planning Area (PA2); and Rural Planning Area (PA4). Each planning area policy objective is provided with a Corridor-wide goal response.

1. Metropolitan Planning Area (PA1)

a. Land Use

Policy Objective:

Promote redevelopment and development in Centers, Cores and Nodes, that have been identified through cooperative regional planning efforts. Promote the diversification of land uses, including housing where appropriate, in single-use developments and enhance their linkages to the rest of the community. Ensure efficient and beneficial utilization of scarce land and resources throughout the planning area to strengthen its existing diversified and compact nature (212).

Response:

The foregoing subsection provided an elaborate analysis of the Corridor identifying and delineating Planning Areas, Centers, Cores and Nodes. Five of the six Town Centers in the Corridor are located in the PA1. Four are existing, and one is proposed. Each Town Center, existing and proposed, has a Core. Nodes are identified throughout the Corridor, based on the Development/ Redevelopment Suitability Analysis prepared in Part One. The identification of Corridor Centers, Cores and Nodes is derived from a Corridor-wide regional planning process undertaken from January 1996 to December 1997.

The major thrust of the Corridor Strategic Plan is to encourage development and redevelopment in the Corridor. Part One documented the need to revitalize the Corridor and identified development and redevelopment opportunities in the Corridor. The primary principle of the Strategic Plan is to improve and enhance the Corridor and the land use development patterns of the Corridor. Development activities are meant to add to, complement and upgrade the Corridor. Redevelopment activities are meant to eliminate problems in the Corridor and enhance what already exists in the Corridor. Together, development and redevelopment activities are meant to facilitate the revitalization of the Corridor without making wholesale changes to the Corridor.

Further, Part One identified Target Areas in which development and redevelopment activities must occur to facilitate revitalization and Target Projects which, if implemented, will have

significant positive impacts toward facilitating the revitalization of the Corridor. Paramount importance is placed upon Target Areas and Projects because in order to "jump start" any revitalization of the Corridor, the Target Areas which experienced the greatest decline and the Target Projects which have the greatest potential influence and impact on the Corridor must be addressed and implemented first.

In sum, the goal of the Strategic Plan is to retain and enhance the "small town" character of the Corridor while endeavoring to revitalize the Corridor. This goal is clearly articulated in the vision for the Corridor (Section III). The primary objectives of the Strategic Plan are to: enhance the Town Centers, the Cores and Nodes through development and redevelopment; and respect the land use development patterns of the Corridor by building upon them and avoiding wholesale changes.

b. Housing

Policy Objective:

Provide a full range of housing choices through redevelopment, new construction, rehabilitation, adaptive reuse of non-residential buildings, and the introduction of new housing into appropriate non-residential settings. Preserve the existing housing stock through maintenance, rehabilitation, and flexible regulation (212, 213).

Response:

The Corridor already provides a full range of housing choices, including single family dwellings, townhouses, condominiums, apartments and senior citizen housing, in a variety of settings, including small city, small town, mature suburban, growing suburban and rural. The housing market in the Corridor is very stable with a Corridor-wide vacancy rate of 3.7 percent. This essentially means that there is room to expand the housing supply for new residents to be attracted to the Corridor.

Approximately 79 percent of the housing supply is owner-occupied. The vacancy rate for owner-occupied units is very low, 1.2 percent. Opportunities exist to increase the supply of owner-occupied units in the Corridor. Rental units have a Corridor-wide vacancy rate of 6.4 percent. Within in the Corridor there is a relatively even distribution of rentals. Five communities provide more than 30 percent of their total units as rentals. The supply of rentals should be increased in those communities in which the supply of rentals is less than 10 percent. The balance of the communities have a supply of rentals ranging between 20 and 30 percent of all local units.

Adding more housing to the Corridor is not a primary concern, notwithstanding the fact that new housing increases the population in the Corridor which, in turn, increases the potential patronage of Corridor businesses. The focus of the Strategic Plan is on maintaining and upgrading the housing stock in the Corridor. More than one-third of the Corridor's housing stock was built before 1940. Three of the communities have more than half of their units built before 1940, and four have between 40 and 50 percent of their units built before 1940. In Willingboro 98.5 percent of the housing units were built from 1940 to 1979. With such a significant percentage of older dwelling units, the Strategic Plan stresses the importance of renovating and rehabilitating the Corridor's housing stock and establishing programs and plans to facilitate the improvement of the Corridor's housing stock.

Opportunities to adaptively reuse older industrial, commercial and institutional buildings and sites exist in the Corridor. The Strategic Plan identifies Target Areas and Projects which are

suitable for mixed residential-nonresidential redevelopment. For example, the former Willingboro Plaza shopping center site is suitable for a "Town Center" which has a residential component. Another example is the redevelopment of the "Golden Triangle" as a residential-commercial redevelopment project in Riverside.

Approximately 37.5 percent of the owner-occupied housing stock in the Corridor is affordable to moderate-income households, as defined by the New Jersey Council on Affordable Housing (COAH). In contrast, approximately 26.5 percent of the housing units in the county are affordable to moderate income households. Only 2.1 percent of the owner-occupied units in the Corridor are affordable to low income households; 1.8 percent of the owner-occupied units in the county are affordable to low income households. There is an opportunity to increase the supply of owner-occupied units affordable to low income households in the Corridor.

A substantial percentage of the supply of rental housing in the Corridor is affordable to low and moderate income households. Slightly more than half of the rental units are affordable to low income households; almost 90 percent of the rentals are affordable to moderate income households. Since the Corridor has a significant amount of affordable rental units, the Strategic Plan stresses the importance of establishing programs and plans to ensure that affordable rentals are safe, wholesome and code-compliant and are retained as affordable.

The Strategic Plan indicates that there are opportunities to provide affordable housing for low income elderly, small related households, large related households and other households in the Corridor where various services and goods are more easily accessible, i.e., public transportation, personal services, medical services, jobs, etc. Opportunities also exist to provide affordable housing facilities and services for the homeless population and special needs population at strategic locations in the Corridor where similar services and goods are more easily accessible.

c. Economic Development

Policy Objective:

Promote economic development by encouraging strategic land assembly, site preparation and infill development, public/private partnerships and infrastructure improvements that support an identified role for the community within the regional marketplace. Encourage job training and other incentives to retain and attract businesses. Encourage private sector investment through supportive government regulations, policies, and programs, including tax policies and expedited review of proposals that support appropriate redevelopment (213).

Response:

An economic overview and market analysis was prepared for the Corridor and county in Part One. The findings of the overview and analysis indicate that the Corridor which was once heavily reliant upon the Manufacturing Sector has shifted toward service-based businesses, a phenomenon experienced county-, state- and nation-wide. Heavy industry still exists in the Corridor, i.e., two pipe foundries, plastic bottle manufacturer, specialty gas bottler, automobile glass manufacturer, and manufacturer of specialty metallic powders for automotive paints, etc. Warehousing and distribution have grown significantly in the Corridor, as well as in the county. The Strategic Plan recognizes these changes and recommends measures to retain the existing manufacturing industries, encourage the expansion of warehousing and distribution with support services and businesses and attract new service-based businesses and new technology industries, i.e., resource recovery research, processing and manufacturing, and other new technology-based businesses that outgrown the Burlington County College/New Jersey Institute of Technology

business incubator, to the Corridor.

The Route 130 highway section of the Corridor was once the commercial retail and services center for Burlington County from the 1950s to the early 1970s. Housing and job growth along Interstate 295 and Routes 70 and 73 and in the south-central portion of the county contributed toward the shift in the center for providing commercial retail and services from the Corridor to the areas of growth, leaving behind high rates of commercial vacancy and deteriorating commercial facilities in the Corridor. The Strategic Plan identifies Nodes along Route 130 in which commercial retail and services should be retained and strengthened and the composition of commercial retail and services should be diversified with industrial and residential uses. For example, a new Town Center on the old Willingboro Plaza site is planned.

The Strategic Plan emphasizes the diversification of land uses to strengthen the economic composition of the Corridor and avoid relying upon one or two industries to carry the local economy. Infill development and adaptive reuse of vacant and underutilized commercial sites are encouraged. Many empty stores along Route 130 are suitable for conversion to light industrial and warehousing operations. Target Projects, like the redevelopment of Willingboro Plaza and the "Golden Triangle" and the development of Burlington Island, represent major investments in creating new businesses and jobs in the Corridor and the county.

The redevelopment of the downtown business districts in the Corridor's Town Centers is an important component for the revitalization of the Corridor. The Strategic Plan recommends actions to initiate the revitalization of the downtown areas. The economic problems of the Town Centers and Cores differ from those of the Route 130 highway commercial areas. Invariably, the economic problems in the Town Centers are associated with a diminution in their economic importance--they have the built environment and infrastructure but no longer possess the attractions people desire to visit or in which to conduct business. The Strategic Plan recognizes this fundamental problem and stresses the importance of making the Town Centers attractive and pleasant places in which to live, visit or do business. The Town Centers should capitalize on their locations along the waterfront and rich mix of architecturally diverse housing stock situated in "small town" settings. In essence, the riverfront communities must become attractive, unique places in which people want to live, work and visit.

Public/private partnerships are encouraged, particularly for the Target Areas and Projects. The Strategic Plan encourages the creation of local redevelopment areas and the implementation of local redevelopment plans, as provided in N.J.S.A. 40A:12A-1 et seq., so that Corridor municipalities can avail themselves to creative development and redevelopment techniques for problem areas and sites. Other incentives and progressive, proactive approaches in facilitating economic development in the Corridor are encouraged.

d. Transportation

Policy Objective:

Maintain and enhance a transportation system that capitalizes on the high-density settlement patterns of this Planning Area by encouraging the use of public transit systems, walking, and alternative modes of transportation to reduce auto dependency, link Centers, Cores and Nodes, and create opportunities for transit oriented redevelopment. Facilitate efficient goods movement through strategic investments and intermodal linkages. Preserve and stabilize general aviation airports that encourage community economic development and promote multi-level uses for airport property such as business centers (ibid.).

Response:

The Corridor has a well developed transportation system consisting of highways, roads, rail, walkways and navigable waters. Several transportation components form, in general, north-south spines through the Corridor: the Delaware River, CR 543, the railroad and US Route 130. Major east-west branches to the spine include: CR 541 in Burlington City and Township; CR 626 in Beverly, Edgewater Park and Willingboro; CR 613 and 636 in Riverside and Delran, respectively; CR 603 in Cinnaminson and Riverton; and CR 607 in Cinnaminson and Palmyra.

Part One found crossing the Corridor from one side to the other was difficult due to the preponderance of "T" intersections and offset connecting roads along Route 130, undersized and obsolete jughandles, and circuitous ramps and intersecting roads along the state highway. Part One identified 44 locations where improvements are needed within the Corridor. This section of Part One is currently being used by the New Jersey Department of Transportation, the Burlington County Engineer and municipalities to conduct advanced planning for improving the road network in the Corridor. The goal of this effort is to identify potential projects to be undertaken jointly by state, county and municipal jurisdictions, as well as the private sector.

In addition to examining the transportation system in the traditional safety and functional/operational approach, the Strategic Plan identifies "economic development" investment strategies intended to:

1. Help create new economic nodes (concentrations) of activity;
2. Help improve existing economic activity;
3. Increase potential patronage of traditional downtown areas, i.e. Town Centers and Cores;
4. Provide adequate mass transit service to access jobs and purveyors of goods and services;
5. Improve movement of freight via highway and rail; and
6. Help strengthen Corridor and tourist trade.

The recommendations of the Strategic Plan are evaluated on their ability to promote economic development in the Target Areas and Projects.

The Strategic Plan endorses the reinstitution of passenger service in the form of light rail transit (LRT) to the existing Conrail railroad which traverses through the Corridor. The railroad, known as the Bordentown Secondary, is an active freight line serving industrial facilities from Camden City through Burlington County to Trenton City. Freight service will continue on the line, operating during late evening and early morning hours when the LRT is not in operation. The LRT will increase the mobility of Corridor residents and improve access to jobs, educational facilities and medical services within the region. It will also provide the foundation upon which new development and redevelopment can occur along the line, i.e., the redevelopment of the "Golden Triangle," and development and redevelopment in Burlington City, Riverside and Palmyra. Corridor municipalities must capitalize on this investment in the infrastructure by planning for transit-oriented development and redevelopment to occur around and along the rail line.

In order to provide enhanced public transit service, the Strategic Plan endorses the rerouting of bus lines to link into LRT station stops as feeders and serve areas which are under served or not at all. The bus routes must tie into Target Areas and Projects to improve accessibility to the jobs and the commercial goods and services provided and increase the mobility of new and existing residents living in the designated areas.

e. Natural Resource Conservation

Policy Objective:

Reclaim environmentally damaged sites and mitigate future negative impacts, particularly to waterfronts, scenic vistas, wildlife habitats and to Critical Environmental/Historic Sites generally. Give special emphasis to addressing air quality concerns. Use open space to reinforce neighborhood and community identity, and protect natural linear systems, including regional systems that link into other planning areas (ibid).

Response:

The Corridor has been blessed with a variety of environmental settings that contribute toward its uniqueness. The most dominant environmental features in the Corridor are the Delaware River, the Rancocas Creek and the other tributaries to the Delaware River. Associated with the river, creeks and streams are undeveloped open spaces, some left for nature to reclaim and others farmed. The river and streams helped in shaping the Corridor's identity where small cities and towns grew and developed. The waterfront is considered to be the "glue" that holds the Corridor together and the leverage point upon which development, redevelopment and preservation activities should take place. The river and streams were the first choices of settlement in the Corridor and the places where growth first occurred. The riverfront communities are steeped in history, providing the birthplace of many leaders, innovators and famous people, the stage upon which industry, commerce and innovation occurred and the physical record of the growth and development of the Corridor and the county. These are valuable resources the Strategic Plan holds dear and endorses for preservation, conservation and redevelopment.

The Strategic Plan provides goals and recommendations to protect the Corridor's valuable natural resources and build upon the Corridor's riverfront identity. Environmentally unique settings, i.e., Palmyra Cove, the "Golden Triangle" waterfront, Amico Island, Hawk Island, Burlington Island, the Roebling Steel Mill waterfront and others, have the potential to be preserved totally or partially as a component of development and redevelopment. The Strategic Plan identifies these candidate locations for preservation, conservation and redevelopment. The Strategic Plan endorses the creation of the Delaware Heritage River Trail, a bi-state linear path system sponsored by the National Park Service, to further strengthen and solidify the identity of the riverfront, improve public access to the waterfront, expand recreational opportunities in the Corridor, increase economic opportunities derived from eco-tourism and build upon the history and heritage of the Corridor.

Tantamount to creating the Delaware Heritage River Trail is the completion of the Rancocas Greenway Project. The Strategic Plan recommends communities become actively involved in the implementation of the Project to preserve and protect the Rancocas Creek from environmental degradation. The Strategic Plan recommends the creation of a Rancocas Creek Trail similar to the Delaware Heritage River Trail.

Older waterfront parks, i.e., Burlington City and Beverly City, are showing their age and wear. In order to remain as focal points in the Corridor, the waterfront parks need to be renovated and upgraded. These and other waterfront parks should be linked together and to the surrounding communities with pathways.

The legacy of the Corridor's early industrialization is the contamination of sites. The Strategic Plan recommends the remediation and reclamation of these sites. In many cases, the redevelopment of these sites can and should include the creation of new parks and recreational facilities. For example, the cleanup and redevelopment of the Roebling Steel Mill Superfund site

should include the reclamation of the slag dump area as a waterfront park. Another example is the redevelopment of the "Golden Triangle" where the Rancocas Creek frontage should be reclaimed with the construction of a new bulkhead, docking facilities and a waterfront park.

The Strategic Plan recommends key open space parcels, i.e., Hawk Island and the Pennington Farm, be permanently preserved. The open space preservation recommendations should be folded into the Burlington County Open Space Preservation Program, which uses county tax dollars applied toward the purchase of open space based on a cost sharing basis with municipalities and non-profit organizations.

f. Agriculture

Policy Objective:

Use development and redevelopment opportunities wherever appropriate and economically feasible to meet the needs of the agricultural industry for intensive agricultural production, packaging and processing, adding value operations, marketing, exporting and other shipping. Provide opportunities for farms, greenhouses, farmers markets and community gardens (ibid.).

Response:

The Strategic Plan does not contemplate long term agricultural production activities for the PA1 in the Corridor. Current farming activities in the PA1 are considered transitional as the Corridor continues to develop. Community gardening activities occur on the Taylor Preserve in Cinnaminson and are expected to continue on this permanently preserved open space parcel. Active agricultural production is planned for the PA4.

The establishment of farmers markets are encouraged in the Corridor. The Cores in the Towns Centers provide the stage in which the farmers markets could be located.

g. Recreation

Policy Objective:

Provide maximum recreational opportunities at the neighborhood, local and regional levels by concentrating on the maintenance and rehabilitation of existing parks and open space while expanding and linking the system through redevelopment and reclamation projects (ibid.).

Response:

The recommendations in the Strategic Plan for providing recreational opportunities in the Corridor are closely linked to and a part of the recommendations for preserving and conserving natural resources. The Strategic Plan encourages the provision of adequate usable open space and recreational facilities to meet the needs of existing and future populations. Active recreational facilities are expected to be provided (lands acquired and facilities constructed) by municipalities, tailored to meet the needs of each community. In special instances, through its Open Space Preservation Program, Burlington County may contribute funding for the purchase of land for active recreational purposes; municipalities must still fund the construction of the active recreational facility on lands acquired in this fashion.

The Strategic Plan urges communities to upgrade, improve and rehabilitate older and/or deteriorated recreational facilities. It also encourages the development of commercial/private

recreational facilities, i.e., Burlington Island as a golf course and outdoor recreational facility.

The recommendations for the Delaware Heritage River Trail and the Rancocas Greenway Project discussed above in the response to the Natural Resource Conservation policy objective are incorporated into this response to the Recreation policy objective.

h. Redevelopment

Policy Objective:

Encourage redevelopment at intensities sufficient to support transit, a broad range of uses and efficient use of infrastructure. Promote physical design features that enhance public safety, encourage pedestrian activity and reduce dependency on the automobile (ibid.).

Response:

As stated above in the response to the Land Use policy objective, the major thrust of the Strategic Plan is to encourage the development and redevelopment in the Corridor. Target Areas and Projects which are suitable for redevelopment are identified in Part One, and recommendations for the redevelopment of the Target Areas and Projects are discussed in Part Two.

The Strategic Plan stresses the redevelopment of the Corridor must retain and enhance the "small town" character of the communities. The key to the redevelopment of the Corridor is to facilitate the implementation of new, innovative concepts and ideas that add to and complement the communities and not conflict with the existing land uses and development patterns. Problems created by outdated and obsolete land uses and development patterns should be eliminated and replaced with positive solutions that fit into the communities.

The recommendations in the response to the Land Use policy objectives are incorporated into this response to the Redevelopment policy objectives.

i. Historic Preservation

Policy Objective:

Encourage the preservation and adaptive reuse of historic or significant buildings, neighborhoods and districts in ways that will not compromise either the historic resource or the area's ability to redevelop (ibid.).

Response:

Burlington Island is the site of the first European settlers to the region, arriving in 1624. Burlington (City) was the "chief-town" or capital of the Province of West New Jersey during the seventeenth century. The official formation of Burlington County occurred in 1694 by an act of the West Jersey Assembly. In 1702 the Province became a Crown Colony of England, and Burlington served as the Capital of the Colony and the county seat of government. Burlington's importance as a center of government continued after the Revolutionary period, until the new State Legislature finally settled at Trenton in 1790. The county seat moved from Burlington to Mount Holly in 1795.

From its early beginnings the county continued to grow with new settlements and towns developing along the Delaware River and the Rancocas Creek. In 1832 the county saw the arrival of a new form of transportation--the steam locomotive on rails. In 1834 the railroad pushed south

from Bordentown to Camden, spurring the development and expansion of the county's riverfront. Communities like Beverly, Riverside, Riverton and Palmyra grew up and expanded around the railroad. The industrial revolution brought more growth to the riverfront communities, creating new jobs and requiring the construction of housing for the new workers and downtown business districts to serve the new residents.

The end of World War II ushered in a new era of unprecedented growth experienced throughout the nation. This growth came in the form of lower density, suburban sprawl. The Corridor did not escape this phenomenon. The farmlands surrounding the older riverfront communities were transformed into vast housing developments, giving rise to new suburban communities such as Cinnaminson, Delran, Edgewater Park, Burlington Township and Willingboro. When the first Levitt & Sons model homes opened in 1958, Willingboro began its transformation from a collection of farms to a suburban community of 11,000 new homes. As the suburban communities grew so did the need to provide commercial retail and services. Route 130, too, was transformed from a two lane road traversing farm fields to strip shopping centers and stores, transferring the economic importance of the downtown commercial districts of the riverfront communities to the highway.

As time marched on, the county continued to grow and prosper, however, no longer in the Corridor but in a new region. That region of growth was, and still is today, in the south-central portion of the county, which was essentially the continued suburban sprawl expanding from the Cherry Hill suburbs in Camden County. The completion of Interstate 295 hastened the growth in this region and encouraged new growth in the vicinity of CR 541 and other interchanges. Population and jobs concentrated in this new suburban "frontier," shifting the socio-economic importance away from the Corridor to these areas of growth.

Today, the Corridor reflects the many changes it experienced from its early beginnings as one of the centers of Colonial New Jersey to its decline resulting from socio-economic shifts in the county. The Corridor still retains its "small town" character and historically significant communities. The Strategic Plan recognizes these valuable assets of the Corridor and recommends preserving them. Burlington City is the only Corridor municipality with an officially designated historic district. The Strategic Plan urges the other riverfront communities to inventory historic buildings and sites and designate, where feasible and realistically possible, historic districts. The Strategic Plan encourages the preservation and adaptive reuse of historic buildings, structures and landscapes.

j. Public Facilities and Services

Policy Objective:

Complete, repair or replace existing infrastructure systems to eliminate deficiencies and provide capacity for sustainable development and redevelopment in the region. Encourage the concentration of public facilities and services in centers, cores and nodes (214).

Response:

The Corridor municipalities, the county and private utilities have sufficiently maintained their infrastructure. The Corridor has adequate sewage treatment and water supply capacities for existing and future needs--this is one of the advantages of developing and redeveloping land in the Corridor. In anticipation of commercial and industrial growth, Florence Township is extending sewer and water lines along Route 130. Delanco Township is in the process of modifying its Water quality Management Plan to provide for sewers in its industrial district.

The Strategic Plan recommends the continued maintenance and upgrade of existing infrastructure systems in the Corridor. Plans should be made to complete water and sewer service in undeveloped areas within the PA1.

k. Intergovernmental Coordination

Policy Objective:

Regionalize as many public services as feasible and economical to enhance the cost effective delivery of those services. Establish multi-jurisdictional policy and planning entities to guide the efforts of State, county and municipal governments to ensure compatible and coordinated redevelopment (ibid.).

Response:

The Strategic Plan is based on a regional planning initiative carried out by twelve municipalities in the Corridor, Burlington County, various state agencies and departments and the Delaware Valley Regional Planning Commission. The Strategic Plan is a guide which establishes a vision and recommendations for revitalization of the Corridor that is to be followed and implemented by municipal, county, state and federal governmental entities to ensure compatible and coordinated development and redevelopment. The level of participation of the various governmental entities demonstrates a commitment to regional planning for the revitalization of the Corridor.

2. Suburban Planning Area (PA2)

a. Land Use

Policy Objective:

Guide development into more compact forms -- new Centers with Community Development Boundaries, and former single-use developments that have been retrofitted, or restructured, to accommodate mixed-use development, services and cultural amenities. Plan and zone for a wide range of land uses and users, in order to achieve more balanced communities. Seek to better integrate different land uses, and remove or mitigate physical barriers between them. Encourage densities capable of supporting transit. Maintain the Environs of Centers -- with density sufficient to absorb their projected growth -- as parkland, farmland, or partially developed low-density uses. Manage the Environs of Centers that are not planned to absorb significant growth to protect natural systems and provide regional recreational opportunities (220).

Response:

The PA2 in the Corridor represents the growing suburban areas of Delran, Burlington and Florence Townships. These areas of the townships have been growing steadily since the 1992 *SDRP* was adopted and will continue to do so. The physical land development patterns have been established in these areas, particularly around the Interstate 295-CR 541 interchange in Burlington Township.

The lands designated PA2 in the southeastern portion of Delran Township are expected to continue growing with suburban residential development. Some of the lands along the Rancocas Creek are expected to be preserved entirely as open space or as an open space component of residential development.

The lands around the interchange have been developing as a Commercial/Industrial Complex Node (Node No. 7) and will continue to grow and develop accordingly. Residential development is expected to continue growing around Node No. 7. Burlington Township has planned for this growth and has zoned the areas for this growth in the PA2. The Strategic Plan recognizes these dynamics and the direction of suburban growth and development in the PA2 in Burlington Township. The Strategic Plan stresses the importance of ensuring adequate road design and capacities are provided in order to accommodate this continued growth. Further, the Strategic Plan recommends the establishment of appropriate design guidelines to ensure new development is visually pleasing and avoid sign and overhead utility clutter.

The PA2 in Florence Township is expected to continue growing with residential, commercial and industrial development. The Strategic Plan recommends concentrating commercial and industrial development along Route 130 in the Industrial Complex Node (Node No. 2) and in Roebling in the Commercial/Services Redevelopment Node (Node No. 1). The PA2 will represent the areas designated for growth around the Florence-Roebling Town Center and Nodes in Florence Township. The Strategic Plan stresses the need to provide adequate road designs and capacities to accommodate this anticipated growth and establish design guidelines to ensure the open space character of the PA2 is maintained.

b. Housing

Policy Objective:

Provide a full range of housing choices primarily in Centers at appropriate densities to accommodate the area's projected growth. Ensure that housing in general, and in particular affordable housing, senior citizen housing, special needs housing and family housing is developed with maximum access to a full range of commercial, cultural, educational, recreational, health and transportation services and facilities. Focus multi-family and higher density single-family housing in Centers. Any housing in the Environs should be planned and located to maintain the existing character (ibid.).

Response:

Delran, Burlington and Florence Townships do provide a full range of housing choices and comply with their affordable housing obligations established by the New Jersey Council on Affordable Housing. The sixth Town Center is designated for Florence and Roebling in the PA2. No center is designated for Burlington Township; Burlington Township is served by the designated Burlington City Town Center and will be served by the proposed Willingboro Town Center.

The Strategic Plan recommends no significant changes to local planning for the residential areas in the PA2.

c. Economic Development

Policy Objective:

Guide opportunities for economic development into Centers or existing pedestrian- and transit-supportive single-use areas and target new jobs in PA2 to these locations (ibid.).

Response:

The Strategic Plan recommends focusing economic development in the Town Centers and

Nodes through development and redevelopment. With regard to PA2, the Strategic Plan identified Node Nos. 1, 2 and 7 for economic development. Node No. 1 is the existing and growing highway commercial area in Florence, including the Roebling Steel Mill Superfund site (Target Project-1). Node No. 2 is the "Food Distribution Center" located in Burlington and Florence Townships (Target Project-2). Node No. 7, which is centered around the Interstate 295-CR 541 interchange, is planned for commercial and industrial development. Node Nos. 1, 2 and 7 are already served by public transit in the form of bus service. LRT service is planned to serve these nodes. Node No. 11 in Delran (PA1) provides commercial retail and service opportunities and is served by bus service. This Node is in close proximity to the Delran PA2.

d. Transportation

Policy Objective:

Maintain and enhance a transportation system that link Centers and existing single-use areas to each other, to the Metropolitan Planning Area and to major highway and transit corridors. Emphasize the use of public transportation systems and alternative modes of transportation where appropriate and feasible, and maximize circulation and mobility options (including pedestrian and bicycle connections between developments) throughout. Encourage significant redevelopment and intensification around existing and planned rail stations and shuttle services. Preserve and stabilize general aviation airports that encourage community economic development, act as transportation intermodal hubs, and promote multi-level uses such as business centers (221).

Response:

As indicated in the response to the PA1 Transportation policy objective, the Corridor has a well developed transportation system. In the PA2 the transportation system consists primarily of roads and highways. In most cases, county roads connect the PA2 to the Town Centers and Nodes. LRT service to the PA2 will enhance the development of the "Food Distribution Center" and the redevelopment of the Roebling Steel Mill Superfund site and the village portion of Roebling. Opportunities exist to redevelop Roebling as a transit-oriented village.

A primary transportation issue for the PA2 is to ensure the road system has adequate capacity, is upgraded and functions properly as the PA2 grows and develops.

In addition, the Strategic Plan encourages the creation of pedestrian and bicycle paths connecting residential neighborhoods, commercial areas and public facilities, parks and open space throughout the PA2.

e. Natural Resource Conservation

Policy Objective:

Conserve continuous natural systems, strategically-located open space and buffer areas of critical environmental concern. Use open space to reinforce neighborhood and community identity, and protect natural linear systems, including regional systems that link into other Planning Areas (ibid.).

Response:

Many streams flow through the areas designated PA2 in the Corridor. Associated with the streams are wetlands and woodlands. The Strategic Plan recommends the preservation of the

stream corridors as permanent open space. In many cases, the open space can be preserved as a part of land development applications. The Strategic Plan recommends Burlington and Florence townships revisit their zoning ordinances and amend them to require the preservation of open space as part of land development applications. Pedestrian and bicycle paths should be planned through the preserved open space. Lands located along the Rancocas Creek in Delran should be preserved acquiring parcels and/or as a component of land development.

f. Agriculture

Policy Objective:

Guide development to ensure the viability of agriculture and the retention of productive farmland in strategically located agricultural areas of PA2 and in areas of PA3 or other planning areas adjacent to the Suburban Planning Area. Actively promote more intensive, new-crop agricultural enterprises and meet the needs of agricultural industry for intensive packaging, process, adding value operations, marketing, exporting and other shipping through development and redevelopment (ibid.).

Response:

The Strategic Plan does not contemplate long term agricultural production activities for the PA2 in the Corridor. Current farming activities in the PA2 are considered transitional as the Corridor continues to develop. Agricultural activities are not discouraged in the PA2. Realistically, the Strategic Plan anticipates agricultural activities to remain until market forces become significant enough to persuade owners to sell their farmland for development. The area designated PA2 in the Corridor is situated outside the Burlington County Agriculture Development Area. Active agricultural production is planned for the PA4.

In the PA2, agricultural industry-related activities are contemplated as a part of the "Food Distribution Center." Packing, processing and distribution of agricultural products grown in the county and the region are encouraged to be a part of the industrial complex. These value-added operations create a synergistic relationship between the agricultural producers in the county and region and the food processing, packing and distribution industries, thus, creating new jobs in the Corridor.

The PA2 in Delran has active peach orchards that could be maintained if incorporated into an open space preservation program.

g. Recreation

Policy Objective:

Provide maximum recreational opportunities at the neighborhood, local and regional levels in the developed portions of the Suburban Planning Area by concentrating on the maintenance and rehabilitation of existing parks and open space while expanding and linking the system through redevelopment and reclamation projects. In the undeveloped portions of this planning area, acquire and improve neighborhood and municipal parkland within centers, and regional park land and open space either in or within easy access of centers (ibid.).

Response:

The recommendation in the Strategic Plan for providing recreational opportunities in the

Corridor are closely linked to and a part of the recommendations for preserving and conserving natural resources. The Strategic Plan encourages the provision of adequate usable open space and recreational facilities to meet the needs of existing and future populations. Active recreational facilities are expected to be provided (lands acquired and facilities constructed) by municipalities, tailored to meet the needs of each community.

The Strategic Plan recommends Delran, Burlington and Florence Townships establish ordinances requiring developers to provide active recreational facilities in the open space set aside in residential development projects. The recreational facilities should be linked to surrounding residential neighborhoods by pedestrian and bicycle paths.

h. Redevelopment

Policy Objective:

Encourage redevelopment efforts in existing Centers and single-use areas which can be redeveloped into mixed-use areas, and areas within walking distance of train stations or other major public transit facilities. Redevelop at transit-supportive densities, while creating pedestrian-oriented environments. Take full advantage of the opportunities available under the State's redevelopment statutes to promote new Centers and redevelop areas of sprawl (ibid.).

Response:

The major thrust of the Strategic Plan is to encourage the redevelopment of the Corridor. Although most of the areas of the Corridor designated for redevelopment are located in the PA1, the Strategic Plan encourages redevelopment of Commercial/Services Redevelopment Node (Node No. 1 -- Roebling village and Roebling Steel Mill Superfund site) and commercial and industrial facilities in the Commercial/Industrial Complex Node (Node No. 7) should the need arise.

i. Historic Preservation

Policy Objective:

Encourage the preservation and adaptive reuse of historic or significant buildings, neighborhoods and districts in ways that will not compromise either the historic resource or the area's ability to develop or redevelop (ibid.).

Response:

Within the Corridor, historically significant buildings, structures and landscapes are concentrated in the PA1. Notwithstanding, opportunities exist to preserve the "company town" character of Roebling and historically significant buildings and structures in Roebling. The Strategic Plan encourages the preservation and adaptive reuse of historic buildings and structures, although limited, in the PA2.

j. Public Facilities and Services

Policy Objective:

Phase and program the extension of public facilities and services to support development in Centers and ensure adequate levels of public and private services. Encourage jurisdictions to

locate all public and private community facilities -- schools, libraries, municipal buildings, government offices, post offices, civic, cultural and religious facilities, fire stations, etc. -- in Centers or in proximity to (within walking distance of) Centers. Central facilities serving a wide population should be located in Cores or in close proximity to Cores (ibid).

Response:

As previously discussed in the response to the PA1 Public Facilities and Services policy objective, the Strategic Plan indicates the Corridor municipalities, the county and private utilities have sufficiently maintained their infrastructure and the Corridor has adequate sewage treatment and water supply capacities for existing and future needs. Such utilities must be extended into the undeveloped portions of the PA2.

Public community facilities are strategically located in the respective municipalities in the PA2. For example, the Florence Township municipal building, post offices, fire stations and schools are located in the Florence-Roebling Town Center. Burlington Township does not have a Town Center; however, the municipal complex and schools are strategically located in the geographical center of Burlington Township accessible from the established and growing areas of the township. Delran recently moved its municipal operations to a larger facility, which was a vacant industrial building, located near the former municipal building on Chester Avenue.

Since the three townships are continuing to grow, the Strategic Plan recommends the municipalities track development to plan for the need of future community facilities and services.

k. Intergovernmental Coordination

Policy Objective:

Establish regional approaches to the planning and provision of facilities and services. Create public/private partnerships to locate, facilitate, coordinate and implement new development and redevelopment in Center (222).

Response:

The same response to the PA1 Intergovernmental Coordination policy objective is made for the PA2 policy objective.

3. Rural Planning Area (PA4)

a. Land Use

Policy Objective:

Enhance agricultural viability and rural character by guiding development and redevelopment into Centers with Community Development Boundaries. In the Environs, maintain and enhance agricultural uses, and preserve agricultural and other lands to form large contiguous areas, greenbelts around Centers and greenways regionally. Ensure that the location, pattern and intensity of any development in the Environs maintain existing low-density development patterns that complement the rural character and landscape, and maintain large contiguous areas of open space. Any development in Planning Area 4 should be designed using creative land use and design techniques to ensure that it does not conflict with agricultural operations, does not exceed

the capacity of natural and built systems and protects areas where past public investments in farmland preservation have been made (236).

Response:

The area of the Corridor designated PA4 is located solely in Florence Township south of Route 130 and the Turnpike Extension to the township's borders shared with Burlington, Mansfield and Springfield Townships. Growth is not encouraged in the PA4 -- public sewer and water service is not planned in this portion of the township. In turn, growth is directed to the areas of the township, which have or are planned to receive public sewer and water service and have supporting road infrastructure, designated PA2, the Florence-Roebling Town Center and Node Nos. 1 and 2. The PA4 is zoned for agricultural uses and low density single family housing.

The Strategic Plan recommends an agricultural buffer be created around the county Resource Recovery Complex. The buffer is part of the county's planned Agriculture Development Area in which agricultural activities are encouraged to be retained and expanded. The Resource Recovery Complex has the potential to be the basis upon which public/private partnerships can be created to develop a research and development complex for the reuse, preprocessing and remanufacturing of recovered resources, creating new jobs and ratables for the community. The Strategic Plan stresses the importance of developing such a research and development complex that fits into the rural landscape of the PA4, is compatible with surrounding agricultural and residential uses, does not burden the local road network in the rural areas and is not noxious or obtrusive to the community and surrounding communities.

b. Housing

Policy Objective:

Provide for a full range of housing choices primarily in Centers at appropriate densities to accommodate the area's projected growth, recognizing the special locational needs of agricultural employees, and minimizing conflicts with agricultural operations. Ensure that housing in general, and in particular affordable housing, senior citizen housing, special needs housing and family housing, is developed with maximum access to a full range of commercial, educational, recreational, health and transportation services and facilities in Centers. Focus multi-family and higher density single-family housing in Centers. Any housing in the Environs should be planned and located to maintain the existing character of the Environs (236,237).

Response:

As discussed above, the PA4 is planned to retain its rural character with agricultural uses and low density single family development. A full range of housing is provided in the Florence-Roebling Town Center; the Strategic Plan recommends such housing development be focused in the Town Center and suburban residential development occur in the PA2. Access to employment, commercial, educational, recreational, transportation and other services and facilities are available from the PA4 via county roads which traverse the planning area and connect to the Florence-Roebling Town Center, the Commercial/Services Redevelopment Node (Node No. 1), the Industrial Complex Node (Node No. 2), Route 130, Interstate 295 and other parts of the Corridor.

c. Economic Development

Policy Objective:

Promote economic activities within Centers that complement and support the rural and agricultural communities and that provide diversity in the rural economy and opportunities for off-farm income and employment. Where appropriate, encourage tourism related to agriculture and the environment, as well as the historic and rural character of the area (237).

Response:

As indicated above, part of the PA4 is located in the county Agriculture Development Area (ADA). The goal for lands designated in the ADA is to be retained in agricultural uses and have agricultural uses expanded to maintain and strengthen the agricultural industry in the ADA. The lands located outside the ADA are planned and zoned for agricultural uses. The Strategic Plan encourages such actions and efforts to maintain and strengthen the agricultural industry in the PA4.

The preservation of farmland accomplishes two goals in the Corridor PA4. First, permanently preserving farmland assures farmers to receiving fair market value for the agricultural component of their land and retaining ownership of their farm to continuing farming and retains a critical mass of farmland in the ADA which contributes toward maintaining and strengthening the agricultural industry. The county's aggressive Farmland Preservation Program targets strategic farms in the ADA, some of which are located in the PA4. Second, the preservation of farmland in the Corridor PA4 helps create a buffer around the county Resource Recovery Complex. The buffer is intended to preserve and protect the surrounding residential and agricultural community from the operations of the complex to prevent housing from being built too closely to the complex.

As discussed above in the response to the Land Use policy objective, the Strategic Plan identifies the opportunity for economic development related to the Resource Recovery Complex. The complex can be the basis for creating a research and development/industrial facility that studies alternatives for recovering and reusing waste retrieved from the complex and establishing industrial facilities for applying the findings of the research by reprocessing the waste and manufacturing new products from the waste. The Strategic Plan encourages the development of this new-technology based facility which will create jobs and ratables. The Strategic Plan urges the formation of a public/private partnership to develop such a facility.

In addition, lands zoned GM General Manufacturing in Florence Township have the potential to be developed as light industrial and office complexes, further diversifying economic development in this area.

d. Transportation

Policy Objective:

Maintain and enhance a rural transportation system that links Centers to each other and to the Metropolitan and Suburban Planning Areas. Provide appropriate access of agricultural products to markets, accommodating the weight of modern agricultural equipment. Promote reactivation of public transportation facilities and services, where feasible, to connect existing and planned (new) Centers. In Centers, emphasize the use of public transportation systems and alternatives to private cars where appropriate and feasible, and maximize circulation and mobility options throughout. Support the preservation of general aviation airports as integral parts of the State's rural transportation system (ibid.).

Response:

The PA4 is well served by a network of municipal and county roads which link the rural areas to Centers in the Corridor and state and interstate highways. The Strategic Plan recommends improvements in the PA4 be limited to maintaining safe operating conditions and avoid increasing capacity of the roads to encourage extensive development of the PA4.

e. Natural Resource Conservation

Policy Objective:

Minimize potential conflicts between development, agricultural practices and sensitive environmental resources, and promote acceptable management practices and other agricultural techniques (such as contour planting) to protect soil and water resources. Protect and preserve large, contiguous tracts and corridors of recreation, forest or other open space land that protect natural systems and natural resources (ibid.).

Response:

The PA4 is largely in agricultural use. As discussed above, the Strategic Plan recommends the retention and preservation of agricultural lands in the PA4. Efforts are under way by the county to preserve farmland around the Resource Recovery Complex.

The Strategic Plan recommends local zoning ordinances provide for the preservation of environmentally sensitive lands and open space as tracts are developed in the PA4.

f. Agriculture and Farmland Preservation

Policy Objective:

Give priority to the Rural Planning Area for farmland preservation funding to preserve lands around Centers and maintain and enhance large contiguous areas of farmland and open space (ibid.).

Response:

As discussed above, the Strategic Plan encourages the preservation of farmland in the PA4. Burlington County is already in the process of preserving farmland around the Resource Recovery Complex located in the ADA. Local planning and zoning establishes provisions for the continuation of farming in the PA4.

g. Recreation

Policy Objective:

Provide maximum recreational and tourism opportunities at the neighborhood and local levels by targeting the acquisition and development of neighborhood and municipal parkland within Centers. Provide regional recreation and tourism opportunities by targeting parkland acquisitions and improvements that enhance large contiguous open space systems and by facilitating alternative recreational and tourism uses of farmland (ibid.).

Response:

Active recreational facilities for Florence Township, which are currently under expansion, are provided in the Florence-Roebling Town Center. The township has a waterfront park and boat launch on the Delaware River in the Florence-Roebling Town Center. The Delaware Heritage River Trail, a regional waterfront trail which traverses Florence Township, is in the planning stages. The Strategic Plan identifies the slag dump area of the former Roebling Steel Mill has the potential to be developed into a waterfront park. The Strategic Plan recommends providing pedestrian linkages from the PA4 to the recreational facilities in the Florence-Roebling Town Center.

h. Redevelopment

Policy Objective:

Encourage redevelopment in existing Centers and single-use areas that have the potential to become Centers, to accommodate growth that would otherwise occur in the Environs. Redevelop with intensities sufficient to support transit, a broad range of uses, efficient use of infrastructure, and physical design features that enhance public safety, encourage pedestrian activity, reduce dependency on the automobile and maintain the rural character of Centers (ibid.).

Response:

Redevelopment activities are recommended for the PA1 and PA2 and the Florence-Roebling Towns Center and the nodes located along Route 130. No redevelopment activities are planned for the PA4.

i. Historic Preservation

Policy Objective:

In Centers, encourage the preservation and adaptive reuse of historic or significant buildings, neighborhoods and districts in ways that will not compromise either the historic resource or the center's ability to develop or redevelop. Outside Centers, coordinate historic preservation needs with farmland preservation efforts. In all cases, coordinate historic preservation with tourism efforts (237, 238).

Response:

No historic preservation activities are contemplated in the PA4.

j. Public Facilities and Services

Policy Objective:

Phase and program the extension of public facilities and services, particularly wastewater systems to establish adequate levels of capital facilities and services to support Centers; to protect large contiguous areas of productive farmlands and other open spaces; to protect past public investments in farmland preservation programs; and to minimize conflicts between Centers and surrounding farms. Encourage private investments and facilitate public/private partnerships to provide adequate facilities and services, particularly wastewater systems, in Centers (238).

Response:

Public sewers are not planned for the PA4; sewers are planned for the Florence-Roebling Town Center and the PA2. Such planning will avoid inducing development pressures in the PA4 where farmland preservation and retaining rural character are paramount.

k. Intergovernmental Coordination

Policy Objective:

Coordinate efforts of various State agencies, county and municipal governments to ensure that State and local policies and programs support agriculture, rural economic development, and the rural character of the area by examining the effects of financial institution lending, government regulation, taxation and other government policies and programs (ibid.).

Response:

The Strategic Plan endorses the continued efforts undertaken by Burlington County to preserve farmland in the PA4. The Strategic Plan recommends Florence Township pursue furthering the preservation of farmland through innovative planning and zoning techniques and coordinate such efforts with the county's Farmland Preservation Program.

V. RECOMMENDATIONS

A. INTRODUCTION

This section of the Strategic Plan sets forth the recommendations for achieving the Corridor vision and facilitating revitalization of the Corridor. The recommendations provide a clear and concise blueprint for addressing the six areas of concern developed by the Steering Committee to define quality of life in the Corridor, while allowing for the flexibility and freedom to develop plans and programs designed to implement the recommendations. The Strategic Plan is built upon the concept of public and private sectors having the responsibility to help achieve the Corridor vision and working in a cooperative fashion toward achieving that vision. Therefore, the recommendations consist of goals and actions aimed at municipal, county and state levels for implementation by public and private sectors, i.e., governing bodies, government agencies, public utilities, private developers, etc. Further, the Strategic Plan emphatically stresses that the recommendations are not the end to all problems in the Corridor but are the beginning to finding and implementing the solutions. In order to be effective and current, the Strategic Plan and its recommendations must be refined and evolve as changes occur and new issues arise in the Corridor over time.

This section is presented in the following manner:

1. Examination of how the Strategic Plan addresses the general goals established by the Freeholders;
2. Reiteration of the leverage points, or assets, of the Corridor;
3. Recommendations by area of concern; and
4. Implementation agendas by municipality and county.

B. EXAMINATION OF GENERAL GOALS ESTABLISHED FOR THE STRATEGIC PLAN

This subsection examines how the Strategic Plan addresses the twelve general goals established by the Freeholders for the county consensus planning initiative. The examination found three goals to be immediately addressed, six goals to be addressed as part of an ongoing process and three goals to be partially addressed immediately and as part of an ongoing process. The examination is presented by each goal.

Goal No. 1: Improve quality of life in the Corridor.

Attainment of this goal is an ongoing endeavor, with sights always set higher as the quality of life in the Corridor is improved. The Strategic Plan utilizes the Steering Committee's definition for quality of life which consists of the six areas of concern. Based on the areas of concern, the Strategic Plan provides recommendations to improve quality of life in the Corridor. As Strategic Plan recommendations are implemented and issues within the areas of concern are addressed new issues and areas of concern may arise, thus, creating the need to revisit and revise the Strategic Plan. To that end, the Strategic Plan addresses this goal as a part of an ongoing process.

Goal No. 2: Initiate positive change and improvement in the Corridor.

The Strategic Plan provides recommendations for initiating positive change and improvement in the Corridor. Implementation of the recommendations sets the wheels of positive change in motion. In order to keep the wheels in motion, efforts must be sustained to continuously implement the Strategic Plan and made to periodically revise and update the Strategic Plan. The Strategic Plan addresses this goal as part of an ongoing process.

Goal No. 3: Encourage development and redevelopment in the Corridor, with a sensitivity toward the environment and aesthetics.

In order to improve quality of life and initiate positive change and improvement in the Corridor, the Strategic Plan focuses on recommendations to encourage development and redevelopment with a sensitivity toward the environment and aesthetics. In the Strategic Plan, development includes the construction of new housing, infrastructure and office, commercial, governmental, institutional and industrial facilities and the creation of new parks and recreational facilities. Redevelopment includes the renovation, rehabilitation, adaptive reuse and reconstruction of existing residential and nonresidential buildings, facilities and structures and infrastructure. Attainment of this goal is part of an ongoing process.

Goal No. 4: Educate Corridor municipalities about consensus planning, the need for a strategic plan and the benefits of regional planning.

The first step in preparing the Strategic Plan was to educate the Corridor municipalities about consensus planning, the need for a strategic plan and the benefits of regional planning. The execution of this first step immediately addressed this goal. Notwithstanding the immediate attainment of the goal, there is a need to continue the educational process with the Corridor municipalities and the public, including developers, realtors, special interest groups, etc. Attainment of this goal is partially immediate as well as part of an ongoing process.

Goal No. 5: Involve various county departments in the consensus planning effort, drawing upon their respective areas of expertise.

The process in preparing the Strategic Plan involved the County Engineer's Office, the County Office of Economic Development including Community Development, the County Office on Aging, the County Transportation Office and the County Office of Land Use Planning. Input was obtained from the Burlington County College as well. This goal was attained during the consensus planning process.

Goal No. 6: Encourage participation of and cooperation among Corridor municipalities in the consensus planning process to develop a better understanding of the Corridor to plan for a better future.

Part One of the Strategic Plan is evidence demonstrating that the twelve Corridor participated and cooperated in the consensus planning process. The Steering Committee members, representatives from the Corridor municipalities, defined quality of life by identifying the six areas of concern and related issues and explored the constraints and opportunities for revitalizing the Corridor. Without the input from the municipalities, Part One could not have been prepared. This goal was attained during the consensus planning process.

Goal No. 7: Foster the development of public/private partnerships directed toward improving the Corridor.

The Strategic Plan encourages the creation of public/private partnerships to foster economic revitalization in the Corridor. The Strategic Plan targets key projects and areas, which are significantly distressed, for development and redevelopment. In order to reverse the decline of these areas of the Corridor and facilitate the undertaking of target projects, public and private sectors must join together in a partnership using innovative planning and financing techniques and providing mutually beneficial incentives. Attainment of this goal is part of an ongoing process.

Goal No. 8: Coordinate Corridor planning efforts with outside agencies, entities and authorities, i.e., N.J. Office of State Planning, N.J. Department of Transportation, N.J. Transit, N.J. Department of Environmental Protection, Burlington County entities, public utilities, and others.

The process in preparing the Strategic Plan involved the outside agencies identified in this goal and additional groups, organizations and associations, i.e., local realtors, developers, civic groups, etc. Although the Strategic Plan initially involved these agencies and groups in the planning process, the Strategic Plan recommends coordination be continued during the implementation phase. Such continued efforts strive to attain this goal as part of an ongoing process.

Goal No. 9: Prepare a strategic plan for the Corridor based on the consensus findings and recommendations of Corridor municipalities.

The Strategic Plan is proof of this goal being attained.

Goal No. 10: Explore avenues to provide improved economics in the Corridor, i.e., grants, no and low cost loans, tax abatement, etc.

The Strategic Plan provides a list of funding sources for development, redevelopment and revitalization of the Corridor (Appendix A). Funding programs and sources are always evolving, changing and being created anew. To that end, the Strategic Plan recommends a list be maintained, constantly updated and made available to Corridor municipalities and the private sector. Attainment of this goal is part of an ongoing process.

Goal No. 11: Encourage the implementation of the strategic plan through the adoption of state, regional, county and local master plans, capital improvement plans and economic development plans, municipal zoning ordinances and other governmental services and programs.

Revitalization of the Corridor depends on local, county and state government adopting the Strategic Plan and implementing its recommendations. The Strategic Plan urges multi-jurisdictional adoption of the plan and its recommendations to improve quality of life in the Corridor, achieve the vision for the Corridor and foster revitalization of the Corridor. Attainment of this goal is part of an ongoing process.

Goal No. 12: Provide mechanisms for continued reexamination and implementation of the strategic plan and the consensus planning process based on an ongoing dialogue with Corridor municipalities.

The Strategic Plan recommends mechanisms for continued reexamination and implementation of the Strategic Plan and maintaining an ongoing dialogue with Corridor municipalities as well as other county and state agencies. Attainment of this goal is both immediate and part of an ongoing process.

C. LEVERAGE POINTS FOR THE CORRIDOR

In Part One an analysis of constraints and opportunities revealed that the Corridor possesses leverage points, or crucial assets, upon which revitalization of the Corridor should be based. The leverage points are reiterated because of the fundamental importance they have for the revitalization of the Corridor. The leverage points are shown in Table 16.

Table 16 - Leverage Points
Route 130/Delaware River Corridor, 1998

Waterfront: Delaware River, Rancocas Creek and other streams and bodies of water

1. An attraction for residents, existing and future
2. An attraction for economic growth and development, i.e., eco-tourism, commercial recreation, boating, fishing, etc.

Transportation Links:

1. US Route 130
2. County Road 541
3. County Road 543
4. County Road 656
5. Interstate 295
6. State Highway 73
7. Tacony-Palmyra Bridge
8. Burlington-Bristol Bridge
9. Conrail railroad
10. Proposed New Jersey Turnpike Interchange with US Route 130

Common History:

1. Waterfront communities
 - a. Early development as centers of commerce, trade and resorts
 - b. Later development as centers of employment and residential communities
2. Route 130 communities
 - a. Early development as farming communities
 - b. Later development as places of employment and commerce and as residential communities

Residential Communities and Neighborhoods:

1. Small town character has been retained
2. Close knit neighborhoods have been retained

Variety of Community Settings:

1. Small city setting -- Core business district, nearby employment and residential neighborhoods
2. Traditional town setting -- Core business area and residential neighborhoods
3. Traditional village setting -- Small business area and residential neighborhoods
4. Mature suburban setting -- Residential neighborhoods and commercial development along major roads and highways
5. Emerging suburban setting -- Residential neighborhoods expanding from mature suburban settings
6. Rural and low density suburban settings -- Scattered residential development among agriculture, woodlands and open space

Table 16 Continued

Infrastructure and Utilities [Preliminary Findings]:

1. Corridor is almost entirely served by sanitary sewers and public water
 - a. These utilities are readily available in locations ripe for redevelopment
 - b. These utilities can be extended into areas not currently served
2. Wastewater treatment plants have adequate capacity or are being upgraded to accommodate future capacity demands
3. Public water supplies are sufficient to meet existing and future demands

The foregoing leverage points are the fundamental building blocks upon which the Strategic Plan is built and the assets upon which public and private sectors should capitalize to facilitate the revitalization of the Corridor. The following subsections provide the recommendations and implementation agenda to facilitate revitalization based on these leverage points.

D. CORRIDOR RECOMMENDATIONS

To be effective the recommended strategies must be implemented at local, county and state levels by public and private sectors. As part of the recommendations the Strategic Plan establishes goals for improving and revitalizing the Corridor. For each goal the Strategic Plan identifies actions that public and private sectors must undertake to facilitate incremental progress toward achieving the vision for the Corridor. The Strategic Plan does not expect positive change to occur overnight. After all, it took about thirty years for the Corridor to decline; however, with carefully laid plans and coordinated efforts, positive change can occur more rapidly.

The recommendations are presented by areas of concern. Goals and actions to attain the goals are provided for each area of concern. Entities from public and/or private sectors are identified to take the lead in implementing the recommended actions. When appropriate, recommended strategies are discussed further and illustrated with supporting mapping.

1. Economic Development

In a complex world where global, national and regional economic factors are beyond the control of state and local economies and government, local economic development is often difficult to understand and sometimes frustratingly elusive to attain. Developing an understanding of how a local area, i.e., the Corridor and Burlington County, fits into the bigger economic picture is paramount. Economic development requires patience and commitment because it does not occur instantaneously. Most results from planning for and investing in economic development are achieved incrementally over many years. Based on this understanding of economic development, the Strategic Plan lays the groundwork for achieving economic development in the Corridor by identifying key goals and recommending specific actions.

Economic development includes a broad spectrum of activities and endeavors, i.e., job creation, employee training, business development, marketing, etc. It is strongly related to having a well developed transportation network; a diverse, sound, affordable housing supply; an attractive environment with amenities in which to live and work; adequate utilities and infrastructure which meet existing and future demands; and high quality community services. The economic development recommendations clearly display these relationships demonstrated by the overlap in goals and actions.

The economic development recommendations are designed to achieve the vision for the Corridor which is articulated in the Corridor Resource Planning and Management Structure. The areas identified as suitable for development and redevelopment in Part One have been translated into Town Centers, Town Center Cores and Nodes. Target Areas and Projects, which are critical to revitalizing the Corridor, have been identified in these physical forms of development and redevelopment because of the regional significance and impact they have on the Corridor. These targeted areas and projects have concentrations of distressed, deteriorated, obsolescent buildings, improvements and infrastructure, i.e., defunct Roebling Steel Mill and Willingboro Plaza, and/or have significant potential for economic development, i.e., C. William Haines Industrial Center (formerly Food Distribution Center) and Burlington Island. In order to encourage economic development in the Corridor, the Strategic Plan targets these areas and projects and recommends implementation strategies to remove the most difficult problems and obstacles first while facilitating projects with greatest economic potential for the Corridor and county.

a. Public and Private Sector Recommendations

The Strategic Plan recommends implementation strategies for public and private sectors to undertake, including administrative, legislative, fiscal and policy goals and actions. For the public sector, the plan recommends goals and actions state, county and municipal government must undertake in order to encourage economic development in the Corridor. In an effort to be comprehensive in its approach, the Strategic Plan includes private sector, i.e., local business owners, prospective business owners, real estate developers, builders, business organizations and associations, etc., in the recommendations for economic development. Public and private sectors must work together to facilitate economic development in the Corridor.

Part One identified three general economic development challenges applicable to the entire Corridor, including:

1. Retention and expansion of existing viable businesses;
2. Development of new employment-generating businesses; and
3. Enhancement of the Corridor's potential workforce.

Table 17 provides economic development goals and actions by implementing sector and implementation term. Under the "Implementation by Sector" heading, the table indicates with an "L" the lead public and/or private sector entity for implementing the recommendations. An "X" indicates public and/or private sector involvement in implementing the recommendations. In many instances, one entity is the lead acting as the coordinator and facilitator with other public and private sector entities involved at various capacities.

With regard to implementing the recommendations over time, the table provides three implementation terms:

Short Term	0 to 1 year, requiring the least amount of research, planning and preparation to implement
Intermediate Term	2 to 4 years, requiring moderate amounts of research, planning and preparation to implement
Long Term	5 or more years, requiring considerable amounts of research, planning and preparation and/or a continuum of initiatives to implement

Table 17 - Route 130/Delaware River Corridor
Economic Development Goals/Actions

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>			
	<u>MUNIC.</u>	<u>PUBLIC</u>	<u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
<u>GOAL A:</u> Encourage an increase in economic activity without sacrificing quality of life in the Corridor.								
<u>ACTION:</u>								
1. Balance economic development goals and actions with those of the other five areas of concern: Housing; Open Space/Recreation/Environment; Transportation and Circulation; Utilities and Infrastructure; and Community Services.	X	L		X	X	+	+	+
<u>GOAL B:</u> Encourage responsible, sustainable development and redevelopment to occur within the Corridor, by respecting existing development patterns and capacities of the environment and retaining and enhancing neighborhoods and communities.								
<u>ACTIONS:</u>								
1. Conduct buildout/capacity analysis of Corridor to project populations, service demands, and fiscal impacts.	X	L					+	
2. Identify desirable qualities of the environment, neighborhoods and communities that are to be retained and enhanced in the Corridor.	X	L				+		

Table 17 continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>			<u>IMPLEMENTATION TERM</u>		
	<u>PUBLIC</u>	<u>PRIVATE</u>	<u>STATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
	<u>COUNTY</u>					
		<u>MUNIC.</u>				
3. Modify local master plans and zoning ordinances to retain and enhance desirable qualities in the Corridor and to encourage sustainable development and redevelopment in the Corridor.		X		+		
<u>GOAL C:</u> Encourage the redevelopment of vacant, abandoned and underutilized sites and buildings, including "brownfield" sites, in the Corridor.						
<u>ACTIONS:</u>						
1. Inventory vacant, abandoned and underutilized sites and buildings and "brownfield" sites in the Corridor.	X			+		
2. Rank sites and buildings for usability, limitations and adaptability.	L	X		+		
3. Target high ranking sites and buildings for redevelopment, identifying potential uses for the sites and buildings, based on Corridor target areas having Corridor-wide and local significance and adding to the five target projects having Corridor-wide significance.	L	X	X	+		
4. Encourage municipalities to prepare and formally adopt redevelopment area preliminary investigations and redevelopment plans and establish municipal redevelopment entities.		X		+		
5. Modify local master plans and zoning ordinances, setting forth creative planning and zoning to encourage such redevelopment.		X		+		

Table 17 continued

GOAL/ACTION	IMPLEMENTATION BY SECTOR				IMPLEMENTATION TERM			
	MUNIC.	PUBLIC	COUNTY	STATE	PRIVATE	SHORT	INTER.	LONG
6. Establish a Corridor Redevelopment Entity which is responsible for:	X		L				+	
a. Preparing a Corridor redevelopment plan based on the municipal investigations and plans; and								
b. Implementing the Corridor redevelopment plan through creative planning, partnering, contracting and financing arrangements and techniques with a focus on target areas and projects.								
7. Encourage the readaptive use of vacant and underutilized commercial buildings and sites, particularly along Route 130.	X	L		X	X	+	+	+
a. Encourage high-tech and light industrial uses to locate in such buildings and sites.								
b. Establish a program for locating new businesses from the Burlington County College/New Jersey Institute of Technology incubator in Mount Laurel to such buildings and sites in the Corridor.								
GOAL D: Foster the retention of existing viable businesses in the Corridor.								
ACTIONS:								
1. Conduct survey of existing businesses in Corridor to determine their needs and identify obstacles facing business.		X				+		

Table 17 continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>		
	<u>PUBLIC</u>	<u>PRIVATE</u>	<u>STATE</u>	<u>COUNTY</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
	<u>MUNIC.</u>	<u>COUNTY</u>					
2. Evaluate results of survey, identifying needs and obstacles that can be addressed on local, county and state levels.	X	L	X	X	+		
3. Based on the survey evaluation, recommend governmental policy, program and project changes aimed at retaining existing viable businesses.	X	L	X	X	+		
4. Based on the survey evaluation, recommend private sector actions aimed at retaining viable businesses.	X	L	X	X	+		
5. Implement actions set forth in Goals G, H,I, J, M, N and O.	X	X	X	X	+	+	+
<u>GOAL E:</u> Identify and attract target businesses and industries which will improve the economic diversity and vitality of the Corridor.							
<u>ACTIONS:</u>							
1. Analyze county's economic base and identify trends in industrial sectoral changes.		X			+		
2. Identify economic strengths of county and Corridor.		X			+		
3. Based on analyses, identify target businesses and industries which will improve economic diversity and vitality of the Corridor.	X	L	X	X	+		
4. Develop and implement a marketing strategy to attract such target businesses and industries as recommended in Goal G.	X	L	X	X	+		

Table 17 continued

GOAL/ACTION	IMPLEMENTATION BY SECTOR				IMPLEMENTATION TERM			
	MUNIC.	PUBLIC	COUNTY	STATE	PRIVATE	SHORT	INTER.	LONG
5. Modify local master plans and zoning to consider such target businesses and industries.	X					+		
6. Implement actions set forth in Goal C.7.	X	L		X	X	+	+	+
GOAL F: Encourage cooperative and complementary economic development projects, activities and programs to be initiated between municipalities in the Corridor.								
ACTIONS:								
1. Educate municipal elected officials, planning boards and zoning boards of adjustment about the importance of coordinating economic development projects, activities and programs with neighboring communities.	X	L		X	X	+		
2. Educate municipal elected officials about the benefits and advantages of sharing services and programs with neighboring communities.	X	L		X		+		
3. Educate municipal elected officials about the benefits and advantages of privatizing various public services.	X	X		X	L	+		
GOAL G: Foster a team approach among Corridor municipalities to promote the Corridor as a desirable place to do business, by emphasizing the strengths of the Corridor.								
ACTIONS:								
1. Form a standing committee/organization whose sole purpose is to promote and market the Corridor.	X	L		X	X	+		

Table 17 Continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>			<u>IMPLEMENTATION TERM</u>		
	<u>PUBLIC</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>	
	<u>COUNTY</u>	<u>STATE</u>				
	<u>MUNIC.</u>					
2. Develop and implement marketing strategy for the Corridor.	X	X	+			
3. Develop marketing tools, i.e., brochures, Internet webpage sites, etc.	X	X	+			
<u>GOAL H:</u> Build on existing labor skills through educational and retraining programs to attract new business and strengthen existing business in the Corridor.						
<u>ACTIONS:</u>						
1. Promote existing educational and retraining programs available in the county.	X	X	+			
2. Build alliances with local business to determine their educational and retraining program needs; to tap their expertise as part of the educational process; and to implement work-training programs.	X	X	+	+		+
3. Build alliances with local educational institutions, establishing satellite facilities in the Corridor.	X	X	+	+		+
4. Continue to seek state and federal funding to further educational and retraining programs and to maintain state-of-the-art facilities and technologies made available to the county work force and local business.	X	X	+	+		+
5. Create a standing committee/organization whose sole purpose is to foster the furtherance of educating and retraining the county labor force. [Workforce Investment Board was recently created to perform a similar function in the county.]	X	X	+			

Table 17 Continued

GOAL/ACTION	IMPLEMENTATION BY SECTOR					IMPLEMENTATION TERM		
	MUNIC.	PUBLIC	COUNTY	STATE	PRIVATE	SHORT	INTER.	LONG
ACTIONS:								
GOAL I: Form alliances with the public and private sectors to create advantages for doing business in the Corridor.	X	L		X	X	+		
		X				+		
1. Create a standing committee/organization whose sole purpose is to form and maintain alliances with public and private sectors to create advantages for doing business in the Corridor.								
2. Develop a directory of all organizations/associations whose focus is to foster economic development in the county.		X				+		
3. Encourage the creation of public/private sector investment aimed at economic development and growth.	X	L		X	X	+	+	+
4. Encourage the creation of regional (Corridor-wide, two or more municipalities, county-wide, etc.) improvement entities which make joint investments with the private sector in key economic development projects.	X	L		X	X		+	
GOAL J: Lessen excessive governmental regulations and create a more business friendly environment in the Corridor.								
ACTIONS:								
1. Based on the survey of business recommended in Goal D, identify excessive governmental regulations which hinder economic development and growth.	X	L		X	X	+		

Table 17 Continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>			<u>IMPLEMENTATION TERM</u>		
	<u>PUBLIC</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>	
	<u>COUNTY</u>	<u>STATE</u>				
	<u>MUNIC.</u>					
2. Share results of survey with local, county and state governments, recommending changes to regulations to encourage economic development and growth.	X	X	+			
3. Use the standing/organization recommended in Goal I as an ombudsman or liaison to business and government.	X	X	+			
4. Encourage municipalities to adopt incentive zoning for development and redevelopment purposes including, but not limited to:	X	X	+			
a. Performance Zoning-Increase intensity of development when meeting certain conditions, i.e., increase floor area ratio when more landscaped buffers are provided.						
b. Transfer of Development Rights--Increase intensity of development in target areas by transferring development potential from areas in which preservation is desired, i.e., preserve Hawk Island by transferring development potential to the industrial areas in Delanco.						
<u>GOAL K:</u> Capitalize on the waterways and the waterfront, which are unique to the Corridor, as a way to attract economic development.						
<u>ACTIONS:</u>						
1. Inventory natural and manmade resources located along the waterways and waterfront in the Corridor.	X	L	+			

Table 17 Continued

GOAL/ACTION	IMPLEMENTATION BY SECTOR					IMPLEMENTATION TERM		
	MUNIC.	PUBLIC	COUNTY	STATE	PRIVATE	SHORT	INTER.	LONG
2. Identify unique characteristics and amenities of such resources.	X	L				+		
3. Evaluate the resources in terms of economic development potential, i.e, tourist, recreation, housing, commercial, etc.	X	L				+		
4. Based on the evaluation, develop and implement plans to make the viable waterways and waterfront areas into tourist, recreation, residential and commercial destinations.	X	L		X	X	+	+	+
5. Modify local master plans and zoning accordingly to provide for such waterway and waterfront development.	X					+		
<u>GOAL L: Capitalize on the historic areas of the Corridor as a way to attract economic development.</u>								
<u>ACTIONS:</u>								
1. Inventory historic areas of Corridor.	X	L		X		+		
2. Identify unique characteristics and amenities of the historic areas.	X	L				+		
3. Evaluate the historic areas in terms of economic development potential. i.e, tourist, commercial, housing, etc.	X	L				+		
4. Based on the evaluation, develop and implement plans to make the historic areas into tourist, residential and commercial destinations.	X	L				+	+	+

Table 17 Continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>		
	<u>MUNIC.</u>	<u>PUBLIC</u> <u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
5. Modify local master plans and zoning to provide for such historic economic development and establish historic districts as warranted.	X				+		
<u>GOAL M:</u> Capitalize on the Corridor's close proximity to regional and interstate highways as a way to improve economic activity in the Corridor.							
<u>ACTIONS:</u>							
1. Improve cross-Corridor circulation which connects into the regional and interstate highways, with a focus on eliminating antiquated and obsolete intersections along Route 130, reconstructing inadequate cross-Corridor connectors and constructing new cross-Corridor connectors.	X	L	X	X		+	+
2. Market the Corridor as having excellent inter- and intra-regional accessibility, with a focus on highway transportation dependent industries.	X	L			+		
<u>GOAL N:</u> Improve and enhance accessibility and mobility within the Corridor as a way to attract new business and improve existing business.							
<u>ACTIONS:</u>							
1. Improve cross-Corridor circulation as set forth above in Goal M.	X	L	X	X		+	+
2. Explore ways to improve mass transit accessibility in and throughout the Corridor.	X	X	L	X	+	+	
a. Provide light rail transit service on existing trackage in the Corridor, connecting Trenton and Camden Cities							

Table 17 Continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>			
	<u>MUNIC.</u>	<u>PUBLIC</u>	<u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
through Burlington County.								
b. Provide improved bus service with new routes that run perpendicular to and connecting into the light rail transit system.								
3. Promote the Corridor as having freight rail service, with a focus on rail dependent industries.	X	L		X	X	+		
GOAL O: Seek various funding sources and methods to encourage the development and redevelopment of the Corridor.								
<u>ACTIONS:</u>								
1. Prepare an economic development guide which describes the various economic development financing tools and techniques that can be used by municipalities and the private sector.	X	L		X	X	+		
2. Prepare an economic development directory which provides federal, state and county economic development agencies and funding sources available to municipalities and the private sector.	X	L		X	X	+		
3. Encourage public/private sector cooperation and joint economic development efforts as recommended in Goal I and can be utilized in Goal C.	X	L		X	X	+	+	+
4. Explore the possibility of instituting a Corridor-wide property tax sharing program for economic development purposes, similar in concept to Special Improvement Districts and/or the Hackensack Meadowlands Development Commission. The funds collected for this program have the potential to be used for development and redevelop-	X	L		X			+	

Table 17 Continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>		
	<u>PUBLIC</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>		
	<u>COUNTY</u>	<u>STATE</u>					
		<u>MUNIC.</u>					
opment purposes as recommended in Goals C, D, E and I.							
5. Encourage municipalities to adopt tax abatement ordinances to encourage development and redevelopment.		X			+		
6. With the creation of a redevelopment authority (Goal C) and/or an improvement entity (Goal I), encourage the use of the following techniques:		X					
a. Loan guarantees supporting loans made by private lending institutions.	L		X		+	+	+
b. Loan subsidies to lower the interest rates of loans.							
c. Grants to businesses participating in specific economic development programs, including matching-fund requirements.							
d. Low interest/below prime rate loans.							
e. Issuance of bonds for private development.							

Table 17 Continued

Key:

X indicates Public and/or Private Sector involvement in implementing goals and actions.

L indicates Lead Public and/or Private Sector Entity for implementing goals and actions.

+ indicates term during which goals and actions are implemented, based on the following time periods:

Short Term = 0 to 1 year, requiring least amount of research, planning and preparation to implement;

Intermediate Term = 2 to 4 years, requiring moderate amounts of research, planning and preparation to implement; and

Long Term = 5 or more years, requiring considerable amounts of research, planning and preparation and/or a continuum of initiatives to implement.

(1) Corridor-Wide Challenges and Recommendations

The recommended economic development goals and actions overlap and are interrelated. In order to be successful, the recommendations must be implemented as a complete plan, working toward achieving common revitalization goals for the Corridor. In an effort to further enhance and clarify the economic development goals and actions, the Strategic Plan distills them into the three Corridor-wide challenges and elaborates upon the recommendations.

(a) Retention and Expansion of Existing Viable Businesses

1. Create a Business Advocacy Office -- Burlington County should create a business advocacy office that builds ongoing relationships with existing businesses, identifies problems before they become crises and troubleshoots for businesses when problems do arise. The advocacy office should assist businesses in process of obtaining state, county and local permits and participate in the development of legislation for promoting business and economic development. The Burlington County Office of Economic Development (BCOED) could be enhanced to fill this role, or a separate entity (either another public agency or a private organization) could be created or expanded to advocate for business.

2. Explore the Feasibility of Creating a Corridor Redevelopment Zone and Entity -- The Corridor municipalities, the county and state legislative representatives should explore the feasibility of creating a Corridor redevelopment zone and entity for the purposes of delineating the zone, preparing a Corridor-wide redevelopment plan, developing criteria for qualifying in the zone and plan, creating financial incentives and administering funds for economic development. Examples of financial incentives are tax abatement, loan guarantees, subsidies and grants to new or expanding businesses and tax revenue sharing for the municipalities. Existing state-authorized programs and legislation should be researched to determine whether new legislation is needed to create the redevelopment zone and entity and to authorize the entity to engage in redevelopment activities in the Corridor. If new legislation is needed, local and state government should work together to create new legislation that could be applied state-wide for corridors, using the Corridor as a pilot project. The new legislation should draw upon successful features of various existing programs and laws, i.e., local property tax sharing--The Hackensack Meadowlands Reclamation and Development Act (N.J.S.A. 13:17-1 et seq.), progressive land use planning, negotiating and financing--Redevelopment and Housing Law (N.J.S.A. 40A:12A-1 et seq.) and tax credits, reduced sales tax and subsidized unemployment insurance costs for new employees--New Jersey Urban Enterprise Zones Act (N.J.S.A. 52:27H-60 et seq.). New sources of funding should be developed for the Redevelopment Zone, i.e., state gasoline tax, sales tax collected in the Corridor, shared property taxes, etc.

3. Initiate, Continue and Expand Business Development Programs -- BCOED, the New Jersey Department of Commerce and Economic Development (NJDCED), the New Jersey Economic Development Authority (NJEDA) and the New Jersey Redevelopment Authority (NJRA) should initiate, continue and expand business development programs, including loan programs, bond financing, real estate tax abatements, neighborhood development funds, venture capital funds, incubator programs, export aid, technical assistance, and the acquisition, improvement and disposition of land for business development. Additional funds should be made available for existing programs which have been effective but historically undercapitalized, including the county's Revolving Loan Program.

4. Target Industries with Specific Regional and Corridor Advantages -- State, county and local business development resources should be targeted to industries with specific regional and Corridor advantages, including business services, health care, motor freight transportation and warehousing, wholesale trade and manufacturing (reliant upon freight rail service). The Corridor's waterfront and historic riverfront communities provide opportunities for tourism and commercial recreational trade.

5. Maintain and Upgrade the Corridor's Infrastructure -- State, county and municipal governments should invest available resources in the maintenance and upgrading of the Corridor's existing infrastructure, i.e., sanitary sewers, water service, roads and rail, before investing in new infrastructure in less developed areas, to support the Corridor's existing businesses and attract new business.

6. Improve Existing Businesses' Productivity and Viability -- Existing businesses in the Corridor should strive to improve their productivity and viability, by investing in onsite infrastructure, upgrading their techniques and equipment and expanding available job training opportunities for their existing employees. The businesses should work with local technical, vocational and higher learning institutions, i.e., Burlington County Institute of Technology, Burlington County College and New Jersey Institute of Technology, to develop occupational training programs and advanced curricula.

7. Review and Revise Regulations to Contain the Cost of Doing Business -- State, county and municipal governments and regulatory agencies should review and revise regulations in an attempt to contain the cost of doing business with respect to mandated programs, regulations and policies. The state should consider implementing the recommendations for removing barrier to economic development presented in the 1994 New Jersey Economic Master Plan Commission report entitled *Short and Long Term Recommendations for Economic Improvement* (Appendix B). The county and municipalities should focus on improving the local regulatory climate with respect to the findings discussed in Section V. Business Concerns and Needs of Part One (220):

1. In general, businesses are burdened with too many conflicting or contradictory regulations.
2. Local historic preservation commission regulations are too strict, and inhibit development.
3. Local zoning and planning regulations are burdensome, and generally do not support business development.
4. The local planning and site plan review process is costly (in terms of application fees and engineering and legal costs) and time consuming.

8. Promote and Market the Corridor -- BCOED should work with local chambers of commerce, business organizations, municipal governments and the state to actively promote and market the Corridor. The efforts should focus on the Corridor's assets, including location, available sites, stable communities, waterfront, highway network, existing freight line, existing transit service, proposed light rail transit service, ample sewer and water capacities, trained labor force, etc. A marketing strategy specifically designed for the Corridor should be developed, incorporating tools such as brochures, commercial media and an Internet site.

(b) Development of New Employment-Generating Businesses

1. Retention and Expansion of Existing Viable Businesses Recommendation Nos. 1-8 -- In addition to retaining and expanding existing viable businesses, the foregoing recommendations should be applied toward developing new employment-generating businesses in the Corridor. Start-up businesses in emerging growth sectors should be encouraged in the Corridor. Growing businesses should be encouraged to relocate to the Corridor.

2. Reexamine Local Regulations to Permit Home Occupations -- Municipalities should reexamine their regulations to ensure appropriate home occupations are permitted. Local zoning regulations should provide opportunities for these businesses while addressing legitimate concerns of local residents, including parking and traffic generation.

3. Target Infrastructure Investments to Encourage the Development of New Businesses -- The New Jersey Department of Transportation and New Jersey Transit, Burlington County, local governments and agencies, and public utilities should target infrastructure investments to areas where new and existing businesses will

be supported. Access to employment sites for the Corridor's workforce should be improved. Cross-Corridor movement, particularly along Route 130, should be improved to facilitate access to jobs and commercial establishments.

(c) Enhancement of the Corridor's Potential Workforce

1. Continue Exploring Ways to Improve School Curricula and Programs -- School districts, vocational schools, the Burlington County College, New Jersey Institute of Technology and other higher learning institutions should continue exploring ways to improve school curricula, vocational training programs, apprenticeships and business/school partnerships to ready students for today's demands of the workplace. A Corridor business survey indicates the need to emphasize on basic reading, writing and math skills and problem-solving abilities that are applicable to the workplace.
2. Support Vocational Training as an Attractive and Interesting Educational Alternative -- Local school districts should support vocational training as an attractive educational alternative. School officials must work with local employers to keep current on new employment opportunities and necessary job skills to ensure that vocational training remains relevant to the needs of employers.
3. Sponsor Job Fairs and Placement Programs -- School districts and higher learning institutions with assistance from local chambers of commerce and Burlington County should sponsor job fairs and placement programs that match local graduates with local companies.
4. Provide Practical "Hands-On" Work Experience -- Employers should provide students opportunities for practical "hands-on" work experience through apprenticeship and internship programs. "Adopt-a-school" programs and other partnerships between businesses and schools should be encouraged to provide classroom training, apprenticeships and skills development.
5. Encourage Area Businesses to Participate in School Reform -- Local chambers of commerce and business organizations should assume a leadership role and actively encourage area businesses to participate in school reform. Employers have a huge stake in the quality of local schools and should participate in the decision making process about education reform.

b. Target Area and Project Recommendations

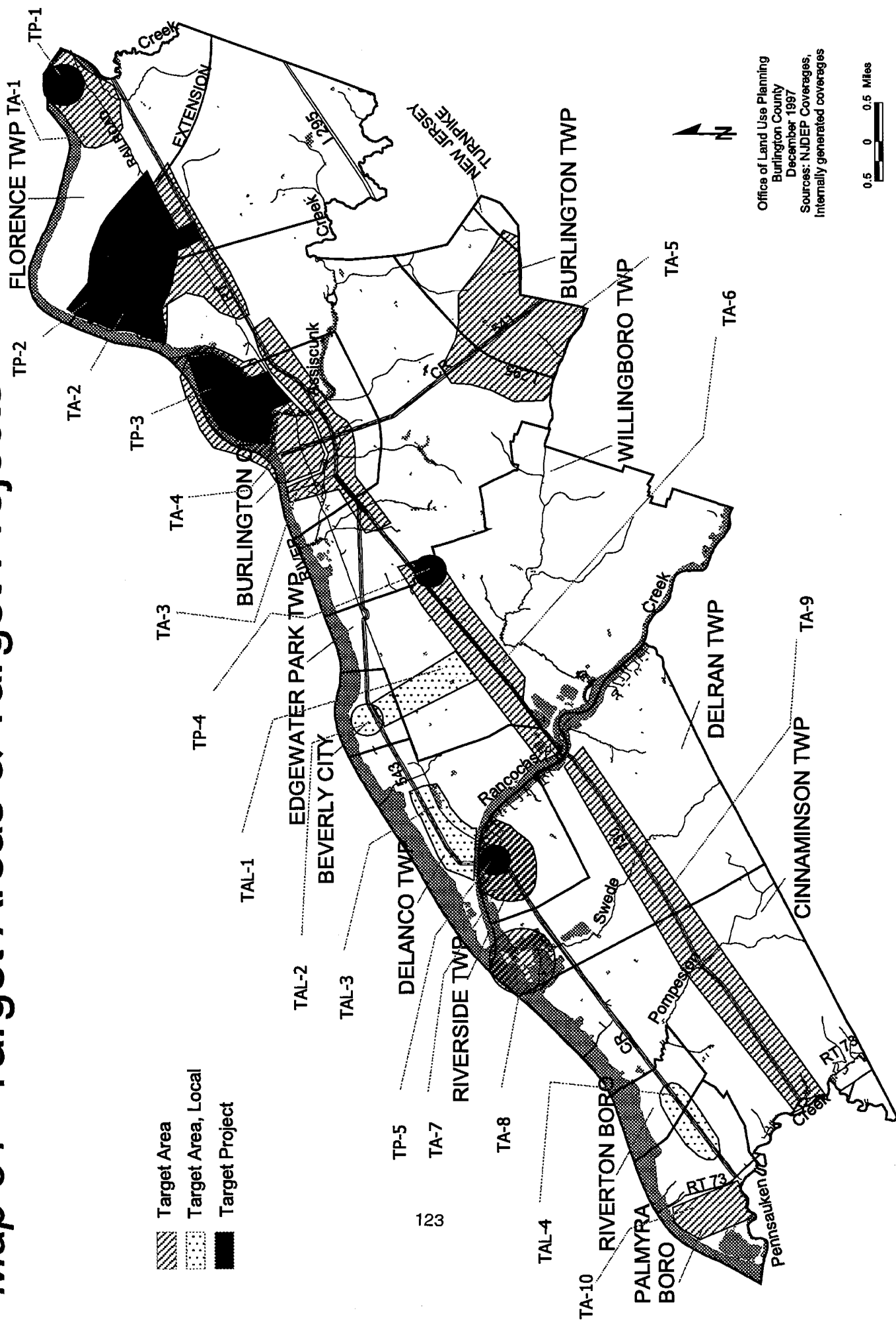
Part One identified ten Target Areas having Corridor-wide significance, four Target Areas of local significance and five Target Projects (Map 34). Specific challenges facing each area and project identified in Part One are translated into economic development recommendations.

Common challenges which apply to one or more of the Target Areas include:

1. Encourage compatible and complementary land uses;
2. Revitalize vacant or obsolete industrial and commercial sites;
3. Rehabilitate housing and preserving the Corridor's existing neighborhoods;
4. Preserve historic buildings, sites and landscapes;
5. Encourage the development of a tourism and recreation industry; and
6. Enhance aesthetics.

Specific recommendations are provided to revitalize the target areas and projects. General recommendations are made for the Corridor municipalities to address the six common challenges applicable to the Target Areas.

Map 34 Target Areas & Target Projects



(1) Target Areas -- Corridor-Wide Significance

Target Area-1 (TA-1) Roebling Village and Steel Mill--Florence

1. Preserve Roebling's unique turn-of-the-century, historic company town character and heritage. As the village and steel mill are redeveloped, preserve key historic features reflective of Roebling being a former steel manufacturing center, including, but not limited to, the Gate House as a museum, furnaces and equipment, scrap metal crane and yard locomotives, and incorporate them into new development.
2. Cess and reverse the decline of Roebling's housing stock. Develop a residential rehabilitation program, including funding.
3. Clean up and redevelop the Roebling Steel Mill Superfund site. Work with private sector to encourage the cleanup and redevelopment to occur, employing innovative planning, design and financial techniques and incentives. Remove local, state and federal liens held against the property. Ensure redevelopment is compatible with historic Roebling and incorporates the historic features mentioned in Recommendation No. 1.
4. Remove and/or redevelop dilapidated and obsolescent industrial and commercial buildings and structures in the village.
5. Improve access into Roebling. Construct jughandles at Route 130 and Hornberger Avenue. Straighten and widen Hornberger Avenue from Route 130 into the village, creating a landscaped boulevard. Capitalize on the light rail station stop proposed at Hornberger Avenue, planning and designing redevelopment around the stop. Ensure adequate parking is provided for the stop. Provide pedestrian linkages to the stop and redevelopment.
6. Capitalize on Roebling's waterfront by providing public access and enhancing the waterfront. Create a waterfront park linked to the redevelopment of the steel mill site. Provide pedestrian linkages from the village to the waterfront. Incorporate the waterfront into the Delaware Heritage River Trail proposed by the National Parks Service.
7. Pursuant to N.J.S.A. 40A:12A-1 et seq., designate Roebling as an "redevelopment area" and prepare and implement a "redevelopment plan" to facilitate the redevelopment and revitalization of TA-1.

TA-2 Food Distribution Center Site and Route 130 Area--Florence and Burlington Townships

1. Ensure the future development along Route 130 is compatible with and complements the industrial development planned on the Food Center Site (C. William Haines Industrial Center) through coordinated planning and adoption of zoning ordinances and design standards. Consolidate smaller sites to encourage the development of larger scale commercial and industrial developments and to avoid the clutter and inefficiencies of numerous driveways, signs and small individual facilities along the highway. Revisit local zoning ordinances and revise them as needed to implement this recommendation.
2. Capitalize on the area's potential as an employment center and generator of ratables by providing an ample supply of land zoned for commercial and industrial uses along Route 130. Again, revisit and revise zoning ordinances and maps as needed.
3. Create a new commercial center and facilities on Route 130 to provide support goods and services for the employment center and residential population growing in surrounding areas.
4. Remove and/or redevelop dilapidated and obsolescent industrial and commercial buildings and

structures along Route 130. Remove incompatible uses, i.e., residential, in the area planned for commercial and industrial development.

5. Provide an adequate transportation network designed to accommodate an increase of commuters and commercial traffic, i.e., trucking, into the area. Continue working with the county and NJDOT to plan, design and construct an adequate transportation network serving TA-2.

6. Avoid excessive curb cuts serving new businesses anticipated to locate along Route 130. Consider developing a traffic management program (TMP) for the area in Burlington and Florence Townships. Work with the county and NJDOT to create and implement the TMP.

7. Avoid the degradation of the highway's aesthetics due to anticipated business growth. Prepare and implement design standards for landscaping, buffering, signage and lighting to create an aesthetic environment while providing for economic development. Revisit and revise local regulations as needed; coordinate changes with each municipality.

TA-3 Route 130 Highway Commercial Area and Route 413 Link to Burlington-Bristol Bridge--Burlington City and Burlington Township

1. Cess and reverse the decline of businesses located along Routes 130 and 413.

2. Remove and/or redevelop dilapidated and obsolescent commercial buildings located along the highways.

3. Reduce the number of curb cuts along Route 130. Encourage the consolidation of smaller parcels to eliminate curb cuts.

4. Enhance the visual quality of Routes 130 and 413. Prepare and implement design standards for landscaping, buffering, signage and lighting to create an aesthetic environment while providing for economic development.

5. Improve the circulation patterns and functionality of the road system along the highways (see relevant Transportation and Circulation Recommendations in Section V.D.2.). Work with the Burlington County Bridge Commission and the county to plan, design and implement appropriate changes.

6. Eliminate incompatible businesses and land uses along Route 130, i.e., storage yards, unscreened automotive repair facilities, residential uses located among commercial uses, etc. Revise zoning ordinances to prohibit incompatible uses. Prepare and implement property maintenance codes for commercial and industrial properties.

7. Restore and revitalize the area as a highway commercial, retail and services destination. Build upon the theme that the area developed as an early post-World War II highway commercial district. Prepare and implement design standards to encourage development and redevelopment evokes the character of such a period in time. Consider expanding the city's "redevelopment area" to include its highway commercial area.

8. Building upon Recommendation No. 7, improve the aesthetics and character of the highway areas which are gateways into the Corridor and historic downtown Burlington City. The highways developed into a highway commercial strip during the 1940s and 1950s; they did not develop during the colonial era as the downtown did. To that end, capitalize on the '40s and '50s character and development patterns of the areas.

TA-4 Waterfront and Downtown Business District--Burlington City

1. Continue preservation of the city's historic downtown areas, including commercial and residential buildings and structures.
2. Fully realize the downtown area's potential to become a commercial and tourist attraction, capitalizing on the city's history and location on the Delaware River. Integrate efforts with TA-3 Recommendation Nos. 8 and 9.
3. Further enhance the city's waterfront to become an improved recreational and tourist attraction. Prepare and implement a plan to renovate and upgrade the waterfront park and surrounding area.
4. Further improve the downtown area and waterfront aesthetics. Prepare and implement design standards for improving the downtown area and waterfront aesthetics.
5. Continue to rehabilitate the city's housing stock. Expand rehabilitation programs. Explore new funding sources and expand existing funding.
6. Provide adequate parking in strategic locations to accommodate commercial and tourist activities. Ensure that such facilities and pedestrian linkages to them are aesthetically pleasing.
7. Fully realize Burlington Island's potential to become a regional environmental destination including the development of the historic McNeal Mansion and surrounding land. Work with the developers of the island to provide a balanced development including public access to the island, improvements on the island to maximize its recreational and tourist attraction and types of uses and activities occurring on the island. Assist private sector in obtaining funding and permits for the development of the island.
8. Enhance the aesthetics of Route 130 frontage which is the gateway into the city's historic downtown area and waterfront as provided in TA-3 Recommendation Nos. 7 and 8.
9. Capitalize on the anticipated tourist trade to the downtown historic area of Burlington City by providing goods and services that serve the tourist trade and by becoming, in part, a destination for tourists and entertainment. Further, capitalize on the potential patronage that the proposed light rail transit system with a stop designated at Broad and High Street will bring to the city. Work with NJT in locating a station stop at Jones Street to serve the mansion and island.

TA-5 CR 541 and I-295 Interchange Area--Burlington Township

1. Assure future commercial and retail development within the interchange area is compatible and complementary by reexamining the local master plan and updating local zoning.
2. Remove and/or redevelop dilapidated and obsolescent commercial and industrial buildings and structures in the interchange area. Update and upgrade existing commercial and industrial facilities showing their age. Explore financial incentives for private sector to redevelop and renovate facilities.
3. Provide an adequate transportation network designed to accommodate an increase of shoppers, commuters and commercial traffic in the area. Conduct a study of the area to determine needs and deficiencies and to identify potential solutions.
4. Avoid excessive curb cuts serving new businesses anticipated to locate along CR 541. Explore alternatives to combine driveways and roads with developers and landowners.

5. Avoid the degradation of the county road's aesthetics due to anticipated business growth through the preparation and implementation of design standards for landscaping, buffering, signage and lighting.

TA-6 Route 130 Highway Frontage--Edgewater Park, Delanco and Willingboro

1. Remove the stigmatism that this section of the Corridor is economically depressed.
2. Revitalize this section of the Corridor by reinventing its economic purpose. Explore ways to diversify the mix of uses in this section, and avoid focusing on one type of use, i.e., regional retail.
3. Reduce the number of curb cuts along Route 130. Encourage the consolidation of smaller lots to create larger planned developments. Encourage the elimination of adjacent driveways and the creation of common driveways. Explore ways to create incentives for the elimination and consolidation of driveways and the assemblage and consolidation of smaller lots as one larger planned development.
4. Enhance the visual quality of Route 130. Coordinate the preparation and implementation of design standards for landscaping, buffering, signage and lighting among the three communities.
5. Rehabilitate deteriorated multifamily housing complexes located along and near Route 130. Explore innovative planning and financial techniques and incentives to facilitate the rehabilitation of the complexes.
6. Improve the circulation patterns and functionality of Route 130 and its crossroads. Engage in advanced planning with the three communities, the county and the state for this segment of Route 130 and adjoining roads to develop an improved circulation system.
7. Revitalize the concentration of commercial uses in the vicinity of Route 130, Cooper Street and Charleston Road to strengthen the Linear Commercial/Services/Industrial/Residential Redevelopment Node. Create a Town Center on the former Willingboro Plaza site to diversify and strengthen the Node.

TA-7 Waterfront and Downtown Business District--Riverside

1. Preserve Riverside's historic character and heritage as a mid-nineteenth and early-twentieth century industrial town, including its downtown business district and various neighborhoods.
2. Cess and reverse the decline of Riverside's housing stock. Develop a residential rehabilitation program, including funding.
3. Revitalize Riverside's downtown business district. Improve the streetscape and facades of buildings along Scott Street, Pavilion Avenue and portions of Bridgeboro Street. Develop a program to facilitate these improvements, including funding. Explore ways to improve parking in the downtown area.
4. Redevelop the "Golden Triangle" into a mixed use development. Prepare a general redevelopment master plan for the "Golden Triangle." Establish a redevelopment entity to facilitate the redevelopment of the "Golden Triangle" and surrounding areas, including the downtown. Work with private sector using innovative planning and financial techniques and incentives to redevelop the area. Capitalize on the light rail station stop planned adjacent to the "Golden Triangle."
5. Retain viable industry in the township, and attract new, clean industry to the community.
6. Enhance the visual quality of the downtown area. Prepare and implement a redevelopment plan to facilitate the improvement of streetscape and building facades in the downtown area. Develop a favorable financing through public and private funding sources for improving the downtown area.

7. Improve the circulation patterns and parking supply in the downtown area. Prepare and implement a study of the area to improve circulation and parking.
8. Remove and/or redevelop dilapidated and obsolescent residential, commercial and industrial buildings in the downtown area and in the vicinity of the "Golden Triangle."
9. Provide public access to Riverside's waterfront along the Rancocas Creek. Enhance the waterfront with a pedestrian walkway and a passive recreational park. Rebuild the bulkhead along the creek.
10. Pursuant to N.J.S.A. 40A:12A-1 et seq., designate the foregoing areas of the township as "redevelopment areas" and prepare and implement a "redevelopment plan" to facilitate redevelopment and revitalization of TA-7.

TA-8 Marina District--Delran

1. Maintain the functionality of the marina district with respect to the siltation effects caused by the Delaware River. Seek funding sources for dredging the district.
2. Create a stronger, unified identity for the marina district. Install uniform signage with a nautical theme identifying the marina district. Consider changing the name St. Mihiel Drive to one that reflects a nautical theme.
3. Enhance the visual quality of the marina district. Prepare and implement design guidelines for encouraging development with a nautical theme and design standards for landscaping, buffering, lighting and signage.
4. Provide public access to the waterfront in the district.
5. Strengthen the economic position of the district by expanding and diversifying marine-oriented and supportive uses, i.e., a mix of marine goods and services, commercial recreational boating and related services, marine-related manufacturing and assembly (boat manufacturer, sail maker, etc.), restaurants and cafes. Consider incorporating limited residential uses which take advantage of waterfront living, i.e., apartments and townhouses, into the district. Revisit and revise zoning ordinance accordingly to strengthen the potential for TA-8.
6. Improve circulation patterns and parking in the marina district. Prepare and implement a plan which improves current needs and addresses future needs.
7. Increase the compatibility of the marina district with the adjacent residential neighborhood. Prepare a study which examines the needs and concerns of the neighborhood and the marina district and develops solutions addressing those needs.

TA-9 Route 130 Frontage--Delran and Cinnaminson

1. Restore and revitalize the highway frontage as a commercial, retail and services destination (Linear Commercial/Services Redevelopment Node, Node No. 11).
2. Remove and/or redevelop dilapidated and obsolescent commercial buildings located along Route 130.
3. Eliminate incompatible businesses and uses along Route 130, i.e., vehicle and equipment storage yards, single family dwellings on the highway, etc.

4. Reduce the number of curb cuts along the highway. Encourage the consolidation of smaller parcels and the sharing of common driveways to reduce the number of curb cuts.
5. Assemble and redevelop multiple, small scale commercial properties as single, larger scale planned commercial developments.
6. Enhance the visual quality of Route 130. Prepare and implement uniform design standards for landscaping, buffering, signage and lighting in both communities.
7. Improve circulation patterns and functionality of Route 130, including intersections and crossroads. Engage in advanced planning with the two municipalities, the county and the state for this segment of the highway and adjoining roads to develop an improved circulation system.
8. Strengthen this segment of Route 130 through the introduction of alternate uses which are compatible with commercial uses, i.e., light industrial and higher density housing. Revisit and revise local zoning ordinances accordingly to implement this recommendation.
9. Create new commercial centers, i.e., Route 130-Fairview Street-Hartford Road and Route 130-Andover Road-Union Landing Road, and revitalize existing commercial centers, i.e., Route 130-Church Street-Branch Pike-Cinnaminson Avenue.

TA-10 Route 73 Frontage and Link to Tacony-Palmyra Bridge--Palmyra

1. Create a unified identity and purpose for this segment of Route 73, i.e., commercial entertainment, regional retail or residential with support commercial retail and services.
2. Remove and/or redevelop dilapidated and obsolescent commercial buildings located along Route 73.
3. Redevelop the defunct drive-in movie theater which is a dominant feature along the highway.
4. Extend sanitary sewers to the properties located south of Route 73 in order to improve development potential for the area.
5. Enhance aesthetics of Route 73 which is a gateway from Pennsylvania to Palmyra, the Corridor, the county and the state. Prepare and implement design standards for landscaping, buffering, signage and lighting.
6. Improve the circulation patterns and functionality of Route 73, including its intersecting roads and access to the southern side of the highway. Engage in advanced planning with the county and the state to develop an improved circulation system.
7. Consider designating TA-10 as a "redevelopment area" and prepare and implement a "redevelopment plan" pursuant to N.J.S.A. 40A:12A-1 et seq.

(2) Target Areas -- Local Significance

Target Area, Local-1 (TAL-1) Cooper Street--Edgewater Park and Beverly

1. Create a local downtown business district along Cooper Street in Edgewater Park which would be an extension of the Beverly downtown center located along Cooper Street. Reexamine and revise local zoning to permit the creation of such a downtown business district.

2. Redevelop dilapidated and obsolescent residential and commercial buildings and structures along Cooper Street. Prepare and implement a plan to facilitate the redevelopment. Explore innovative planning and financial techniques and incentives to redevelop the area.
3. Reduce the number and size of curb cuts along Cooper Street in Edgewater Park. Work with the County Engineer to develop a plan for the redesign of Cooper Street.
4. Enhance the visual quality of Cooper Street in Edgewater Park and Beverly. As part of the plan indicated in Recommendation No. 3 include the provision of new street trees, landscaping, sidewalks and lighting. Prepare and implement design standards for landscaping, lighting, signage and site layout. Develop a program with planning and financial incentives to encourage property owners to upgrade their commercial sites and buildings.
5. Improve circulation patterns and parking supply along Cooper Street. Incorporate this recommendation with No. 3.

TAL-2 Waterfront and Business District--Beverly

1. Restore and revitalize the downtown business district. Prepare and implement an economic development plan for the downtown. Capitalize on the light rail station stop proposed at Cooper Street by encouraging visitors to come to the downtown and waterfront and new persons (potential patrons) to reside in the city with such public transit service.
2. Redevelop dilapidated and obsolescent commercial and residential buildings in the district and in the vicinity of the waterfront. Amend the city's redevelopment plan to include the downtown and the waterfront.
3. Increase the parking supply in the business district by providing offstreet parking.
4. Improve access to the waterfront and business district. Provide more attractive parking in the waterfront area and uniform signage along major thoroughfares for motorists and pedestrians indicating direction to the downtown and waterfront.
5. Enhance the visual quality of the business district and the waterfront. Prepare and implement a streetscape and facade improvement plan for the two areas. Coordinate this plan with the plans discussed in Recommendation Nos. 1 and 2.
6. Link the business district to the waterfront as a way to attract more potential patrons to Beverly, capitalizing on the city's historic character and riverfront. Incorporate this recommendation with the economic development plan and the redevelopment plan indicated in Recommendation Nos. 1, 2 and 5.
7. Redevelop Beverly's waterfront as an amenity for residents and an attraction for visitors to the community. Based on the foregoing recommendations, encourage the creation of a public/private partnership to redevelop the waterfront with new uses, i.e., housing, and public amenities, i.e., riverfront promenade.
8. Update the city's "redevelopment plan" to facilitate improvement of its downtown and waterfront.

TAL-3 Burlington Avenue--Delanco

1. Create a local downtown business center along Burlington Avenue. Revisit master plan and zoning ordinance with intention of creating the center.

2. Remove and/or redevelop dilapidated and obsolescent commercial and residential buildings located along and in the vicinity of Burlington Avenue.
3. Enhance the visual quality of Burlington Avenue, particularly in the vicinity of the Riverside-Delanco Bridge which is a primary entrance into the community. Prepare and implement a plan for the improvement of this area including the streetscape.
4. Capitalize on the Rancocas Creek waterfront as an amenity for residents, providing access to the waterfront and views.
5. Improve the circulation functionality of Burlington Avenue, i.e., the sharp curve, and the parking supply, i.e., offstreet parking, along Burlington Avenue.

TAL-4 Broad Street--Palmyra and Riverton

1. Unify the downtown business districts in Palmyra and Riverton through physical design, i.e., signage, landscaping, etc., and programming of events, etc. Explore the feasibility of creating a joint-Special Improvement District for the two communities to better plan, manage and promote the downtown business districts.
2. Create a unified identity and purpose for the two downtown business districts, i.e., local community trade, tourist trade, or a combination.
3. Revitalize the downtown business districts. Prepare and implement an economic development plan for the two downtown areas, incorporating Recommendation Nos. 1 and 2.
4. Rehabilitate dilapidated and obsolescent commercial and residential buildings along and in the vicinity of Broad Street.
5. Enhance the visual quality of Broad Street including the streetscape and building facades. Prepare and implement a plan and design standards to improve the aesthetics of Broad Street.
6. Improve circulation patterns and functionality of Broad Street, with a focus on making Broad Street more friendly to pedestrians, reducing vehicular speeds and providing convenient downtown parking. Prepare a circulation plan which addresses these recommendations.
7. Improve access to the downtown business districts from Route 73 and 130 and by public transportation, i.e., intermodal automobile-bus-light rail station stop.
8. Capitalize on the potential tourist trade from Palmyra Cove Preservation and the unique nineteenth century setting of the two communities on the Delaware River. Incorporate this recommendation with the foregoing recommendations.

(3) Target Projects

Target Project-1 (TP-1) Roebling Steel Mill Superfund Site--Florence

1. Forge a public/private partnership as a catalyst to redevelop the site, removing obstacles to redevelopment, i.e., federal, state and local liens and cleanup of site.
2. Cleanup and delist the superfund site. Encourage private sector with assistance from public sector to assume cleanup of site. Work with the U.S. Environmental Protection Agency (custodian of site) in

developing agreements and methods for private sector to assume cleanup from the federal agency.

3. Facilitate the transfer of the site from current owner to private sector, clearing lien and cleanup hurdles.
4. Designate the site as a "redevelopment area" and prepare and implement a "redevelopment plan" to revitalize the site. Develop a master plan for the redevelopment of the site. Capitalize on the assets of the site including, but not limited to, rail access, nearby labor force, highway access and setting on river.
5. Improve vehicular access from Route 130 to site via Hornberger Avenue:
 - a. Straighten Hornberger Avenue;
 - b. Remove "bump" in Hornberger Avenue at railroad;
 - c. Transform Hornberger Avenue into a boulevard with widened cartways;
 - d. Improve geometry of Route 130-Hornberger Avenue intersection to accommodate easier flow of vehicles and the turning of trucks; and
 - e. Provide jughandles from north- and southbound lanes of Route 130 to Hornberger Avenue.
6. Provide a light rail transit station stop in the site.
7. Preserve the historic "gate house" and a portion of the site at Second Avenue, creating a museum which documents Roebling's heritage as an industrial town.

TP-2 Food Distribution Center (C. William Haines Industrial Center)--Florence and Burlington Townships

1. Build on the county initiative to encourage the development of a large-scale industrial complex on the Center site. Work with private sector to plan and make improvements to the site and surrounding areas in support of the complex.
2. Ensure adequate highway and road access is provided to the center:
 - a. Strategically locate entrances with jughandles and ramps along Route 130 north- and southbound;
 - b. Improve the geometry of the Route 130-Florence-Columbus Road intersection to accommodate truck traffic to and from Interstate 295; and
 - c. Provide direct as possible access from the New Jersey Turnpike-Route 130 interchange to the complex.

3. Provide a light rail transit station stop in the site.
4. Extend utilities into the site to accommodate future industrial development.
5. Provide freight rail service to the entire site.

TP-3 Burlington Island--Burlington City

1. Forge a public/private partnership to develop a plan to realize the island's environmental and recreational potential including, among other things, a public golf course, related amenities and supporting facilities to strengthen the tourist potential of Burlington City and Burlington County.
2. Provide a permanent, reliable access from the mainland to the island.
3. Provide utilities to the island to service the planned development.

4. Provide for the historic restoration of the MacNeal Mansion and the adjoining land to complement the development of Burlington Island.
5. Provide a light rail transit station stop to serve the island and mansion.
6. Provide adequate off-street parking on the mainland for the island and mansion.

TP-4 Willingboro Plaza--Willingboro

1. Forge a public/private partnership to redevelop the defunct shopping center site, using innovative planning and financial techniques and incentives.
2. Raze unsalvageable buildings and clear site.
3. Create a mixed use development including a "Town Center" component.
4. Integrate onsite roads with the surrounding community and improve access from Route 130 to the site.
5. Provide public bus service connecting the site to the light rail transit station stop proposed in Beverly.

TP-5 "Golden Triangle"--Riverside

1. Forge a public/private partnership to redevelop the site. Prepare and implement a master plan for the redevelopment of the site. Designate site as a "redevelopment area" and prepare and implement a "redevelopment plan" to revitalize the site.
2. Assemble parcels within the "Golden Triangle" for redevelopment.
3. Clean up any contaminants and/or obtain approvals from NJ Department of Environmental Protection indicated sites are clean.
4. Redevelop site as a mixed use development--residential, commercial, offices and public uses.
5. Provide ample offstreet parking for residential and nonresidential development on the site.
6. Improve the aesthetics of Pavilion Avenue creating a boulevard from the Riverside-Delanco Bridge to Scott Street.
7. Capitalize on the provision of a light rail transit station stop at Pavilion Avenue. Create a transit-oriented square around the station stop, calling it "Progress Square" after Riverside's former name "Town of Progress."
8. Improve vehicular access to the site by strategically locating entrances around the site. Prepare and implement a physical design of the site and surrounding area, incorporating the design into Recommendation No. 1.
9. Integrate redevelopment of the site with the redevelopment of the residential and business area located along Pavilion Avenue and Scott Street.
10. Preserve the historic architectural integrity of the Keystone Watch Case building and surrounding area.

(4) Common Challenge Recommendations

(a) Encourage Compatible and Complementary Land Uses

1. The Corridor municipalities should review and revise their master plans and zoning ordinances to ensure future development and redevelopment is compatible with and complementary to existing and planned viable uses, respecting the common vision developed for the Corridor. An ample supply of land should be zoned for commercial and industrial uses. Mixed uses should be permitted to diversify the Corridor's economic base.
2. The Corridor municipalities should consider preparing redevelopment investigations and plans for the Target Areas and Projects and other distressed areas within their communities to facilitate the revitalization of the Corridor.
3. The Burlington County Office of Land Use Planning, the New Jersey Office of State Planning and the Delaware Valley Regional Planning Commission should offer municipalities technical assistance in revising their master plans, zoning ordinances, redevelopment investigations and plans, and other planning documents to support the Corridor vision and facilitate revitalization.
4. The Corridor municipalities should explore the use of innovative planning techniques, i.e., performance zoning, transfer of development rights, density bonuses, and "noncontiguous parcel clustering," to encourage redevelopment and discourage harmful development patterns in and among the communities. These techniques would enable communities to protect environmentally sensitive areas, open space and historic sites while providing for development and redevelopment in areas with available services and infrastructure. They can also be used to encourage in-fill development in the Centers, Cores and Nodes throughout the Corridor and in the Target Areas and Projects.
5. The Corridor municipalities should collectively seek designation of the Corridor as an "Endorsed Plan" from the New Jersey State Planning Commission to gain priority status when competing for discretionary funding from state agencies and receive state assistance in planning and developing projects and programs.
6. The Corridor municipalities should continue to cooperate with their neighbors and consider implementing joint plans, zoning ordinances and design standards. Joint or cooperative land use regulations will encourage compatible development across municipal boundaries and support development desired in the Corridor vision.

(b) Revitalize Vacant or Obsolete Industrial and Commercial Sites

1. Burlington County should prepare a comprehensive inventory of vacant, abandoned and underutilized buildings and "brownfield" sites in the Corridor, noting size, location, ownership, known previous uses and potential for redevelopment.
2. The county and municipalities should investigate the feasibility of acquiring vacant and obsolete buildings on sites for redevelopment. As part of a redevelopment plan, public sector can work with private sector in a partnership to redevelop distressed sites.
3. The county, municipalities and private sector should consider utilizing available state funding for "brownfields" site assessments and remediation, i.e., New Jersey Department of Environmental Protection.

(c) Rehabilitate Housing and Preserve Neighborhoods

1. The Corridor municipalities should inventory distressed, dilapidated and substandard housing to develop an understanding of the location and extent of such housing in their communities.
2. The Corridor municipalities should update the housing plan element of their master plans and file and petition for substantive certification of their housing plans with the New Jersey Council on Affordable Housing. The municipalities should develop a local rehabilitation program for deteriorated housing occupied by low and moderate income households. The municipalities should consider including and implementing an affordable housing fee ordinance which assesses a fee against new development to fund affordable housing activities, i.e., a rehabilitation program, as part of their housing plans.
3. The Corridor municipalities should consider preparing redevelopment plans that include the rehabilitation of deteriorated housing stock. Within the plan, incentives should be created to encourage private sector to undertake rehabilitation of deteriorated housing, i.e., apartment complexes and blocks of housing. The municipalities can facilitate the process by acquiring such properties, through tax liens, foreclosures and condemnation, and selling the properties to private sector.
4. The Corridor municipalities should enact and enforce local property maintenance codes. Absentee landlords and residents should be required to properly maintain their properties.

(d) Preserve Historic Buildings, Sites and Landscapes

1. Burlington County, working with municipalities, local historic commissions and the New Jersey State Historic Preservation Office, should inventory historically significant buildings, sites and landscapes.
2. Municipalities should support the nominations of buildings and places to the National Register of Historic Places which already have "determinations of eligibility."
3. Municipalities should support the nominations of additional buildings and places to the National Register of Historic Places which hold opinions of eligibility from the State Historic Preservation Officer.
4. The Corridor's older waterfront communities should apply to be recognized as "certified local governments" by the National Historic Preservation Program, thereby, becoming eligible for grants and other benefits.
5. Municipalities and the county should identify priority projects and pursue grants through the New Jersey State Historic Preservation Office, the National Trust for Historic Preservation, the New Jersey Historic Trust, Preservation New Jersey and other private foundations.
6. Burlington County should seek historic preservation funding through the Transportation Enhancements provisions of the successor to the Intermodal Surface Transportation Efficiencies Act.
7. Municipalities should explore available local land use controls, i.e., subdivision/site plan regulations, incentive zoning and transfer of development rights, to protect significant historic sites and areas.
8. Municipalities and private sector should explore the use of federal tax credits to preserve historic sites and areas.

(e) Encourage the Development of a Tourism and Recreation Industry

1. Corridor municipalities should review and revise their master plans and zoning ordinances to allow and encourage recreational uses and commercial uses that support a tourism economy, i.e., restaurants, night clubs, hotels and specialty shops.
2. The State of New Jersey, Burlington County and Corridor municipalities should invest in the necessary infrastructure to support tourism, i.e., light rail transit system, construction of a bridge to Burlington Island, dredging of the Delaware River and marinas, creation of a riverfront trail and parks, etc.
3. The Corridor's older waterfront communities, e.g., Beverly, Burlington City, Palmyra, Riverside, Riverton and Roebling, should enhance their local streetscapes, downtowns and waterfronts to make them attractive to prospective tourists and visitors. These communities should consider designating special improvement districts to finance maintenance and improvements to the areas.
4. Municipal and county officials should work with New Jersey Transit to improve transit service along the Corridor providing access from the region to the Corridor and interconnecting the Corridor with other attractions in the region, i.e., Center City Philadelphia, the Camden waterfront and the Trenton capital complex, waterfront and sporting venues. Light rail transit service and feeder bus service planned for the Corridor will improve access throughout the Corridor and region.
5. Municipalities and the county should work with New Jersey Department of Transportation to implement a region-wide signage system directing prospective visitors to significant tourist attractions in the Corridor, i.e., historic downtowns, Burlington Island, Palmyra Cove, Hawk Island, Roebling, etc.

(f) Enhance Aesthetics

1. The Corridor municipalities should review, revise and proactively enforce property maintenance codes for residential and non-residential uses, striving for consistency across municipal boundaries.
2. The Corridor municipalities should collectively develop and enforce uniform sign regulations, striving for consistency across municipal boundaries.
3. The Corridor municipalities should collectively develop and enforce site design standards for landscaping, buffering and lighting, striving for consistency across municipal boundaries.
4. The Corridor municipalities, in cooperation with businesses, business organizations and civic groups, should improve the streetscape with street furniture, sidewalk improvements, shade trees and landscaping, lighting and other amenities.
5. The Corridor municipalities should work with civic groups and business organizations to encourage litter cleanup and develop cleanup and maintenance programs, i.e., "adopt-a-highway," cutting grass in public spaces and along roads, planting flowers in public spaces, etc.
6. The Corridor municipalities should consider sharing resources, i.e., grants coordinators, administrators and managers, to obtain grants for obtaining federal, state and private grants and incentives for local community development efforts.

2. Transportation and Circulation

Part One (Section IX) examined and evaluated the constraints and opportunities related to the transportation and circulation (T/C) aspects of the Corridor, utilizing the "Transportation Investment Strategy" approach which consists of two components. The first component was the traditional examination of the existing circulation and transportation network which identifies safety, functional and operational problems and recommends potential solutions to such problems. The second component went beyond traditional planning by building a bridge between recommended physical improvements and potential economic development and providing investment strategies to link transportation improvements with economic development opportunities. The focus of the "economic development" investment strategies were to:

1. Help create new economic nodes (concentrations) of activity;
2. Help improve existing economic activity;
3. Increase potential patronage of traditional downtown areas;
4. Provide adequate mass transit service to access jobs and purveyors of goods and services;
5. Improve movement of freight via highway and rail; and
6. Help strengthen Corridor and regional tourist trade.

The evaluations and recommendations provided in Part One were based on criteria for targeting investment for infrastructure improvements in the Target Areas and Projects in the Corridor. Part One identified 41 potential project locations (Table 18) considered to be high priority because of their potential in addressing the "economic development" investment strategies for Target Areas and Projects in the Corridor. Three additional locations in Mansfield in Bordentown Township were identified; since the three locations are outside the Corridor, they are not included in the recommendations set forth in Part Two. Maps 35A through 35C show the potential project locations in the Corridor indicated by location numbers.

Table 18 - Potential Transportation and Circulation
Project Locations, Route 130/Delaware River Corridor, 1998

<u>Municipality</u>	<u>Location</u>	<u>Location No.</u>
Beverly	- Warren Street and Cooper Street and Bridge Street	20
Burlington City	- US Route 130 and Columbus Road and Jones Road	10
	- US Route 130 and Jacksonville Road/Federal Street	11
Burlington Twp.	- Jacksonville Road and Old York Road	12
	- Mount Holly Avenue, Rancocas Road, Fountain Avenue and 13th Street	13
	- Salem Road: from Mill Street to US Route 130	14
	- Campus Drive: from US Route 130 to Sunset Road	15
	- Sunset Road and Amherst Drive	16
	- Salem Road and Willow Way/Adams Street	17
	- Rancocas Road and Elbow Lane	18
	- River Road and Neck Road	9
Cinnaminson	- US Route 130: from Andover Road to Taylor's Lane	39
	- US Route 130 and Moorestown-Riverton Road	40
	- US Route 130 and Cinnaminson Avenue Complex	41
	- Fork Landing Road over the Pennsauken Creek	42

Table 18 continued

<u>Municipality</u>	<u>Location</u>	<u>Location No.</u>
Delanco	- Creek Road and DMV Inspection Station driveway	28
	- Creek Road/Burlington Avenue Connector	29
	- Burlington Avenue and Willow Street	30
Delran	- US Route 130: from Creek Road to Tenby Chase Drive	36
	- US Route 130 and Fairview Street/Hartford Road Connector	37
	- US Route 130 and Chester Avenue/Haines Mill Road	38
Edgewater Park	- US Route 130: from Creek Road to Van Sciver Parkway	21
	- US Route 130 and Levitt Parkway/Woodlane Road	22
	- US Route 130 and Cooper Street/Charleston Road	24
	- Cooper Street: US Route 130 to Green Street	25
	- Delanco Road and Bridgeboro Road	26
	- Delanco Road and Perkins Lane	27
	- US Route 130 and Pennypacker Drive/Delanco Road	31
	- US Route 130 and Creek Road/Bridgeboro Road	32
	- Warren Street Conrail Underpass	19
Florence	- US Route 130 and Hornberger Avenue	4
	- US Route 130 and Florence-Columbus Road	5
	- Florence-Columbus Road: from US Route 130 to I-295	6
	- US Route 130 and Florence-Bustleton Road/Cedar Lane	7
	- US Route 130 and Florence industrial area	8
Palmyra	- Broad Street: from Market Street to Martha's Road	43
	- NJ Route 73 and Broad Street	44
Riverside	- Lafayette Street and Pavilion Avenue and Franklin Street	33
	- Lafayette Street and Fairview Street, New Jersey Avenue and Fairview Street	34
	- St. Mihiel Drive and Chester Avenue, New Jersey Avenue and Chester Avenue	35
Riverton	- Broad Street: from Market Street to Martha's Road	43
Willingboro	- US Route 130: from Creek Road to Van Sciver Parkway	21
	- US Route 130 and Levitt Parkway/Woodlane Road	22
	- Levitt Parkway at Sunset Road at Charleston Road and at Salem Road	23
	- US Route 130 and Pennypacker Drive/Delanco Road	31
	- US Route 130 and Creek Road/Bridgeboro Road	32

The 41 locations represent an estimated cost of approximately \$300 million in capital investment for the highway network. An additional \$450 million is estimated for light rail transit (LRT) improvements to the Bordentown Secondary rail line which traverses the riverfront communities from Trenton City to Camden City. The LRT project, identified as the Southern New Jersey Light Rail Transit System, is proposed by New Jersey Transit and is anticipated to be under construction in 1999 and operational at the

X

MAPS

35A

35B

35C

X

end of 2001.

Part One provided an extensive analysis of the existing conditions for the 41 locations and identified problems and potential improvement scenarios for each location, including diagrams, schematics and descriptions. For specific information regarding potential scenarios for each location, the reader is directed to Part One, Section IX.B.4. in which figures and write-ups for each location are provided. Based on the findings in Part One, Part Two provides recommendations to improve the T/C aspects of the Corridor.

a. Plan Implementation Recommendations

The Plan can be used as a dynamic long range tool for the systematic selection of projects to create a significantly improved transportation system within the Corridor. Each improvement scenario, identified as short term or long term, is evaluated in relationship to Target Areas, *SDRP* Centers, Cores and Nodes designated in Section IV. of the Part Two (this Plan), project priority, cost range and project benefits. The stakeholders needed to assume the lead role in carrying out the Plan are identified.

(1) Target Areas

The Target Areas are categorized as those having Corridor-wide and local significance (Part One, Section XII.C. and Part Two, Section V.D.1.b.). The Target Areas having Corridor-wide significance are:

- Target Area (TA)-1, Roebling Village and Steel Mill--Florence
- TA-2, Food Distribution Center Site and Route 130 Area--Florence and Burlington Townships
- TA-3, Route 130 Highway Commercial Area and Route 413 Link to Burlington-Bristol Bridge--Burlington City and Burlington Township
- TA-4, Waterfront and Downtown Business District--Burlington City
- TA-5, CR 541 and I-295 Interchange Area--Burlington Township
- TA-6, Route 130 Highway Frontage--Edgewater Park, Delanco and Willingboro
- TA-7, Waterfront and Downtown Business District--Riverside
- TA-8, Marina District--Delran
- TA-9, Route 130 Frontage, Delran and Cinnaminson
- TA-10, Route 73 Frontage and Link to Tacony-Palmyra Bridge--Palmyra

The Target Areas having local significance are:

- Target Area, Local (TAL)-1, Cooper Street--Edgewater Park and Beverly
- TAL-2, Waterfront and Business District--Beverly
- TAL-3, Burlington Avenue--Delanco
- TAL-4, Broad Street--Palmyra and Riverton

(2) Centers, Cores and Nodes

The Centers, Cores and Nodes are those designated in Section IV.B. (Part Two--this Plan). All Centers are Town Centers, including:

1. Beverly-Delanco-Edgewater (BDE)
2. Burlington City (BC)
3. Florence-Roebling (FR)
4. Palmyra-Riverton-East Riverton (PRER)
5. Riverside-Cambridge (RC)
6. Willingboro-Edgewater Park (WEP)

All Town Centers have Cores.

The designated Nodes are:

- Node No. 1, Commercial/Services Redevelopment Node
- Node No. 2, Burlington-Florence Industrial Complex Node
- Node No. 3, Resource Recovery Research/Industrial Complex with Agricultural Buffer
- Node No. 4, Commercial/Recreational/Services/Entertainment Complex Node
- Node No. 5, Burlington Industrial Complex Node
- Node No. 6, Burlington Linear Commercial/Services Redevelopment Node
- Node No. 7, Commercial/Industrial Complex
- Node No. 8, Linear Commercial/Services/Industrial/Residential Redevelopment Node
- Node No. 9, Beverly-Edgewater Park Industrial Complex Node
- Node No. 10, Delanco Industrial Complex Node
- Node No. 11, Cinnaminson-Delran Linear Commercial/Services Redevelopment Node
- Node No. 12, Marina Complex Node
- Node No. 13, Cinnaminson-Delran Industrial Complex Node
- Node No. 14, Commercial/Services/Residential Redevelopment Node

(3) Priority

The "Priority" criterion is categorized as high, moderate and low. Priorities are assigned based on the perceived extent of problems that impact the 41 locations, with safety being paramount but congestion (or time delay) and mobility also being considered. In other instances, if there is a concern about a section of right-of-way needed to complete an improvement is in jeopardy of being developed or used for other uses, the priority to act on that improvement is heightened. If a project is relatively small in scale and low in cost, yet offers a projected high benefit, it receives a higher priority ranking.

(4) Cost

"Costs" are assigned categories as high, moderate and low. High cost projects typically involve major commitments from one or more funding sources, lengthy public involvement and several years delay in programming the required funding. Typically, such projects are large scale, complex or multi-phased improvements and entail the construction of new facilities. In general, a project in this category is estimated to cost between \$5 and \$35 million; however, some major projects have been known to cost in the hundreds of millions of dollars. Moderate cost projects are estimated to be between \$2 and \$5 million. For example, they may involve a major reconstruction of an intersection, the construction of a short connector road or the widening of an existing road. Low cost projects are often fast tracked with maintenance or pool funding. Typically, they are operational related improvements at isolated locations and typically cost less than \$1 million. These cost ranges are generalized estimates and could be significantly changed for a specific location due to environmental, rights-of-way acquisition or other factors uncovered during detailed design and/or construction of the improvement. The estimated cost for the 41

improvements is \$300 million. With advanced planning, cooperation, negotiation and partnering with the private sector, the costs for making the improvements at the 41 locations can be shared among various governmental agencies and private sector. Private sector can incorporate the recommended improvements into their designs without adding significant cost to their projects, particularly if government is willing to participate in the design and construction of some aspects of the improvements.

(5) Benefits

"Benefits" describe the kind of impact the improvement will yield, i.e., enhancing safety, lessening congestion, improving mobility or encouraging economic development. Economic development benefits are derived from a transportation improvement generally through an increase in the accessibility of affected individual properties or areas. The strategic location and magnitude of the improvement determines the extent of the benefits received by the affected properties. The increased level of access to a property may make it attractive enough to induce new commercial or residential development or entice existing land uses to expand. Increased accessibility can also have a positive effect on property values.

(6) Role of Agencies

In terms of hierarchy, the New Jersey Department of Transportation (NJDOT) is the primary agency, with regard to maintaining US Route 130 and providing much of the design, rights-of-way and construction funding for major improvements. Local government, primarily municipal, has input on land use in the Corridor which ultimately affects traffic levels on the highway. In addition, many of the cross roads are designed and built by local government; these local roads impact how well US Route 130 functions. Developers build the housing, commercial and industrial projects that generate the trips which must be accommodated by the publicly-owned transportation infrastructure. In some instances, developers design and finance some of the transportation improvements.

(a) New Jersey Department of Transportation

NJDOT has jurisdiction over the state highways in the Corridor, including: US Route 130, I-295, US 206 and NJ 73. Improvements to these highways are typically financed by state and/or federal funds. Occasionally, developer contributions are a source of funding if the project has special impact by a development. NJDOT makes the ultimate decision regarding what improvements are done to their facilities but often coordinates with counties and local municipalities when the improvements include local facilities.

(b) Burlington County

Burlington County has jurisdiction over a network of roads throughout the whole county. In New Jersey, county roads are given "500," "600," or "700" route designations. The 500-series are typically part of a statewide network of interconnected county routes; therefore, 500-series routes are generally more significant than other county roads. The Corridor has several 500-series routes: CR 528, CR 541, CR 543 and CR 545. Most of the county roads in the Corridor serve as access roads into or across US Route 130. The primary function of the county network is to serve medium range trips or to serve as feeders to the state system. Improvements to county roads are financed by county dollars or, when eligible, federal or state funding. The county has the ultimate decision concerning improvements on county roads but typically coordinates with the municipality in which the improvement is located.

(c) Metropolitan Planning Organization (MPO)

The Delaware Valley Regional Planning Commission (DVRPC) serves as the MPO for the region in which the Corridor is located. DVRPC is required to coordinate a comprehensive and continuing transportation planning process. This process results in the development of a Transportation Improvement

Program (TIP) which identifies all priority projects for which federal funds will be sought. The TIP represents a consensus among state and regional officials as to what regional improvements are to be made. In addition to the TIP, the MPO is required by federal legislation to develop a long range plan (LRP) to help direct region-wide transportation decision making over a period of at least 20 years. LRPs do not specify the design of actual projects. Rather, they identify future needs to address transportation deficiencies.

(d) Municipalities

Municipalities have jurisdiction over their local road system and control local land use decisions. The decisions made at the local level effects the traffic on roads at all levels. Therefore, it is paramount local officials understand the traffic impacts generated by particular developments and the synergy that exists between land use decisions and transportation improvements. Local officials must be involved in the transportation planning process for all levels of transportation improvements to make sure the concerns of their residents are addressed and to assist in the problem identification and improvement recommendations. Tantamount to being involved in the planning process is the understanding that transportation is a regional issue. Needs for improved mobility and accessibility transcend municipal corporate boundaries. All municipalities must share in the responsibility in developing solutions to provide the best transportation system possible -- quality of life and economic viability of a region depend on it. To that end, municipalities must update the circulation plan element of their master plans to identify needs, problems and important missing links in their transportation network and plan for future development and redevelopment.

(e) Developers

As properties are developed or redeveloped, their transportation needs change, sometimes drastically. Providing proper transportation access to a new development is often critical to the success of the development. Therefore, developers must work with the transportation providers to assure the necessary changes are beneficial to both the development and the existing transportation infrastructure. Developers frequently design and construct improvements for traffic attributable to their developments or to provide enhanced access to their site.

(7) Recommendations

In order to achieve the goals and objectives of the overall Corridor planning effort, specific activities have been identified to address specific investment strategies. In addition to those activities, the potential improvement scenarios developed through this study process which address specific investment strategies are presented in Table 19. The detailed improvement scenarios provided in Section IX of Part One and the following investment strategies and implementation criteria applied together represent the T/C recommendations.

Table 19 - Investment Strategies
Route 130/Delaware River Corridor, 1998

Safety/Functionality of Road Network

1. Improve Sight Distance, Signing and Pavement Markings:
Location Nos. 9, 12, 14, 19, 20, 26, 27 and 44
2. Improve Roadway Design, Remove Turning Vehicles from Travel Lanes, Install Traffic Signals or Upgrade Traffic Signal Timing:
Location Nos. 10, 13, 16, 17, 18, 21, 22, 23, 25, 28, 30, 32, 33, 34, 35 and 36

Table 19 continued

Economic Development

1. Help Create New Economic Nodes of Activity:

Location No. 4 -- Improves access to Roebbling Superfund site from US Route 130 and a proposed LRT station stop and helps facilitate commercial/industrial development (TA-1, Node No. 1 and FR Town Center)

Location No. 5 -- Improves access between US Route 130 and I-295, serving the planned Food Distribution Center and planned industrial/commercial development in surrounding area (TA-2 and Node No. 2)

Location No. 8 -- Provides access and road network to create industrial/commercial center along both sides of US Route 130 in Florence and Burlington Townships (TA-2 and Node No. 2)

Location No. 10 -- Provides access from US Route 130 to Burlington Island, a planned commercial recreational facility (TA-4 and Node No. 4)

Location No. 37 -- Realigns Hartford Road with Fairview Street at US Route 130 to help create a commercial center in Delran (TA-9 and Node No. 11) and improves access to downtown Riverside where a LRT station stop is proposed (TA-7 and RC Town Center)

Location No. 39 -- Realigns Union Landing Road with Andover Road at US Route 130 to help create a commercial center in Cinnaminson (TA-9 and Node No. 11) and improves access to the industrial area of Cinnaminson and Delran and the proposed LRT station stop with a smaller commercial component (Node No. 13)

2. Help Improve Existing Economic Activity:

Location No. 15 -- Facilitates inter-municipal traffic to and from US Route 130 commercial and industrial areas in Burlington Township and the Rancocas Hospital with its planned expansion in Willingboro and Burlington Townships (TA-6 and Node No. 8)

Location No. 20 -- Improves safety to create a friendlier environment for patronizing Beverly's business district (TAL-2 and BDE Town Center)

Location No. 21 -- Creates reverse frontage road system in Edgewater Park providing alternate access to commercial establishments along US Route 130 and creating alternate inter- and intra-municipal linkages (TA-6 and Node No. 8)

Location Nos. 22, 24, 31 and 32 -- Improves ease, convenience and safety of cross-Corridor movements to encourage patronage of commercial activity along both sides of US Route 130 in Willingboro and Edgewater Park (TA-6 and Node No. 8)

Location No. 25 -- Improves traffic control and aesthetics of Cooper Street to help solidify the formation of a downtown business district in Edgewater Park (TAL-1)

Table 19 continued

Location Nos. 28 and 29 -- Creates a collector road through existing industrial areas in Delanco, facilitating safe and efficient truck movements from the waterfront to US Route 130 (TAL-3 and BDE Town Center)

Location No. 36 -- Improves convenience and safety of US Route 130 to create a friendlier environment for patronizing commercial establishments along the highway in Delran (TA-9 and Node No. 11)

Location Nos. 37, 38, 39, 40 and 41 -- Improves ease, convenience and safety of cross-Corridor movements to encourage patronage of commercial activity along US Route 130 in Delran and Cinnaminson (TA-9 and Node No. 11)

3. Increase Potential Patronage of Traditional Downtown Areas:

Location No. 4 -- Improves ease, convenience and safety of accessing Roebling from US Route 130 (TA-1 and FR Town Center)

Location Nos. 24 and 25 -- Improves ease, convenience and safety of accessing Beverly from US Route 130 (TAL-1 and 2 and BDE Town Center)

Location No. 37 -- Improve ease, convenience and safety of accessing Riverside from US Route 130 (TA-7 and RC Town Center)

Location Nos. 40 and 41 -- Improve ease, convenience and safety of accessing Palmyra and Riverton from US Route 130 (TAL-4 and PRER Town Center)

Proposed LRT system will bring more potential patrons to traditional downtown areas of communities with station stops: Beverly (TAL-2 and BDE Town Center), Burlington City (TA-4 and BC Town Center), Palmyra (TAL-4 and PRER Town Center), Riverside (TA-7 and RC Town Center), Riverton (TAL-4 and PRER Town Center) and Roebling (TA-1 and FR Town Center)

4. Provide Adequate Mass Transit Service to Access Jobs and Purveyors of Goods and Services:

Provide LRT service, shuttle/circulator service and reroute existing bus service to under served areas, linking the LRT, employment areas [Cinnaminson and Delran industrial areas (Node No. 13), Delanco industrial area (Node No. 10), Beverly and Edgewater Park industrial area (Node No. 9), Burlington industrial area (Node No. 5) and Burlington and Florence Townships industrial area (Node No. 2)] and commercial areas [traditional downtowns including BDE, BC, FR, PRER and RC Town Centers, and commercial nodes along US Route 130 including Node Nos. 1, 4, 8 and 11]

5. Improve Movement of Freight via Highway and Rail:

Capitalize on opportunities to create more industrial development which utilizes both modes of transportation in the following areas of the Corridor: Palmyra -- southwest of NJ 73 (TA-10 and Node No. 14); Cinnaminson -- Union Landing Road and Taylor's Lane (Node No. 13); Delanco -- industrial area (Node No. 10); Beverly and Edgewater Park -- industrial area (Node No. 9); Burlington City -- industrial area southwest of Keim Boulevard (Node No. 5); and Burlington and Florence Townships -- industrial area from the Delaware

Table 19 continued

River to the vicinity of US Route 130 (TA-2 and Node No. 2)

6. Help Strengthen Corridor and Regional Tourist Trade:

Provide better highway and transit access to and from the following attractions and points of interest: Palmyra Cove Nature Preserve; Riverton historic district (TAL-4 and PRER Town Center); proposed Cinnaminson waterfront park and Taylor Preserve in Cinnaminson; Delran harbor district (TA-8 and Node No. 12); "Golden Triangle" and downtown district in Riverside (TA-7 and RC Town Center); proposed Hawk Island Nature Preserve in Delanco; upgraded waterfront park and downtown district in Beverly (TAL-2 and BDE Town Center); upgraded waterfront park and downtown district in Burlington City (TA-4 and BC Town Center); proposed Burlington Island recreation/hotel/conference center (TA-4 and Node No. 4); Florence waterfront park and historic Roebling (TA-1 and FR Town Center); and the Delaware Heritage River Trail proposed by the National Park Service (connects FR, BC, BDE, RC and PRER Town Centers)

Connect the Corridor with the following regional attractions via LRT service: Sony Entertainment Center (Camden), New Jersey State Aquarium (Camden), Trenton Thunder Stadium (Trenton), professional farm-team hockey area under construction (Trenton), proposed hotel/conference center (Trenton), New Jersey State Capital and surrounding area (Trenton), and Center City Philadelphia and waterfront

Table 20 summarizes the 41 potential transportation and circulation project locations in the Corridor by implementation criteria discussed above. Location Nos. 1 through 3 are excluded from the table because they are outside the Corridor.

Table 21 describes the five DVRPC long range plan and fiscal year 1998 through 2002 Transportation Improvement Program (TIP) projects in the Corridor. Table 22 summarizes these DVRPC and TIP projects by implementation criteria similar to that which is presented in Table 20.

In order to facilitate the transportation and circulation recommendations, the Plan recommends four outstanding issues, which are financing, transportation task force, integration with the LRT plan and integration with the Route 130 reconstruction plan, be addressed as an ongoing effort.

(a) Financing

The magnitude of the transportation and circulation recommendations requires some creative financing methods be developed to begin addressing the needs of the Corridor. Each stakeholder in this process stands to benefit from improvements recommended in the Plan; therefore, each stakeholder is obligated to contribute toward the implementation of the Plan. Traditional capital programming will not be sufficient to generate the level of investment needed to implement all of the recommendations. The county should take the lead role in investigating funding sources and ways to create innovative funding mechanisms, i.e., public-private partnerships, special assessments and transportation development districts.

(b) Transportation Task Force

The Steering Committee established for guiding the preparation of the Plan played a vital role in the preparation of the transportation and circulation recommendations for the Corridor. In order to continue

Table 20 - Potential Transportation and Circulation Project Locations
by Implementation Criteria, Route 130/Delaware River Corridor, 1998

Location/Improvements	Target Area	Town Center &/or Node	Priority	Cost Range	Benefits	Lead Role	Assisting Role
4 Rt 130 & Hornberger Ave. (Florence Township) Short Term Improvements Long Term Improvements	TA-1	FR Town Center Node No. 1	H H	M H	Mobi, Cong Mobi, Cong, ED	Twp Twp	DOT, NJT DOT
5 Rt 130 & Florence-Columbus Rd. (Florence Township) Short Term Improvements	TA-1	Node No. 1	H	M	Mobi, Cong	NJTPK	DOT, Co
6 Florence-Columbus Rd: Rt 130 to I-295 (Florence Township) Short Term Improvements Long Term Improvements	TA-1&2	Node Nos. 1,2 & 3	H M	M H	Mobi, Cong Mobi, Cong	Co Co	DOT, NJTPK DOT, NJTPK
7 Rt 130 & Florence-Bustleton Rd./Cedar La. (Florence Township) Short Term Improvements	TA-2	Node No. 2	H	M	Mobi, Cong	NJTPK	DOT, Co
8 Rt 130 & Florence Industrial Area (Florence and Burlington Townships) Long Term Improvements	TA-2	Node No. 2	M	M	Mobi, ED	Twp	Dev
9 River Rd. & Neck Rd. (Burlington Township) Short Term Improvements Long Term Improvements	TA-2	Node No. 2	M L	L L	Safe, Mobi Safe, Mobi	Twp Co	Co Twp
10 Rt 130 & Columbus Rd. & Jones Rd. (Burlington City) Short Term Improvements Long Term Improvements	TA-3	BC Town Center Node No. 6	M M	L H	Safe, Cong Safe, Cong, Mobi, ED	DOT City	City, Co DOT, Co
11 Rt 130 & Jacksonville Rd./Federal St. (Burlington City) Short Term Improvements	TA-3	BC Town Center Node No. 6	H	L	Cong, Safe	DOT	City, Co
12 Jacksonville Rd. & Old York Rd. (Burlington Township) Short Term Improvements			H	L	Safe	Co	Twp
13 Mt. Holly Ave., Rancocas Rd., Fountain Ave. & 13th St (Burlington Township) Short Term Improvements Long Term Improvements			H M	L M	Cong Cong, Mobi	Co Co	Twp Twp, Dev

Table 20 continued

<u>Location/Improvements</u>	<u>Target Area</u>	<u>Town Center &/or Node</u>	<u>Priority</u>	<u>Cost Range</u>	<u>Benefits</u>	<u>Lead Role</u>	<u>Assisting Role</u>
14 Salem Rd.: Mill St. to Rt 130 (Burlington City) Short Term Improvements Long Term Improvements	TA-3	BC Town City	H H	L H	Safe Safe, Mobil, Cong	City City	DOT, Co DOT, Co
15 Campus Dr.: Rt 130 to Sunset Rd. (Burlington Township) Short Term Improvements Long Term Improvements	TA-3	Node No. 8	H H	M H	Mobil, Cong, Safe Mobil, Cong, Safe	Twp Twp	DOT, Co, BDEC DOT, Co, BDEC
16 Sunset Rd. and Amherst Dr. (Burlington Township) Short Term Improvements			M	L	Safe, Cong	Co	Twp
17 Salem Road & Willow Rd./Adams St. (Burlington Township) Short Term Improvements			L	L	Cong, Safe	Co	Twp
18 Rancocas Rd. & Elbow Ln. (Burlington Township) Short Term Improvements	TA-5	Node No. 7	H	L	Safe, Mobil	Co	Twp
19 Warren St. Conrail Underpass (Edgewater Park) Short Term Improvements		BDE Town Center	M	L	Sage, Mobil	Co	Twp
20 Warren St. & Cooper St. & Bridge St. (Beverly City) Short Term Improvements	TAL-2	BDE Town Center	L	L	Safe	Co	City
21 RT 130: Creek Rd. to Van Solver Pkwy. (Edgewater Park & Willingboro Townships) Short Term Improvements Long Term Improvements	TA-6	WEP Town Center Node No. 8	H M	L H	Safe, Cong Safe, Cong, ED	Twps Twps	DOT DOT
22 Rt 130 & Levitt Pkwy./Woodlane Rd. (Edgewater Park & Willingboro Townships) Long Term Improvements	TA-6	WEP Town Center Node No. 8	M	M	Safe, Cong	DOT	Co, Twps
23 Levitt Pkwy. at Sunset Rd., Charleston Rd. & Salem (Willingboro Township) Short Term Improvements	TA-6	WEP Town Center Node No. 8	L	L	Safe	Co	Twp
24 Rt 130 & Cooper St./Charleston Rd. (Edgewater Park & Willingboro Townships) Short Term Improvements Long Term Improvements	TA-6	Node No. 8	M M	L M	Cong, Safe Cong, Safe	DOT DOT	Co, Twps Co, Twps

Table 20 continued

<u>Location/Improvements</u>	<u>Target Area</u>	<u>Town Center &/or Node</u>	<u>Priority</u>	<u>Cost Range</u>	<u>Benefits</u>	<u>Lead Role</u>	<u>Assisting Role</u>
25 Cooper St., Rt 130 to Green St. (Edgewater Park Township) Short Term Improvements	TAL-1		M	M	Safe, Mobil	Co	Twp
26 Delanco Rd. & Bridgeboro Rd. (Edgewater Park Township) Short Term Improvements	TAL-1	Node No. 8	L	L	Safe	Co	Twp
27 Delanco R. & Perkins Ln. (Edgewater Park Township) Short Term Improvements			L	L	Safe	Co	Twp
28 Creek Rd. & DMV Inspection Driveway (Delanco Township) Short Term Improvements Long Term Improvements		Node No. 10					
			H	L	Cong. Safe	DOT	Co, Twp
			M	H	Cong. Safe	DOT	
29 Creek Rd./Burlington Ave. Connector (Delanco Township) Short Term Improvements Long Term Improvements	TAL-3	BDE Town Center Node No. 10	M	L	Mobil Mobil, ED	Co Twp	Twp Co
30 Burlington Ave. & Willow St. (Delanco Township) Short Term Improvements	TAL-3	BDE Town Center	M	L	Safe	Co	Twp
31 Rt 130 & Pennypacker Dr./Delanco Rd. (Edgewater Park and Willingboro Townships) Long Term Improvements	TA-6	Node No. 8	M	H	Mobil, ED	Twps	DOT
32 Rt 130 & Creek Rd./Bridgeboro Rd. (Edgewater Park & Willingboro Townships) Short Term Improvements Long Term Improvements	TA-6		H	L	Cong. Safe	DOT	Co, Twp
			H	H*	Cong. Safe	DOT	
33 Lafayette St. & Pavilion Ave. & Franklin St. (Riverside Township) Short Term Improvements Long Term Improvements	TA-7	RC Town Center					
			H	L	Safe	Co	Twp
			L	M	Safe, Cong	Twp	Co, Twp
34 Lafayette St./Fairview St. & New Jersey Ave./Fairview St. (Riverside Township) Short Term Improvements	TA-7	RC Town Center	M	L	Safe	Co	
35 St. Mitiel Dr./Chester Ave. & New Jersey Ave./Chester Ave. (Riverside Township) Short Term Improvements	TA-7	RC Town Center	M	L	Safe	Co	

Table 20 continued

<u>Location/Improvements</u>	<u>Target Area</u>	<u>Town Center &/or Node</u>	<u>Priority</u>	<u>Cost Range</u>	<u>Benefits</u>	<u>Lead Role</u>	<u>Assisting Role</u>
36 Rt 130: Creek Rd. to Tenby Chase Dr. (Delran Township) Short Term Improvements Long Term Improvements	TA-9	Node No. 11	H M	L H	Safe, Cong Safe, Cong	DOT Twp	Twp DOT, Co
37 Rt 130 & Fairview St. (Delran Township) Short Term Improvements	TA-9	Node No. 11	H	H	Mobl, Cong, ED	Twp	Co, DOT
38 Rt 130 & Chester Ave./Haines Mill Rd. (Delran Township) Short Term Improvements Long Term Improvements	TA-9	Node No. 11	H H	L H	Cong, Mobl, Safe Cong, Mobl, Safe, ED	DOT Twp	DOT, Co, Dev
39 Rt 130: Andover Rd. to Taylor's Ln (Cinnaminson Township) Short Term Improvements Long Term Improvements	TA-9	Node No. 11	H M	H M	Cong, Mobl, Safe, ED Mobl, Safe	Twp Twp	Dev, DOT Dev, DOT, Co
40 Rt 130 & Moorestown-Riverton Rd. (Cinnaminson Township) Short Term Improvements Long Term Improvements	TA-9	Node No. 11	H M	L M	Cong, Mobl, Safe Cong, Mobl, Safe	DOT DOT	Twp Co, Twp
41 Rt 130 & Cinnaminson Ave. Complex (Cinnaminson Township) Long Term Improvements	TA-9	Node No. 11	H	H*	Cong, Safe, Mobl	DOT	Co, Twp
42 Folk Landing Rd. over the Pennsauken Creek (Cinnaminson Township) Short Term Improvements			H	H*	Mobl, Safe	Twp	Co, DOT
43 Broad St.; Market St. to Martha's Rd. (Palmyra & Riverton Boroughs) Short Term Improvements Long Term Improvements	TAL-4	PRER Town Center	M M	M H	Mobl, Safe Mobl, Safe	Co Co	Boros, BCBC Boros, BCBC
44 Rt 73 & Broad St. (Palmyra Borough) Short Term Improvements Long Term Improvements	TA-10	Node No. 14	H M	L H	Safe, Mobl Safe, Mobl	Boro DOT	Co, DOT Co, Boro, BCBC

Table 20 continued

Notes

Target Area:	TA = Corridor-wide Significance; TAL = Local Significance
Town Center:	BDE = Beverly-Delanco-Edgewater; BC = Burlington City; FR = Florence-Roebling; PREP = Palmyra-Riverton-East Riverton; RC = Riverside-Cambridge; WEP = Willingboro-Edgewater Park
Priority:	H = High; M = Moderate; L = Low
Cost Range:	H = High; M = Moderate; L = Low
Benefits:	Cong = Congestion Amelioration; ED = Economic Development; Mobility = Mobility Improvement; Safe = Safety Improvement
Role:	Boro = Borough; City = City; Twp = Township; Co = County; DOT = New Jersey Department of Transportation; NJT = New Jersey Transit; NJTPK = New Jersey Turnpike Authority; BCBC = Burlington County Bridge Commission

* A long term potential improvement scenario is identified which recommends conducting a study or further evaluation; the designation for the cost represents an expected cost for completion of the long term improvement at the location not just the study cost.

Table 21 - Delaware Valley Regional Planning Commission
Long Range Plan and Fiscal Year 1998 - 2002
Transportation Improvement Program Projects in
Route 130/Delaware River Corridor

<u>ID No(s).</u>	<u>Project Description</u>
T1	<i>Traffic Signal Contract 16: NJ 30, NJ 38, NJ 70 and NJ 73, TIP No. 00014A -- Within the Corridor, this project is located in Palmyra and Cinnaminson and calls for the implementation of a computerized traffic signal system. Scheduled for construction in 2002.</i>
T3 & L2	<i>Creek Road (CR 636): CR 613 to Moorestown Centerton Road, TIP No. 1296 -- Within the Corridor, this project is located in Delran and calls for the reconstruction of the existing roadway from 20 feet to 40 feet including two 8-foot shoulders and auxiliary lanes at intersections. Scheduled for design in 1998.</i>
T4	<i>Burlington County Computerized Signal Control, Phase III, TIP No. 1322 -- This traffic-responsive, coordinated signal system project consists of 13 intersections in Willingboro, of which 12 are on Beverly-Rancocas Road (CR 626) and one is on Woodlane Road (CR 630), as well as two school flashers. Scheduled for final design and construction in 1999.</i>
T5 & L1	<i>Southern New Jersey Light Rail Transit, TIP No. N035 -- This project represents the section of the line between Camden and Trenton and is being implemented as a turnkey project to accelerate construction and reduce overall costs. This funding provides for initial reimbursement to the design, build, operate and maintain (DBOM) contractor for final design, property acquisition and initial construction activities once the project receives environmental clearance. This facility traverses through the following Corridor municipalities: Palmyra, Riverton, Cinnaminson, Delran, Riverside, Delanco, Edgewater Park, Beverly, Burlington Township, Burlington City and Florence. It will also traverse through Mansfield, Fieldsboro, Bordentown Township and Bordentown City which are Burlington County municipalities located outside the Corridor.</i>
L4	<i>Burlington City Transportation Center -- Construction of a transportation center with a park and ride lot and passenger amenities in the vicinity of Broad and High Streets in Burlington City.</i>

**Table 22 - Delaware Valley Regional Planning Commission Long Range Plan and
Fiscal Year 1998 - 2002 Transportation Improvement Program Projects in the
Route 130/Delaware River Corridor by Implementation Criteria**

<u>Location/Improvements</u>	<u>Target Area</u>	<u>Town Center &/or Node</u>	<u>Priority</u>	<u>Cost Range</u>	<u>Benefits</u>	<u>Lead Role</u>	<u>Assisting Role</u>
T1 Traffic Signal Contract 16: NJ 30, NJ 38, NJ 70 and NJ 73, TIP No. 0014A (Palmyra Borough & Cinnaminson Township)	TA-10	Node No. 14	H	H	Cong, Mobil	DOT	Co, Boro, Twp
T3 & L2 Creek Road (CR 636); CR 613 to Moorestown-Centerton Rd., TIP No. 1296 (Delran Township)			H	H	Mobil, Safe	Co	DOT, Twp
T4 Burlington County Computerized Signal Control Phase III, TIP No. 1322 (Willingboro Township)			H	L	Cong, Mobil	Co	DOT, Twp
T5 & L1 Southern New Jersey Light Rail Transit TIP No. No35 (Trenton to Camden; Corridor)	TA-1, TA-2 TA-4, TA-7, TAL-2, TAL-3 & TAL-4	FR Town Center BC Town Center BDE Town Center RC Town Center Node Nos. 1, 2, 4, 5, 9, 10 & 13	H	H	Mobil, ED, Cong, Safe	NJT	Co, Cities Twps, Boros, DOT
L3 Burlington City Transportation Center (Burlington City)	TA-4	BC Town Center Node No. 5 PRER Town Center	H	M	Mobil, ED, Cong	NJT	Co, City

Notes

Target Area: TA = Corridor-wide Significance; TAL = Local Significance

Town Center: BDE = Beverly-Delanco-Edgewater; BC = Burlington City; FR = Florence-Roebling; PREP = Palmyra-Riverton-East Riverton; RC = Riverside-Cambridge; WEP = Willingboro-Edgewater Park

Priority: H = High; M = Moderate; L = Low

Cost Range: H = High; M = Moderate; L = Low

Benefits: Cong = Congestion Amelioration; ED = Economic Development; Mobility = Mobility Improvement; Safe = Safety Improvement

Role: Boro = Borough; City = City; Twp = Township; Co = County; DOT = New Jersey Department of Transportation; NJT = New Jersey Transit; NJTPK = New Jersey Turnpike Authority; BCBC = Burlington County Bridge Commission

* A long term potential improvement scenario is identified which recommends conducting a study or further evaluation; the designation for the cost represents an expected cost for completion of the long term improvement at the location not just the study cost.

the efforts made in planning the Corridor transportation and circulation network, a transportation task force of the committee should be retained and organized as an advisory group for implementing the transportation and circulation recommendations. This advisory group should be composed of representatives from each of the twelve Corridor municipalities, the Burlington County Freeholder Director of Economic Development and Public Works, the county engineer, members of the Corridor business community and representatives of NJDOT, NJT and the Burlington County Bridge Commission. The Burlington County Office of Land Use Planning should provide staff services to the group. The task force should undertake the following activities:

1. Investigate and develop alternate funding mechanism;
2. Continue working together to refine the potential improvement scenarios identified in the Plan;
3. Identify new transportation and circulation problem locations in the Corridor and assist in developing improvement scenarios for the new problem locations; and
4. Coordinate the Plan with other on-going land use and transportation planning efforts in the Corridor at the local, county and regional levels, i.e., municipal master plans, county economic development initiatives, NJT's LRT plan and NJDOT's efforts to improve Route 130.

(c) Integration with the Light Rail Transit Plan

New Jersey Transit proposes to utilize the existing rail line, known as the Bordentown Secondary, to provide light rail transit service from Trenton to Camden. The implementation of this proposal will provide significant transportation alternatives and economic development opportunities to the Corridor. The provision of such transit service must be integrated into local planning to capitalize on such opportunities. Municipal master plans must be updated to demonstrate how each community can gain the most benefit from the LRT. Local zoning ordinances should be amended to implement the updated master plans. Municipalities should consider creating redevelopment areas and preparing redevelopment plans (as set forth in N.J.S.A. 40A-12A-1 et seq.) along the LRT line to encourage the redevelopment of deteriorated and obsolescent sites and buildings as transit-oriented developments.

NJT must integrate the needs of the Corridor communities vis-a-vis quality of life issues, i.e., safety, noise, light, glare, adequate parking at station stops, upgrading the road network to handle commuter traffic and others, into its LRT plan. Municipalities must continue working with NJT to ensure quality of life is retained and enhanced when LRT service is provided in the Corridor.

(d) Integration with the Route 130 Reconstruction Plan

The recommendations address many problem intersections and sections along Route 130; notwithstanding, many other aspects of the highway have not been addressed. Maintenance issues, i.e., the condition of road surface, condition of median barrier, drainage, lighting and signage, must be addressed by NJDOT through evaluation of this facility. The operational issues identified in Part One and any new issues must be integrated with any efforts NJDOT takes to improve route 130. The Corridor transportation task group must be actively involved in the planning for all improvements to the highway.

3. Housing

The Plan recognizes housing as an important component for quality of life in the Corridor. Housing units arranged collectively to form neighborhoods of varying densities, housing types and amenities and the condition of the housing stock contribute toward the health, welfare, vitality and character of a community. The character of the Corridor communities is described as "small town" which is held in highest regard by the communities. This does not mean that change should be prohibited in the communities; rather, it means that any change must contribute toward the retention and enhancement of the "small town" character and qualities of the Corridor communities.

Part One (Section VI.) examined and evaluated the housing constraints and opportunities for the Corridor. The study found three general housing challenges facing the Corridor:

1. Population growth and economic development are constrained by a tight supply of housing, particularly owner-occupied units;
2. A considerable amount of the housing stock is old, built before 1940, requiring more maintenance and having the potential to slip into disrepair and deteriorate if not adequately maintained; and
3. Providing affordable, code-compliant housing, particularly for the elderly and extremely low and low income households, is needed.

(a) Increase Housing Supply

Low vacancies are a sign of a stable community, a definite positive. Notwithstanding, it also means that the housing supply available for new residents is constrained, and if the supply is not increased, local economic stagnation may follow. The low vacancy rates are particularly acute for owner-occupied units (1.2%). This constraint is viewed as an opportunity to increase the housing supply by four methods:

1. The construction of new housing units;
2. The redevelopment of obsolete, vacant and/or underutilized commercial sites situated along Route 130 as housing or having a housing component;
3. The redevelopment of obsolete, vacant and/or underutilized industrial sites as housing or having a housing component; and
4. The rehabilitation of vacant housing units, thereby, returning units to the market.

The construction of new housing units is possible in the areas identified on the Development/Redevelopment Suitability Map (Map 26 in Part One and Map 5 in the Executive Summary for Part One) as "Residential Growth Area" (yellow). Such areas are essentially undeveloped, being wooded, used for agricultural purposes or being simply vacant. The intensity of residential development should vary according to the context of surrounding neighborhoods and developed areas and the general criteria for the planning area designations in which the undeveloped lands are located. Residential densities must be tailored at the municipal level through zoning to reflect the needs and desires of the respective communities. The general locations of the areas suitable for residential growth are:

1. Florence Township -- The lands located between Route 130 (Node Nos. 1 and 2) and the Resource Recovery and Industry with Agricultural Buffer (Node No. 3) and designated PA2 (north of the NJ Turnpike Extension) and PA4 (south of the Extension).
2. Burlington Township -- The lands located in the northeastern portion of the township bounded by the Assiscunk Creek, Linear Commercial/Services Redevelopment (Node No. 6) and Commercial/Industrial Complex (Node No. 7) and designated PA2.
3. Burlington and Edgewater Park Townships -- The lands located between CR 543 and Linear Commercial/Services/Industrial/Residential Redevelopment (Node No. 8) and designated PA2.

4. Delanco Township -- The lands located along the Rancocas Creek south of the railroad and CR 624 and CR 625 and designated PA1.
5. Delran Township -- The lands located in the southeastern portion of the township south of the Rancocas Creek and Route 130 and designated PA1.
6. Delran Township -- The lands known as Amico Island located in the northwestern portion of the township along the Delaware River and designated PA1.
7. Cinnaminson Township -- The lands located in the northwestern portion of the township along the Delaware River north of CR 543 and designated PA1.
8. Cinnaminson Township -- The lands located in the southern portion of the township along CR 603 and New Albany Road and designated PA1.
9. Palmyra Borough -- The lands located southwest of Route 73 and south of Palmyra Cove and designated PA1.

The opportunity to provide new housing by redeveloping obsolete, vacant and/or underutilized commercial sites is possible for a number of sites located along Route 130, particularly in the area designated as Node No. 8 (suitable for Linear Commercial/Services/Industrial/Residential Redevelopment) and, to a lesser extent, the area designated as Node No. 11 (suitable for Linear Commercial/Services Redevelopment). Not all sites in these areas are suitable for residential development; candidate sites under consideration for residential redevelopment should be carefully analyzed in terms of their compatibility with surrounding land uses and environmental impacts, i.e., noise, light, glare from nearby commercial uses and highways. The following sites are identified as having the potential to be redeveloped with a residential component:

1. Willingboro Plaza in Willingboro Township (56.0 acres; Block 3, Lot 4.01) in Node No. 8 and proposed Willingboro-Edgewater Park Town Center designated PA1.
2. Village Mall in Willingboro Township (32.5 acres; Block 2, Lot 7.01) in Node No. 8 and proposed Willingboro-Edgewater Park Town Center designated PA1.
3. The former Kings shopping center and drive-in theater in Edgewater Park Township (32.3 acres; Block 1202, Lots 9 and 4.01) in Node No. 8 and proposed Willingboro-Edgewater Park Town Center designated PA1.
4. Cinnaminson Shopping Center in Cinnaminson Township (39.5 acres; Block 1407, Lot 29.01) in Node No. 11 designated PA1.

Other potential sites for residential redevelopment do exist in the Corridor. Redevelopment area studies and plans should be prepared, pursuant to N.J.S.A. 40A:12A-1 et seq., by the Corridor municipalities to identify other candidate sites.

Redeveloping obsolete, vacant and/or underutilized industrial sites provides the opportunity to create new housing. Again, as for the commercial sites, not all industrial sites are suitable for residential development. Candidate industrial sites under consideration for residential redevelopment should be carefully analyzed in terms of compatibility with surrounding land uses and environmental impacts. The following sites are identified as having the potential to be redeveloped with a residential component:

1. Keystone Watch Case factory (2.2 acres; Block 602, Lot 2) and surrounding industrial sites in Riverside Township designated Riverside-Cambridge Town Center in PA1.
2. Former Zurbrugg Hospital in Riverside Township (2 acres+; Block 3204, Lot 1 and Block 3205, Lot 1) designated in the Riverside-Cambridge Town Center in PA1.
3. Roebling Steel Mill Superfund site in Florence Township (116.7 acres; Block 139, Lot 1) designated Node No. 1 in PA2.

Many other opportunities to redevelop industrial sites into residential uses exist in the Corridor. Municipalities should prepare, in accordance with N.J.S.A. 40A:12A-1 et seq., redevelopment areas studies

and plans for other candidate sites.

Older, deteriorated housing stock represents opportunities for housing units to be rehabilitated as viable and affordable housing in the Corridor. Concentrations of such housing exist in the older communities, particularly in:

1. Roebling, Florence Township (Florence-Roebling Town Center; PA2);
2. Burlington City (Burlington Town Center; PA1);
3. Beverly City (Beverly-Delanco-Edgewater Town Center; PA1);
4. Delanco Township (Beverly-Delanco-Edgewater Town Center; PA1);
5. Riverside Township (Riverside-Cambridge Town Center; PA1);
6. Cambridge, Delran Township (Riverside-Cambridge Town Center; PA1);
7. East Riverton, Cinnaminson Township (Palmyra-Riverton-East Riverton Town Center; PA1);
8. Riverton Borough (Palmyra-Riverton-East Riverton Town Center; PA1); and
9. Palmyra Borough (Palmyra-Riverton-East Riverton Town Center; PA1).

Regarding rental housing supply, at least one-quarter to one-third of the housing stock in the Corridor municipalities are rentals. In those communities increasing the supply of rentals is not needed. However, opportunities exist to increase the supply of rentals in Cinnaminson and Willingboro where the supply is low, 4.3 percent and 6.4 percent, respectively.

The Corridor municipalities must examine the options available to them for increasing housing supply and develop housing plans to implement the options.

(b) Rehabilitate Older Housing Stock

With more than one-third of the Corridor's housing stock built before 1940, the Corridor has the potential to be negatively impacted by a decline in quality of housing because older units generally require more maintenance and can slip into disrepair more quickly if not adequately maintained. Communities with more than half of their units built before 1940 include Riverton (70.9%), Beverly (60.5%) and Riverside (55.5%). Four communities have between 40 and 50 percent of their units built prior to 1940: Delanco (46.7%); Florence (45.4%); Burlington City (45.2%); and Palmyra (43.2%). All of these communities are located in Town Centers and are designated either PA1 or PA2.

Concentrations of deteriorated housing exist in the aforementioned communities. Such areas have the potential to decline further resulting in the discouragement of reinvestment in the existing housing stock and surrounding neighborhoods and downtown business districts. Steps must be taken to stop and reverse such decline in the Corridor. Based on COAH estimates, the Corridor has 551 deteriorated units. Local officials feel that this estimate is low. Local surveys should be conducted to develop a better figure for deteriorated units in the Corridor. Housing codes must be duly enforced at the municipal level.

Willingboro has 98.5 percent of its housing stock built from 1940 to 1979. The housing built in Willingboro is primarily single family units which reflect a housing market that required units smaller and with fewer amenities than today's market. Having almost all of its housing units built during earlier housing markets may present a problem for Willingboro in competing in today's housing market because the selection of housing types is limited.

In order to provide safe, code-compliant housing and compete better in today's housing market, the Corridor communities must establish programs for rehabilitating and upgrading their housing stock.

(c) Provide Affordable Housing

Based on COAH requirements, 39.5 percent of the owner-occupied housing units are affordable to low and moderate income households (37.5% is affordable to moderate income households and 2.0% is affordable to low income households). In comparison, 28.3 percent of Burlington County's owner-occupied units are affordable to low and moderate income households. Opportunities exist to provide more owner-occupied units affordable to low income households in the Corridor.

With regard to rental units, 89.1 percent of the Corridor's rental units are affordable to low and moderate income households (51.2% is affordable to low income households and 37.9% is affordable to moderate income households). In comparison, 79.9 percent of the county's rentals are affordable to low and moderate income households. The Corridor has a substantial supply of affordable rentals.

Notwithstanding, based on COAH calculations, opportunities exist to provide 557 new affordable housing units in the Corridor. Providing these housing units will help meet a need for affordable units in the Corridor and will stimulate the local construction industry.

One of the major affordable housing concerns is housing cost burdens for the elderly and extremely low and low income households (defined by the Federal Housing and Urban Development Agency) living in the Corridor. Substantial housing cost burdens are experienced by these household types. Concerns are raised for providing adequate temporary and permanent housing for the homeless.

Programs must be developed at the municipal and county levels to address the affordable housing needs of the Corridor. State and federal financial assistance is paramount if affordable housing is to be provided in the Corridor. Innovative programs must be developed and implemented to address the housing affordability issues of the Corridor. Private sector must participate and become part of the solution.

(d) Recommendations

In order to address the housing issues facing the Corridor, specific goals and actions have been identified. Table 23 provides a summary of the Corridor housing goals and actions and identifies the public and private sector entities responsible for taking the lead and implementing the goals and actions. Public sector implementors include municipal, county and state levels of government. Private sector consists principally of private developers. The table also provides a time frame for implementing the goals and actions. Implementation terms are:

1. Short term which is zero to one year, requiring the least amount of research, planning and preparation to implement;
2. Intermediate term which is two to four years, requiring moderate amounts of research, planning and preparation to implement; and
3. Long term which is five or more years, requiring considerable amount of research, planning and preparation and/or a continuum of initiatives to implement.

Table 23 - Route 130/Delaware River Corridor
Housing Goals/Actions

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>		
	<u>PUBLIC</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>		
	<u>COUNTY</u>	<u>STATE</u>					
	<u>MUNIC.</u>						
<u>ACTIONS:</u>							
1. Balance housing needs without destroying the character and quality of existing neighborhoods and communities.	L	X	X	+	+	+	
2. Balance housing needs with the ability of communities to meet increased demands for municipal services, based on a buildout/capacity analysis of Corridor to project populations, service demands and fiscal impacts.	L	X ¹	X	+	+	+	
3. Balance housing needs with the goals and actions of the other five areas of concern: Economic Development; Open Space/Recreation/Environment; Transportation and Circulation; Utilities and Infrastructure; and Community Services.	X	L	X	+	+	+	

¹ County performs buildout/capacity analysis for Corridor municipalities.

Table 23 continued

<u>GOAL/ACTION</u>	<u>MUNIC.</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>		
		<u>PUBLIC</u>	<u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
<u>GOAL B:</u> Encourage the production of new housing units to ease the tight supply of housing in certain communities in the Corridor without sacrificing the "small town" character of the communities.								
<u>ACTIONS:</u>								
1. Identify desirable qualities of the neighborhoods and communities that are to be retained and enhanced in the Corridor and incorporate them into local master plans, zoning ordinances and redevelopment plans.	L					+		
2. Construct new housing units on undeveloped land to meet demands of various segments of the housing market, i.e., single family, elderly, etc.	X				L		+	
3. Redevelop obsolete, vacant and/or underutilized commercial sites located in Target Areas along Route 130 as new housing in the form of compact development, with mixed commercial and governmental uses, and, where appropriate, light industrial uses.	L	X		X	X		+	
4. Redevelop obsolete, vacant and/or underutilized industrial sites located in Target Areas as new housing in the form of compact development, with mixed commercial, office and governmental uses, and, where appropriate, light industrial uses.	L	X		X	X		+	

Table 23 continued

<u>GOAL/ACTION</u>	<u>MUNIC.</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>		
		<u>PUBLIC</u>	<u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
<u>GOAL C:</u> Encourage the provision of new rental housing units in communities which have substantially lower shares of rental housing relative to the rest of the Corridor by integrating such rental housing into the single family residential character of these communities.								
<u>ACTIONS:</u>								
1. Construct new rental housing in Target Areas, redeveloping distressed and vacant commercial sites as set forth in Goal B before constructing new rental units on undeveloped sites.	L	X		X	X		+	
a. Inventory vacant, abandoned and underutilized commercial sites.								
b. Rank commercial sites for residential adaptability and suitability.								
c. Identify high ranking sites for residential redevelopment.								
d. Municipalities prepare and formally adopt redevelopment area preliminary investigations and redevelopment plans and establish municipal redevelopment entities.								
e. Modify local master plans and zoning ordinances, setting forth creative planning and zoning to encourage such residential redevelopment.								
f. Form alliances with public and private sectors to provide new rental housing.								

Table 23 continued

<u>GOAL/ACTION</u>	<u>MUNIC.</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>		
		<u>PUBLIC</u>	<u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
<u>GOAL D:</u> Encourage the upgrade, improvement and rehabilitation of existing older and/or deteriorated housing stock throughout the Corridor.								
<u>ACTIONS:</u>								
1. Inventory deteriorated units in the Corridor.	L	X				+		
2. Access existing state and federal financial assistance programs designed for rehabilitating deteriorated units.	L				X	+	+	
3. Establish supplementary financial assistance programs for rehabilitating deteriorated units, bringing together public and private sectors.	X	L		X	X	+	+	
4. Establish a county regional contribution agreement program to administer the rehabilitation of deteriorated units occupied by low and moderate income households, using the Corridor for a pilot program.		L		X			+	
a. Amend state regulations, as necessary, to provide for a county RCA program.								
b. Establish the county Office of Community Development as the administrator of the program.								
5. Form alliances with public and private sectors to rehabilitate deteriorated units.	L	X		X	X		+	

Table 23 continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>		
	<u>PUBLIC</u>	<u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
		<u>MUNIC.</u>					
<u>GOAL E:</u> Encourage the elimination of illegal conversions of single and two family dwellings into apartments, particularly in the older riverfront communities.							
<u>ACTIONS:</u>							
1. Inventory illegal apartment conversions.		L			+		
2. Enforce elimination of illegal conversions.		L			+	+	
<u>GOAL F:</u> Encourage the provision of affordable housing for existing households that experience cost and severe cost burdens and for present and prospective low and moderate income households in the Corridor communities.							
<u>ACTIONS:</u>							
1. Prepare and implement housing plans that address N.J. Council of Affordable Housing obligations calculated for Corridor municipalities: total deficit of 854 units consisting of 297 rehabilitation units and 557 new inclusionary units.		L			+		
2. Develop programs to ensure that existing owner-occupied and rental units are safe, wholesome and code-compliant and to rehabilitate such units which have fallen into disrepair, as set forth in Goal D.	X				+	+	
3. Construct affordable units to meet the needs of:	X	X	X	L			+
a. Owner-occupancy market.							
b. Low income elderly individuals.							

Table 23 continued

<u>GOAL/ACTION</u>	<u>MUNIC.</u>	<u>IMPLEMENTATION BY SECTOR</u>			<u>IMPLEMENTATION TERM</u>			
		<u>PUBLIC</u>	<u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
c. Small and large related households.								
4. Locate affordable housing where jobs, goods and services, i.e., public transportation, personal services, medical services, etc., are easily accessible.	L				X	+	+	+
5. Form alliances with public and private sectors to create affordable housing in the Corridor.	L	X		X	X	+	+	+
6. Develop and implement an affordable housing marketing strategy for the Corridor.	X	L			X	+		
GOAL G: Encourage the provision of assisted housing for the Corridor's indigenous poor, homeless and threatened with homelessness; integrating such housing with a county-wide plan and program.								
1. Develop a comprehensive county-wide plan and program for meeting housing needs of these sub-populations, integrating the needs of the Corridor into the program.	X	L		X	X	+		
2. Strategically locate assisted housing facilities where needed most in the Corridor.	X	L		X	X		+	
3. Form alliances with public and private sectors to provide assisted housing facilities in the Corridor.	X	L		X	X	+	+	+

Table 23 continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>			
	<u>MUNIC.</u>	<u>PUBLIC</u>	<u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
<u>ACTIONS:</u>								
1. Develop a comprehensive county-wide plan and program for meeting housing needs of these sub-populations, integrating the needs of the Corridor into the program.	X	L		X	X	+		
2. Strategically locate supportive housing facilities where needed most in the Corridor.	X	L		X	X		+	
3. Form alliances with public and private sectors to provide supportive housing facilities in the Corridor.	X	L		X	X	+	+	+

Key:

X indicates Public and/or Private Sector involvement in implementing goals and actions.

L indicates Lead Public and/or Private Sector Entity for implementing goals and actions.

+ indicates term during which goals and actions are implemented, based on the following time periods:

Short Term = 0 to 1 year, requiring least amount of research, planning and preparation to implement;

Intermediate Term = 2 to 4 years, requiring moderate amounts of research, planning and preparation to implement; and

Long Term = 5 or more years, requiring considerable amounts of research, planning and preparation and/or a continuum of initiatives to implement.

4. Open Space and Recreation

Open space sustains and enhances the Corridor as a desirable place in which to live and work by protecting the quality of surface and groundwater resources, preserving natural, cultural and historical resources, shaping community character, providing land for outdoor recreation and performing other vital functions related to the welfare of the Corridor and its communities. Open space must be preserved in conjunction with development, not at the expense of it. Large contiguous parcels of land at key locations in the Corridor must be preserved without development. Open space preservation must address ways to restore open space in heavily developed areas and preserve open space in developing areas.

A fundamental goal of the Corridor Plan, which comports with the *Burlington County Open Space Preservation Program*, is to preserve critical environmental, cultural and scenic resources while maximizing low intensity passive recreational uses. The state and federal governments are responsible for broad passive levels of regionally significant recreation, i.e., preservation of large unique natural attributes and habitats like beaches, forests, etc. Municipalities are responsible for providing daily active recreation for local residents. Burlington County's responsibility for providing open space and recreational facilities is between the intense level of active recreation provided by municipalities and the broader, more passive levels provided by state and federal governments. The county's role is to provide for passive recreation as well as conservation. Active recreational facilities are ancillary to the primary passive recreational facilities provided by the county.

(a) Open Space/Recreation Needs Assessment

In Part One (Section VIII), an analysis of the Corridor community profile related to open space and outdoor recreation and an open space and recreation needs assessment were prepared. A range of the amount of land needed to satisfy the recreation land requirements was developed, based on two estimating methods, the "Balanced Land Use Concept" used by the New Jersey Department of Environmental Protection and the "Acres per Population" technique used by the National Park and Recreation Association (NPARA). Table 24 summarizes the findings of the needs assessment.

Table 24 indicates that the Corridor as a whole has a surplus of recreational lands which ranges from 792.2 acres to 1,146.2 acres. Of the twelve communities half have some degree of a deficit, including Beverly, Cinnaminson, Delanco, Edgewater Park, Riverton and Willingboro. Of the six communities Beverly, Delanco and Edgewater Park have a deficit according to both methods. No assessment could be made for Palmyra due to a lack of information.

On a Corridor-wide basis, approximately 11,909 acres remain developable of which some could be devoted to open space and recreation. Notwithstanding, finding candidate parcels of land for open space and recreation purposes will be difficult in Beverly and Riverton because these communities are almost completely developed. Emphasis should be placed on improving, enhancing and upgrading existing facilities in these two municipalities. Opportunities for increasing open space and recreational facilities exist in the other Corridor communities.

Depending upon the method used, Cinnaminson has a slight deficiency (4.6 acres) or a slight surplus (18.7) acres. Cinnaminson has the opportunity to increase its supply of open space by preserving lands along the Delaware River for the creation of a waterfront park which is part of the Delaware River Heritage Trail, a National Parks Service regional project discussed *infra*.

Delanco's deficit ranges between 30.2 acres and 25.9 acres. Delanco has the opportunity to increase its open space and recreation lands by preserving Hawk Island, Pennington Farm (a county initiative) and a portion of the Russ Farm age-restricted development (a private sector project which is anticipated to come before the local planning board).

Table 24 - Open Space/Recreation Needs Assessment
Route 130/Delaware River Corridor, 1998
(acres)

<u>Municipality</u>	<u>Range of Surplus/(Deficit)</u>
Beverly	(23.9) - (5.9)
Burlington City	487.4 - 539.4
Burlington Township	122.5 - 217.5
Cinnaminson	(4.6) - 18.7
Delanco	(30.2) - (25.9)
Delran	242.0 - 270.1
Edgewater Park	(36.4) - (7.2)
Florence	16.5 - 70.1
Palmyra	Unknown - Lack of Information
Riverside	37.1 - 94.3
Riverton	(13.8) - 2.4
Willingboro	(80.9) - 159.3
Corridor	792.2 - 1,146.2

Edgewater Park's deficit ranges between 36.4 acres and 7.2 acres. Edgewater Park has a substantial amount of undeveloped land, 542 acres, remaining in the township. Edgewater Park has the opportunity to require the provision of open space and recreation lands as part of development applications. The township's zoning ordinances must be revised to provide for such requirements.

Based on NPARA standards, Willingboro has a deficit of 80.9 acres. Conversely, Willingboro has a surplus of 159.3 acres according to the "Balanced Land Use Concept." Although the township is mostly developed, Willingboro has the opportunity to increase its open space and recreational facilities through the inclusion of open space and recreation components in the redevelopment of its Route 130 highway frontage, i.e., Willingboro Plaza redeveloped as a "Town Center" with a formal park and open space.

Opportunities to increase the open space and recreational facilities exist in the communities with surpluses. Burlington Township satisfies both methods for estimating open space and recreation land needs. The township has a substantial amount of undeveloped land (2,493 acres) which is under tremendous development pressures. Opportunities to increase the supply exist by requiring open space and recreational facilities be part of residential development. The numerous stream corridors that flow through Burlington Township should be preserved, thus, increasing the amount of open space.

Delran satisfies both methods for estimating open space and recreation land needs. Opportunities to further expand the township's open space/recreation lands exist primarily in the southern portion of the community where undeveloped parcels still remain. An option available to Delran to increase the supply of open space and recreation lands is to require certain percentages of land be preserved as part of land development applications. Zoning ordinances must be revisited and revised to ensure open space is preserved as part of development applications. Amico Island, which is on the Delaware River, is another example of undeveloped land that could be preserved as part of a residential development application.

Florence Township satisfies both open space/recreation measures. Notwithstanding, Florence has the opportunity to increase the township's open space and recreation facilities as part of new development as it occurs. As Florence is anticipated to continue growing, so are the needs placed on the township's open space and recreation system. Consideration should be given to requiring open space set aside as part of residential development in the township. Open space and recreational facilities should be linked as the township grows.

The opportunities to increase open space and recreational facilities in Riverside are somewhat limited because the township is almost fully developed. In view of the limited amount of vacant land in the township, the redevelopment of the "Golden Triangle" represents an opportunity to increase the supply by creating a park with amenities along the Rancocas Creek.

Burlington City has a substantial amount of open space ranging from 487.4 to 539.4 acres, most of which is represented by the 400-acre Burlington Island. Within the developed areas of the city opportunities to increase the supply are limited. In these areas the focus should be on rehabilitating existing parks and recreational facilities. In the less developed eastern portion of the city along the Assiscunk Creek, opportunities exist by requiring open space and recreational facilities as part of residential development. Zoning ordinances must be revisited and revised to make such requirements.

Palmyra must update its information on open space and recreation in order for a needs assessment to be prepared.

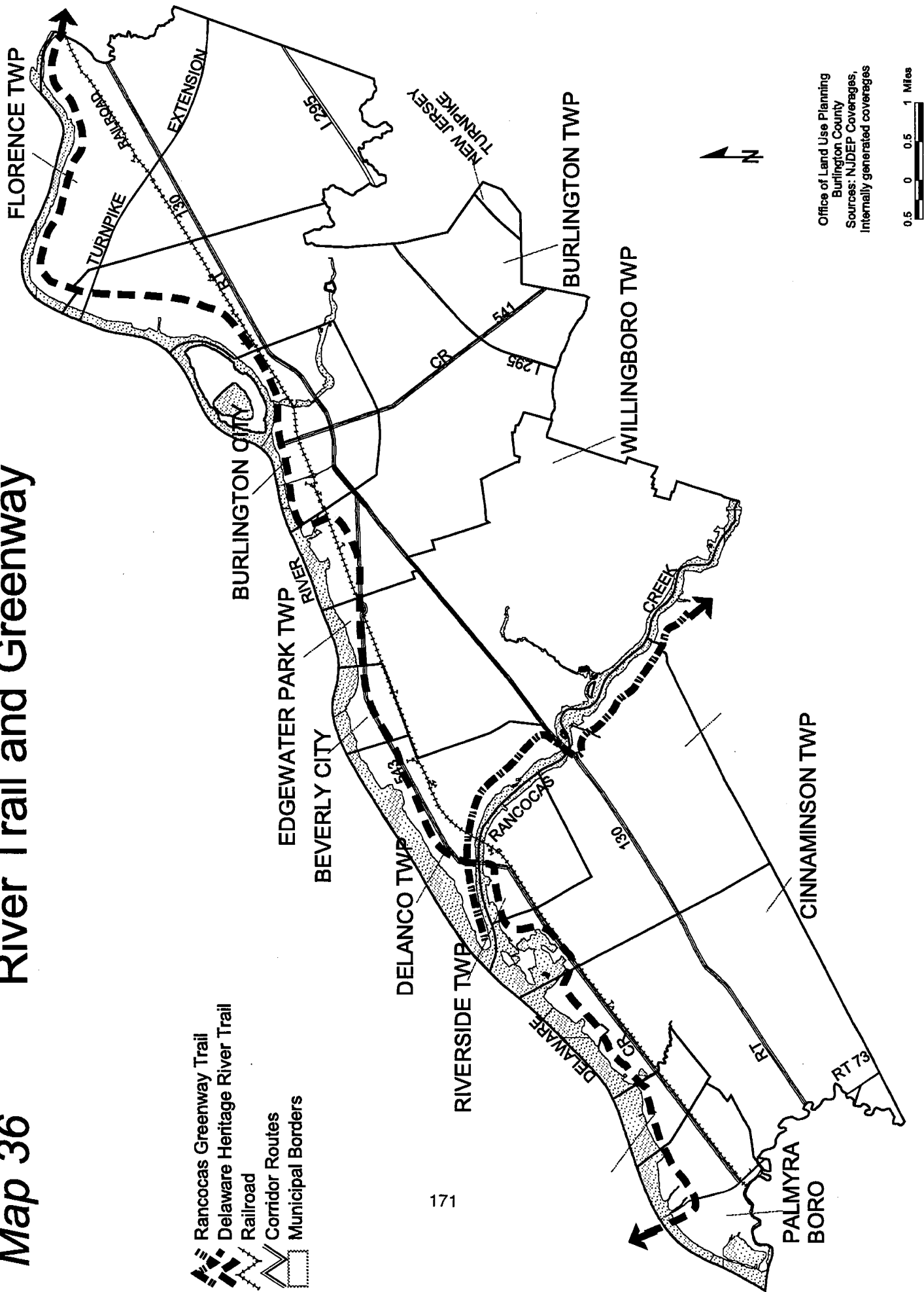
(b) Current Open Space and Outdoor Recreation Projects and Programs

Part One provided a comprehensive discussion about the open space and outdoor recreation project and programs currently underway in the Corridor. The following is a synopsis of those projects and programs:

1. Delaware River Heritage Trail Project -- Initiated by the National Park Service, this project involves the creation of a looped trail extending along the Delaware River from Trenton to Palmyra in New Jersey, across the Tacony-Palmyra Bridge to Pennsylvania, from Tacony to Morrisville, and back to Trenton via the Calhoun Street Bridges. The trail will connect waterfront parks, promenades, canal towpaths, dike trails, etc. and will provide access to the waterfront and views of the river. The trail is intended to provide an interpretation of the heritage of the Delaware River and the communities that sprang up along the riverfront. The Corridor has the opportunity to invest in the Delaware River Heritage Trail Project (Map 36) by incorporating the following components and features (Map 37):

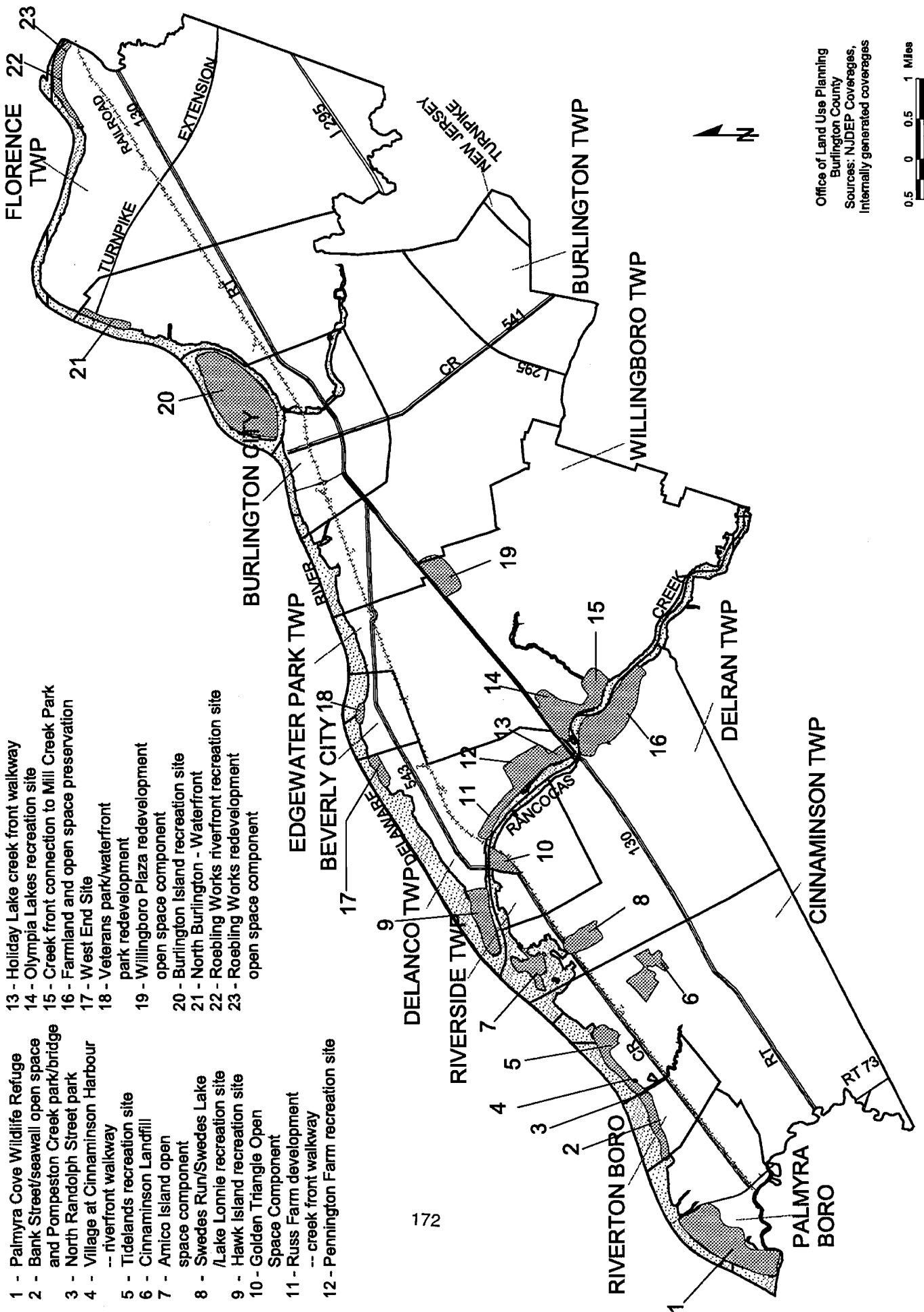
- a. Palmyra Cove Project in Palmyra Borough (No. 1) -- The creation of a 350-acre passive recreation facility and environmental center on Burlington County Bridge Commission lands and land under control by the NJDEP Bureau of Tidelands Management (BOTM) at the confluence of the Delaware River and the Pennsauken Creek.

Map 36 River Trail and Greenway



Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
Internally generated coverages

Map 37 Major Open Space/ Recreation Opportunities



Office of Land Use Planning
Burlington County
Sources: NJDEP Coverages,
Internally generated coverages

b. Cinnaminson Riverfront in Cinnaminson Township (Nos. 3, 4 & 5) -- Three major projects with the potential to enhance the riverfront and provide a link of the trail: The first project is the preservation of a 13-acre parcel (No. 3) on North Randolph Avenue controlled by BOTM. This parcel should be preserved in its natural state with public access to the river. Cinnaminson Township should enter into a long term management agreement with BOTM to preserve this parcel. The second project also involves the preservation of parcel of land controlled by BOTM. It is a 19-acre parcel (No. 5) with access from Inman Road adjacent to the Taylor Wildlife Preserve. The township should enter into a management agreement with BOTM to create a waterfront park with public access. The third project is the private residential development proposed on a 100-acre parcel of land between the two foregoing parcels (No. 4). The private development should provide for continuous public access to the waterfront via the Delaware River Heritage Trail connecting the 13-acre and 19-acre parcels.

c. Hawk Island in Delanco Township (No. 9) -- The preservation this 118-acre undeveloped wilderness peninsula located at the confluence of the Delaware River and the Rancocas Creek: Half of the peninsula is owned by the State of New Jersey, and the other half is privately held. Efforts should be made to preserve the entire peninsula in its natural state and provide public access to the waterfront.

d. Other Capital Improvements -- Planned improvements include pedestrian bridges across the Pompeston Creek in Riverton Borough and Cinnaminson Township and the Bellevue Creek on the Hoganeas property in Cinnaminson Township.

e. Trail Planning -- Currently, the trail is being planned by eleven of the Corridor communities; Willingboro is not part of the trail because it does not have frontage along the Delaware River.

2. Rancocas Greenway Project -- Initiated in April 1993 by the county in conjunction with the Rancocas Conservancy, a 501(c)(3) non-profit organization, this project (Map 36) involves the formation of a greenway along the Rancocas Creek for the purposes of preserving open space adjacent to the creek, protecting the sensitive environment of the creek and waterway, providing specific areas dedicated to appropriate active land and water related recreation uses and providing public access to the creek for appropriate passive recreation uses. Within the Corridor, the following parcels of land are key components for the creation and preservation of the Rancocas Greenway (Map 37):

a. Hawk Island in Delanco Township (No. 9) -- This 118-acre environmental feature is crucial to both the Delaware River Heritage Trail and the Rancocas Greenway. It is briefly discussed above and in more detail in Part One, Section VIII.B.5.

b. "Golden Triangle" in Riverside Township (No. 10) -- Approximately one-third of the "Golden Triangle," a 20-acre parcel of land formerly used for heavy industry on the Rancocas Creek, can be redeveloped as a passive recreation park which would become a key amenity for rest of the parcel, as well as the township. The township is in the process of preparing a redevelopment plan, pursuant to N.J.A.C. 40A:12A-1 et seq., to establish the concept for reusing the parcel as a mixed residential-commercial-recreational development. In addition, the township is seeking private developers with which to partner for the redevelopment of the "Golden Triangle."

c. Russ Farm in Delanco Township (No. 11) -- A 60-acre farm identified in 1990 by the county for potential open space acquisition: The farm was not acquired by the county and

remains privately held. Current plans call for developing approximately two-thirds of farm as an age-restricted housing development and preserving approximately one-third along the Rancocas Creek. Opportunities exist to integrate the development and preservation of the farm into the Rancocas Creek Greenway.

d. Pennington Farm in Delanco Township (No. 12) -- Burlington County is in the process of acquiring the Pennington Farm, 133 acres located along the Rancocas Creek, for open space purposes. Opportunities exist to integrate the farm in the greenway project and provide various forms of recreational activities on the parcel.

e. Holiday Lakes in Delanco Township (No. 13) -- The county is discussing with Trinity Resources Inc., owner of Holiday Lakes, the possibility of acquiring a conservation and access easement along the parcel's creek frontage. The owner plans to develop the site as a Christian worship and education center.

f. Willingboro Lakes (formerly known as Olympia Lakes) in Willingboro Township (No. 14) -- This 105-acre parcel of undeveloped land on the Rancocas Creek and Route 130 has been acquired and preserved through a creative and cooperative public-private partnership executed by the land owner, Matrix Development Group, Inc., Willingboro Township and Burlington County. The parcel has two lakes (30 acres and 19 acres, respectively), access to the Rancocas Creek, wooded areas and open meadow. The township is in the process of planning recreational facilities and activities for the site.

3. Lower Delaware River Wild and Scenic Project -- This project was initiated by Congress in 1992 authorizing the development of a conservation plan for the segment of the Delaware River between Washington Crossing in Mercer County and the Rancocas Creek. This action was taken in conjunction with Congress' authorization of a study of the Lower Delaware River between the Delaware Water Gap National Recreational Area to Washington Crossing for inclusion in the nation's Wild and Scenic River system.

In August 1977 the *Lower Delaware River Management Plan (LDRMP)* was published by the Lower Delaware River Wild and Scenic River Study Task Force with the assistance of the National Park Service. The *LDRMP* sets forth a vision for the wise management and use of the land and water in the river corridor to achieve protection of valuable natural, historic and cultural resources and proposes specific actions that can be taken by local, state and federal governmental entities, property owners and organization in the corridor to protect the river and its resources.

Since the federal project ends at the Rancocas Creek, the *LDRMP* includes the following Corridor municipalities: Beverly City; Burlington City; Burlington Township; Delanco Township; Edgewater Park Township; and Florence Township. The goals and recommendations of the *LDRMP* are general enough so that they can be applied to the remaining Corridor communities fronting along the Delaware River. Willingboro Township is excluded because it does not border the river.

(c) Major Open Space and Recreation Opportunities

Based on the analysis of the Corridor, 23 locations are identified as having opportunities for open space and recreation which are shown on Map 37 and described in Table 25. Most of the opportunities exist on undeveloped parcels of land. Some of the opportunities are a component of a development scenario, i.e., a housing development, and others are a component of the redevelopment of former industrial and commercial sites. Table 25 identifies each opportunity by one of the following development categories: preservation, new development, and redevelopment; by *SDRP* Planning Area, Town Center and Node; and by Corridor Target Area and Project.

Table 25 - Major Open Space and Recreation Opportunities
Route 130/Delaware River Corridor, 1998

<u>No.</u>	<u>Description of Opportunity</u>	<u>Planning Area</u>	<u>Town Center</u>	<u>Node No.</u>	<u>Target Area/ Project</u>
1	Palmyra Cove Wildlife Refuge (Palmyra Borough) -- 350-acre passive recreation and environmental education center at the confluence of the Delaware River and the Pennsauken Creek. Burlington County Bridge Commission has taken lead. -- Preservation	PA1	--	--	TA-10
2	Bank Street/Seawall Open Space (Riverton Borough) -- Enhancement of Bank Street open space area and preservation of deteriorating seawall, which is privately owned, to protect open space area in Riverton Borough. No lead entity. -- Redevelopment	PA1	PRER	--	--
3	North Randolph Street (Cinnaminson Township) -- 13-acre parcel owned by the NJDEP Bureau of Tidelands Management (BOTM) which has the potential to be a passive waterfront park and part of the Delaware River Heritage Trail. Cinnaminson has taken the lead to develop a management agreement with BOTM to create and manage park. -- Preservation	PA1	PRER	--	--
4	Village at Cinnaminson Harbor (Crestmont), riverfront walkway (Cinnaminson Township) -- 100-acre+ parcel of land planned for residential development. Area fronting along Delaware River should be incorporated into the Delaware River Heritage Trail and Opportunity Nos. 3 and 5. Project is in the design stage. Developer should take lead with Cinnaminson requiring walkway. -- Development	PA1	PRER	--	--

Table 25 continued

<u>No.</u>	<u>Description of Opportunity</u>	<u>Planning Area</u>	<u>Town Center</u>	<u>Node No.</u>	<u>Target Area/ Project</u>
5	Tidelands Recreation Site (Cinnaminson Township) -- 19-acre parcel owned by BOTM which has the potential to be a passive waterfront park and part of the Delaware River Heritage Trail. Cinnaminson has taken the lead to develop a management agreement with BOTM to create and manage the park. -- Preservation	PA1	--	--	--
6	Cinnaminson Landfill (Cinnaminson Township) -- 100-acre landfill closed to dumping has the potential to become a recreational facility. No lead entity. -- Redevelopment	PA1	--	13	--
7	Amico Island Open Space Component (Delran Township) -- 50-acre± peninsula (excluding riparian rights) which is a sand and gravel mine has the potential to be developed as up-scale housing with an open space component that provides provides public access to the Delaware River. No lead entity. -- Development	PA1	--	12	TA-8
8	Swedes Run/Swedes Lake/Lake Lonnie Recreation Site (Delran Township) -- Opportunity to connect the three facilities and to improve and enhance them. Lake Lonnie has deteriorated significantly and should be redeveloped as a recreational facility. No lead entity. -- Preservation/Redevelopment	PA1	--	--	--
9	Hawk Island Recreation Site (Delanco Township) -- 100-acre peninsula which has the potential to be preserved in its natural state with public access to the Delaware River and Rancocas Creek. It can be made part of the Delaware River Heritage Trail. Delanco has initiated studies of the site; an acquisition plan must be developed. -- Preservation	PA1	BDEP	--	--

Table 25 continued

<u>No.</u>	<u>Description of Opportunity</u>	<u>Planning Area</u>	<u>Town Center</u>	<u>Node No.</u>	<u>Target Area/ Project</u>
10	Golden Triangle Open Space Component (Riverside Township) -- 20-acre+ former heavy industrial site located on the Rancocas Creek has the potential to be redeveloped as a mixed use residential/commercial/recreational project. The area along the creek has the potential to be developed into a passive recreation park with access to the creek. Riverside is in the process of preparing a redevelopment plan for the site.-- Redevelopment	PA1	RC	--	TA-7 & TP-5
11	Russ Farm Development, Creek Front Walkway (Delanco Township) -- This 60-acre farm is being planned for an age-restricted development with an open space component along the Rancocas Creek. This project will be integrated into the Rancocas Greenway. Developer and Delanco should continue working toward preserving the creek front walkway. -- Development	PA1	--	--	--
12	Pennington Farm Recreation Site (Delanco Township) -- 133-acre farm which is currently in the process of being acquired by Burlington County for open space purposes. -- Preservation	PA1	--	--	--
13	Holiday Lakes, Creek Front Walkway (Delanco Township) -- Provision of a conservation and access easement traversing the Holiday Lakes parcel along the Rancocas Creek. Burlington County has taken the lead in discussing the possibility of purchasing the easement. -- Preservation	PA1	--	--	TA-6
14	Willingboro Lakes (formerly Olympia Lakes) Recreation Site (Willingboro Township) -- Preservation of 105-acre parcel partly on the Rancocas Creek completed. Planning for the facility is underway by Willingboro. -- Preservation	PA1	--	--	TA-6

Table 25 continued

<u>No.</u>	<u>Description of Opportunity</u>	<u>Planning Area</u>	<u>Town Center</u>	<u>Node No.</u>	<u>Target Area/Project</u>
15	Rancocas Creek Front Connection to Mill Creek Park (Willingboro Township) -- Provision of a pedestrian path from Rancocas Creek to Mill Creek Park. No lead entity. -- Preservation/Redevelopment	PA1	--	--	--
16	Farmland and Open Space Preservation (Delran Township) -- Preservation of various farms and wooded lands along the Rancocas Creek, totalling 200 acres+. Some of the parcels can provide open space preservation as components of development, when they provide access to the Rancocas Creek and preserve open space that contributes toward expanding the Rancocas Greenway. No lead entity -- Preservation and/or Development	PA1	--	--	--
17	West End Site (Delanco Township) -- Preservation and enhancement of the West End site as a passive recreation park. No lead entity. -- Preservation	PA1	BDEP	--	--
18	Veterans Park/Waterfront (Beverly City) -- Expansion and redevelopment of Veterans Park and waterfront as a passive recreation facility. The area has declined and needs to be rejuvenated. Beverly is in the process of planning the redevelopment of this area. -- Redevelopment	PA1	BDEP	--	TAL-1
19	Willingboro Plaza Redevelopment (Willingboro Township) -- Redevelopment of 57-acre site formerly used as a commercial shopping center now defunct. The opportunity exists to redevelop the site with a formal passive park in the new town center and preservation of open space around the site. Developer with assistance of Willingboro and the county is planning the redevelopment of the site. -- Redevelopment	PA1	WEP	8	TA-6 & TP-4

Table 25 continued

<u>No.</u>	<u>Description of Opportunity</u>	<u>Planning Area</u>	<u>Town Center</u>	<u>Node No.</u>	<u>Target Area/Project</u>
20	Burlington Island Recreation Site (Burlington City) -- A true island which occupies 300 acres± in the Delaware has the potential to be developed as a golf course and other outdoor commercial recreational facilities with public access to the riverfront. Developer is in process of planning for the island. -- Development/Preservation	PA1	--	4	TA-4 & TP-3
21	North Burlington Waterfront (Burlington Township) -- Preservation of a stretch of waterfront lands which are wooded and provide access to the river. No lead entity. -- Preservation	PA2	--	2	TA-2 & TP-2
22	Roebing Works Riverfront Recreation Site (Florence Township) -- Reclaim the slag dump area of the Roebing Steel Mill Superfund Site and develop a riverfront park. US Environmental Protection Agency (USEPA) has taken the lead. -- Redevelopment/Preservation	PA2	FR	1	TA-1 & TP-1
23	Roebing Works Redevelopment, Open Space Component (Florence Township) -- Provision of open space along the Delaware River as a component of the clean-up and redevelopment of the Roebing Steel Mill Superfund Site. Florence and the county are working with the USEPA and private developers to plan for the redevelopment of the site. -- Redevelopment	PA2	FR	1	TA-1 & TP-1

Key:Planning Areas:

PA1 = Metropolitan Planning Area
PA2 = Suburban Planning Area

Town Centers:

BDEP = Beverly-Delanco-Edgewater
B = Burlington
FR = Florence-Roebing
PRER = Palmyra-Riverton-East Riverton
RC = Riverside-Cambridge
WEP = Willingboro-Edgewater Park

Table 25 continued

Key:

Node Nos.:

1. Commercial/Services Redevelopment
2. Industrial Complex
3. Resource Recovery/Industrial Complex with Agricultural Buffer
4. Commercial/Recreational/Services/Entertainment Complex
5. Industrial Complex
6. Linear Commercial/Services Redevelopment
7. Commercial/Industrial Complex
8. Linear Commercial/Services/Industrial/Residential Redevelopment
9. Industrial Complex
10. Industrial Complex
11. Linear Commercial/Services Redevelopment
12. Marina Complex
13. Industrial Complex
14. Commercial/Services/Residential Redevelopment

Target Areas:

Corridor-Wide Significance:

- TA-1 Roebling Village and Steel Mill Site
- TA-2 Food Distribution Center Site and Route 130 Area
- TA-3 Route 130 Highway Commercial Area and Route 413 Link to Burlington-Bristol Bridge
- TA-4 Waterfront and Downtown Business District
- TA-5 CR 541 and I-295 Interchange Area
- TA-6 Route 130 Highway Frontage
- TA-7 Waterfront and Downtown Business District
- TA-8 Marina District
- TA-9 Route 130 Frontage
- TA-10 Route 73 Frontage and Link to Tacony-Palmyra Bridge

Table 25 continued

<u>Target Areas:</u>	
Local Significance:	
TAL-1 Cooper Street	
TAL-2 Waterfront and Business District	
TAL-3 Burlington Avenue	
TAL-4 Broad Street	
<u>Target Projects:</u>	
TP-1 Roebing Steel Mill Superfund Site	
TP-2 Food Distribution Center	
TP-3 Burlington Island	
TP-4 Willingboro Plaza	
TP-5 "Golden Triangle"	

(d) Historic Districts and Sites

The Corridor communities, having developed along the Delaware River which served as one of the major gateways into county, are among the oldest in Burlington County and present a rich mosaic of historic development patterns and architecture. There are over 45 specific historic sites (identified in Table 86 of Part One) including seven historic districts in the Corridor.

Although historic districts and sites may not be classified as open space or recreational sites, they may be incorporated within a park and, whether in a park setting, often serve as destinations for individual and family outdoor recreational trips. Historic districts and sites contribute toward the uniqueness of the Corridor and the quality of life in the Corridor. Based on the significance and importance historic districts and sites have in the Corridor, it is paramount that these precious resources be preserved, protected and enhanced. To that end, municipalities must identify their historic resources in addition to those listed in Part One and establish historic districts and historic preservation plan element pursuant to N.J.S.A. 40:55D-1 et seq., or, if a district exists, reexamine the plan element for improvement and/or expansion of the district. Funding sources for improving the districts and sites must be identified; funds must be secured.

(e) Recommendations

The foregoing subsection identified major open space and recreation opportunities in the Corridor. These opportunities have Corridor-wide importance because they are unique in character, setting, location and environmental quality. Essentially, these major opportunities help define the first leverage point for the Corridor -- the Corridor's waterfront which consists of the Delaware River, the Rancocas Creek and other streams and bodies of water. In order to maintain and enhance the quality of life in the Corridor, preservation and enhancement of these environmental features must be executed.

This Plan recognizes that there are numerous open space and recreation opportunities of a more local scale and importance in addition to the major opportunities identified above. The Plan recommends each Corridor municipality revisit and update their recreation and conservation plan elements to identify local open space and recreation opportunities and develop a plan for their preservation.

Based on the needs assessment, current open space and outdoor recreation projects and programs, major open space and recreation opportunities, the need to identify local open space and recreation opportunities and the importance of preserving and enhancing the Corridor's historic resources, the Plan sets forth the following open space and recreation recommendations for the Corridor in Table 26. Specific goals and actions are recommended. Implementors are identified by public and private sectors. The public sector includes municipality, county and state entities. Lead entities are identified. Three implementation terms are identified: short term which ranges from 0 to 1 year and requires least amount of research, planning and preparation to implement; intermediate term which ranges from 2 to 4 years and requires moderate amounts of research, planning and preparation to implement; and long term is 5 or more years and requires considerable amounts of research, planning and preparation and/or a continuum of initiative to implement.

Table 26 - Route 130/Delaware River Corridor
Open Space and Recreation Goals/Actions

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>		
	<u>MUNIC.</u>	<u>PUBLIC</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>	
	<u>COUNTY</u>	<u>STATE</u>					
<u>ACTIONS</u>							
GOAL A: Encourage the provision of adequate <u>usable</u> open space and recreational facilities to meet the needs of existing and future populations.							
1. Reexamine master plans to ensure that the area (in acres) required for the long term open space needs is based on the Balanced Land Use Method as outlined in NJDEP's 1994 Open Space and Outdoor Recreation Plan.	L			+			
2. Reexamine master plans to identify the facilities (courts, fields, etc.) required to satisfy the active recreation needs based on National Recreation and Parks Association guidelines.	L			+			
3. Develop subdivision and site plan ordinances that describe the facilities that are required to be provided and/or in-lieu of contributions to a trust fund to be made.	L			+			

Table 26 continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>		
	<u>PUBLIC</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>		
	<u>MUNIC.</u>	<u>COUNTY</u>	<u>STATE</u>				

GOAL B: Encourage the preservation of environmentally sensitive lands as open space to supplement the usable open space and recreational facilities identified in Goal A above.

ACTIONS

1. Reexamine master plans to ensure identification of wetlands, flood plains, steep slopes, open water and stream corridor protection/waterway buffers and any other environmentally sensitive areas in the municipality. Develop overlay zones to protect environmentally sensitive areas, to preserve viewsheds and to restrict inappropriate land uses.
2. Based on reexamination develop zoning ordinances that describe and map the overlay zone in a manner similar to conventional zoning. Flexibility in the overlay zone process is possible through variance requests or through site plan review.

+

X

L

+

X

L

Table 26 continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>			
	<u>MUNIC.</u>	<u>PUBLIC</u>	<u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
<u>ACTIONS</u>								
GOAL C: Encourage the upgrading, improvement and/or rehabilitation of older and/or deteriorated recreational facilities.								
1. Inventory existing recreational lands, facilities and equipment and determine which recreational lands, facilities and equipment that are inadequate or deteriorated and should be upgraded, improved or rehabilitated.	L	X				+		
2. Develop comprehensive maintenance and improvement plans to bring existing facilities up to standard and bring new facilities on line.	L	X				+		
3. Solicit partnerships and enter into agreements with local businesses and/or nonprofit organizations to provide for the maintenance, operation or improvement of a park or portion thereof in accordance with <u>N.J.S.A. 40:12-20</u> , the "adopt a park statue."	L				+		+	
4. Develop a capital improvement program when it is determined that partnerships are insufficient or nonexistent.	L	X					+	

Table 26 continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>			
	<u>PUBLIC</u>	<u>COUNTY</u>	<u>MUNIC.</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
<u>GOAL D: Encourage the development of commercial/private recreational facilities.</u>								
<u>ACTIONS</u>								
1. Determine what commercial/private recreational facilities will serve to preserve open space and/or provide needed recreational opportunities for the surrounding communities.			L		X	+		
2. Identify where such facilities may be located, ensure that such uses in that location are compatible with the Master Plan and zoning ordinances.			L		X	+		
3. Seek out providers of such services as may be deemed desirable.			L		X		+	
<u>GOAL E: Encourage the preservation and adaptive reuse of historic buildings, structures and landscapes.</u>								
<u>ACTIONS</u>								
1. Identify vacant and/or underutilized historic buildings and structures that contribute to the community's sense of place.			L	X		+		

Table 26 continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>			<u>IMPLEMENTATION TERM</u>		
	<u>MUNIC.</u>	<u>PUBLIC</u> <u>COUNTY</u>	<u>STATE</u> <u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
2. Identify potential uses and/or adaptive reuses for those sites identified in 1 above, that would continue to maintain the building's facade and general streetscape, i.e., the conversion of industrial loft buildings to apartments especially to satisfy affordable housing obligations and/or to provide age restricted housing including assisted living facilities. This should be done in conjunction with the Housing Goals/Actions, Goal B and Economic Goals/Actions, Goals C and L.	L		X		+	
3. Identify those short falls in land uses that provide the desirable ratable mix and match to potential uses identified in 2 above.	L		X		+	
4. Identify those existing historic landscapes (with or without buildings) that contribute to the rural character or the sense of place of the community.	L	X			+	
5. Reexamine the master plan to determine whether the existing historic preservation element is sufficient to accomplish the desired historic preservation and reuse goals and objectives for buildings, structures and landscapes.	L			+		
6. When appropriate adopt a comprehensive historic preservation element to the master plan that is sufficient to accomplish the desired historic preservation and reuse goals and objectives for buildings, structures and landscapes.	L			+		

Table 26 continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>			
	<u>MUNIC.</u>	<u>PUBLIC</u>	<u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
<u>ACTIONS</u>								
GOAL F: Review all farmland and open space preservation and recreation facility grant and loan funding sources available to municipalities from county, state and federal programs and determine the best way to maximize access to those funds.								
1. Estimate the cost to accomplish Goals A-C and determine the best method of ensuring steady funding to the municipality.	L	X					+	
2. Develop a funding source to provide for the acquisition, development, operation and maintenance of open space and public recreational sites.	L	X					+	
<u>ACTIONS</u>								
GOAL G: Become actively involved in the planning for and development of the National Park Service's Delaware River Heritage Trail (all municipalities except Willingboro).								
1. Adopt a resolution supporting the Trail as a multi-use pathway as close to the shores of the river as possible that will connect communities with parks, historic sites and natural assets.	L	X				+		
2. Develop a Trail Action Plan detailing descriptions of the proposed trail segments (by municipality) and an action agenda (by municipality) on what needs to happen, how it should be accomplished, who will be responsible, when it will happen and how much will it cost.	L						+	

Table 26 continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>			
	<u>MUNIC.</u>	<u>PUBLIC</u>	<u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
<u>GOAL H:</u> Become actively involved in the implementation of the <i>Lower Delaware River Management Plan</i> prepared by the Lower Delaware River Wild and Scenic River Study Task Force.								
<u>ACTION</u>								
1. Adopt a resolution that: recognizes the Delaware River for the many resources it provides; endorses the Management Plan as mechanism to enhance protection of the River and the benefit of forming partnerships for protection of the River; supports the plan; adopts the goals of the plan; recommends taking local actions to implement the goals of the plan; and endorses the inclusion of the river into the National Wild and Scenic River System (applies only to municipalities bordering on the Delaware River north of the confluence with Rancocas Creek.)	L	X				+		
<u>GOAL I:</u> Become actively involved in the implementation of the Rancocas Greenway Project.								
<u>ACTIONS</u>								
1. Municipalities with undeveloped land adjacent to the creek should consider adoption of a Riparian Corridor Conservation Ordinance that would be incorporated into existing zoning district regulations. This ordinance would ensure that sufficient riparian buffers are maintained by requiring development to be set back from floodplain and wetland areas by limiting the use and intensity of	L	X				+	+	

Table 26 continued

<u>GOAL/ACTION</u>	<u>IMPLEMENTATION BY SECTOR</u>				<u>IMPLEMENTATION TERM</u>		
	<u>PUBLIC</u>	<u>COUNTY</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>SHORT</u>	<u>INTER.</u>	<u>LONG</u>
	<u>MUNIC.</u>			<u>ACTIONS</u>			
activities within the corridor. The preservation of the riparian corridor could be accomplished with adoption of mandatory cluster development districts.							
2. Locate route of Rancocas Creek Trail and develop a Trail Action Plan detailing descriptions of the proposed trail segments (by municipality) and an action agenda (by municipality) on what needs to happen, how it should be accomplished, who will be responsible, when it will happen and how much will it cost.	L	X				+	
<u>GOAL J: Become a stakeholder in NJDEP's Watershed Management Program for Watershed Management Area 19.</u>							
<u>ACTION</u>							
1. Participate in or provide input to the Policy Advisory Group and/or the Technical Advisory Committee as required.	L	X	X		+	+	
<u>GOAL K: Encourage preservation of the major open space and recreation opportunity sites as shown in Map 37.</u>							
<u>ACTIONS</u>							
1. Where appropriate work with developers and NJDEP-Land Use Regulation to ensure the preservation and public access of waterfront areas.	L	X	X	X	+	+	+
2. Where appropriate maximize the acquisition and improvement of those sites using both public and private funding opportunities.	L	X	X	X	+	+	+

Table 26 continued

Key:

- X indicates Public and/or Private Sector involvement in implementing goals and actions.
- L indicates Lead Public and/or Private Sector Entity for implementing goals and actions.
- + indicates term during which goals and actions are implemented, based on the following time periods:
 - Short Term = 0 to 1 year, requiring least amount of research, planning and preparation to implement;
 - Intermediate Term = 2 to 4 years, requiring moderate amounts of research, planning and preparation to implement; and
 - Long Term = 5 or more years, requiring considerable amounts of research, planning and preparation and/or a continuum of initiatives to implement.

5. Utilities and Infrastructure

[RESERVED FOR FUTURE COMPLETION]

6. Community Services

[RESERVED FOR FUTURE COMPLETION]

E. IMPLEMENTATION AGENDA BY MUNICIPALITY AND COUNTY

The implementation agendas summarize the activities and initiatives necessary for Corridor municipalities and Burlington County to achieve the goals and strategies set forth in the preceding subsection, Recommendations, and provides a general time frame in which to implement the activities and initiatives. The agenda is presented in two parts: one for the Corridor municipalities, and the other is for Burlington County.

The Plan recognizes that implementation of the activities and initiatives depend upon three critical factors:

1. Financial resources of each local governmental entity -- The preparation and implementation of public planning documents, programs and designs, the acquisition of property for public purposes, the involvement of the public in construction activities for development and redevelopment, the creation of public financial incentives for private sector, and other public initiatives cost money. Corridor municipalities and the county have limited financial resources which are allocated primarily to deliver basic services for the maintenance and protection of the public health, safety, morals and general welfare and to provide state mandated services and programs. At the local level, little, if any, funding is available for discretionary projects and programs, i.e., housing rehabilitation programs, redevelopment projects, etc. Often times, when money is tight, municipalities eliminate discretionary projects and, depending upon the severity of financial restrictions, delay updating and revising their master plans, zoning ordinances and other planning documents. With regard to financial burdens in the Corridor, approximately one-quarter of the municipalities are among 25 percent of the most distressed municipalities of New Jersey (New Jersey Office of Management and Budget. "1996 Municipal Distress Index"). In order to manage limited financial resources and implement the recommended activities and initiatives, the municipalities and the county must develop innovative financing, develop public/private partnerships, share resources with other municipalities and the county, and aggressively apply for and obtain federal and state funding.
2. Global, national, state and regional economies -- The health and vitality of the local economy depends on how well the Philadelphia-Camden economy is doing and how well that regional economy is doing in New Jersey and Pennsylvania. In turn, the state and regional economies are dependent upon the health and vitality of the economy of the northeast region of the United States. The national economy and competition within the United States strongly affect the northeast region. Since the world economy has become a global economy, global changes, occurrences and competition affect the economy of the United States. The degree to which the global economy affects the United States depends upon the nation's position in the global economy. Clearly, these relationships demonstrate that macro-economic factors are beyond the control of the Corridor and the county and dictate the direction of the local economy. Major economic downturns in any one of the larger economies can have a chilling affect on the ability to implement many of the recommended activities and initiatives. Government alone does not drive the economy. Planning during the good times usually involves a game of "catch-up" with the economy; planning during difficult times is crucial for seizing the moment when the economy improves. The Corridor municipalities and the county must realize this, understand how they fit into the larger economies and take advantage of their assets and opportunities to capitalize on their position in those economies.
3. Passage of legislation to authorize and facilitate innovative activities and initiatives -- Several recommendations suggested for revitalizing the Corridor are innovative and progressive and require legislative authorization, i.e., the creation of a Corridor-wide redevelopment zone in which a portion of municipal property taxes are shared for redevelopment purposes and to which state funding is

directed to facilitate revitalization. Without state authorization these initiatives cannot be implemented. Passage of legislation based on innovation and progressive ideas is neither automatic nor guaranteed. It requires significant amounts of time and patience and, often times, compromise. Commitment to making legislative change is required at all levels of government, with local government taking the lead and helping build consensus for change.

For the activities and initiatives to be implemented successfully, the three critical factors may be working together or independently. An example of the factors functioning collectively is the creation of a Corridor-wide redevelopment zone in which local property tax revenues are shared among the municipalities for revitalization activities. Without legislative authorization the zone cannot be created nor taxes shared. Outside funding, public and/or private, must be infused into the zone to encourage redevelopment by creating incentives and making key public investments, i.e., improving the transportation infrastructure, in the Corridor. A healthy economy stimulates private sector interest in investing in the zone through redevelopment. An example of the factors functioning independently is a municipality acquiring and preserving a unique open space parcel crucial for the completion of the Rancocas Greenway in the Corridor. No special legislation is needed, nor is this action dependent upon the economy. Supplemental funding, i.e., state Green Acres funds, may be required for the municipality to execute the transaction.

From this discussion it is vital that the Corridor municipalities and the county understand the potential effects that these factors may have on the activities and initiatives chosen to be implemented so that obstacles are identified and a course for success is charted. Tantamount to this understanding is remembering patience, perseverance and commitment are needed to carry out the recommendations. It may require the economy to go through one or more cycles in order for revitalization to grab hold and make progress. Regardless, plans must be drawn and the foundation laid for any thing to happen. After all, it took approximately thirty years for the Corridor to decline. Revitalization will not happen overnight.

With that said, the implementation agendas identify eight categories of activities through which the recommendations can be implemented:

1. Land Use -- which involves the preparation and implementation of local planning documents and codes, i.e., master plans, zoning ordinances, redevelopment plans, design guides, etc.
2. Housing -- which involves the preparation and implementation of local housing plans and programs, addressing local affordable housing obligations determined by COAH, the adoption of local housing codes that prevent the deterioration of the housing stock, developing innovative plans and programs aimed at providing affordable, safe, code-compliant housing, and participating in other housing initiatives.
3. Economic Development -- which involves the preparation and implementation of local economic development plans, programs and initiatives coordinated throughout the Corridor, and working together to develop innovative plans, programs and approaches for stimulating economic development in the Corridor.
4. Transportation -- which involves the identification of local transportation needs, working with the state and the county to address those needs and the preparation and implementation of local circulation plans based on local needs and coordination with county and state initiatives.
5. Recreation and Open Space -- which involves the identification of local recreational and open space needs, the preparation and implementation of local recreation and open space plans based on those needs the fulfillment of those needs, and supporting and participating in regional recreational and open space initiatives.

6. Historic Preservation -- which involves, where warranted, the preparation and implementation of local historic preservation plans, including surveys of historic buildings and sites, and the adoption of historic districts and respective regulations.

7. Public Facilities and Services -- which involves the study of local facilities and services to ascertain their effectiveness based on present and projected local needs, and the preparation and implementation of plans and programs to improve local public facilities and services.

8. Intergovernmental Coordination -- which involves continued efforts among the twelve Corridor municipalities and the county to coordinate the implementation of the recommendations.

For each activity the recommended goals and actions set forth in Section V.D. are referenced by number. Specific initiatives are identified for each activity. A general time frame to accomplish each action is provided, with the caveat for which some actions may be strongly affected by the three critical factors forcing the time frame to be extended. Table 27 provides the implementation agenda for the Corridor municipalities, and Table 28 provides the agenda for Burlington County.

Table 27 - Implementation Agenda
Beverly City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Reexamine city master plan and update master plan to reconcile with reexamination and recently prepared redevelopment plan. <i>Economic Dev. Goals A.1, B.3, C.5, K.5, & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location No. 20 & T5 & L1</i>	City planning board reexamines and updates master plan designed to achieve foregoing goals and actions.	October 1998- December 1999
Complete phases II (downtown area) & III (waterfront) of the redevelopment plan. <i>Economic Dev. Goals B.3, C.4 & 5, K.4 & 5 & L. 4 & 5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, C.1 & 2, D.1 & 2 & E.5 & 6; Transportation Location No. 20</i>	City planning board and council complete redevelopment plan designed to achieve foregoing goals and actions. City council adopts completed redevelopment plan.	October 1998- December 2000
Prepare new, user-friendly development regulations which implement the new master plan and redevelopment plan. <i>Economic Dev. Goals B.3, C.5, J.4, K.5 & L.5 ;Housing Goals B.1 & C.1; Open Space & Rec. Goals A.3, B.2, & D.2</i>	City planning board researches successful regulations and recommends appropriate changes to city council for adoption. City council adopts new regulations.	March 1999- December 2000
Create design guidelines to preserve the city's character and promote economic growth. <i>Economic Dev. Goals B.3, C.5, K.2 & 5 & L.5; Housing Goals B.1 & C.1</i>	City planning board completes visual assessment of city. City council adopts guidelines based on assessment, with an emphasis on the downtown area and waterfront.	March 1999- December 2000

Table 27 - Implementation Agenda
Beverly City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing</i>		
Rehabilitate deteriorated housing stock pursuant to current housing plan element of master plan and redevelopment plan. <i>Economic Dev. Goals C.3 & L.4; Housing Goals A.1, D. 1, 2 & 5 & F.2.</i>	City continues rehabilitation program utilizing Small Cities Grant and RCAs. City expands program to include pending Phase III of redevelopment plan. City continues pursuing RCAs and securing funding from Small Cities Program and other sources. Create incentives, i.e., tax abatement, for private sector to undertake rehabilitation projects.	Implemented on a continuous basis*
Prevent deterioration of housing stock. <i>Housing Goals D. 1, 2 & 5, E. 1 & 2 & F.2.</i>	City enforces newly adopted property maintenance code.	Implemented on a continuous basis
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1 & B.2 & 3.</i>	City completes redevelopment plan addressing economic development with a focus on the downtown, the waterfront and the industrial area along the railroad.	October 1998-December 2000
Support the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	City participates in a regional effort to develop and promulgate new legislation to create the redevelopment zone.	October 1998-Ongoing**
Enhance the gateways into the city to promote travel into the city's downtown and waterfront. <i>Economic Dev. Goals K.4, L.4, M.1 & N.1 & 2.</i>	City identifies critical sites and visual corridor along the main avenues and entrances into the city which require enhancement. City prepares and implements a gateway enhancement plan coordinated with the redevelopment plan.	October 1998-December 2000 (plan) Implementation*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Beverly City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Create an inviting business district along Warren and Cooper Streets. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O. 1 & 5.</i>	City prepares and implements a streetscape improvement plan coordinated with the redevelopment plan.	October 1998-December 2000
	City develops a building facade improvement program, with funding provisions, i.e., grants, low-interest loans and tax abatement.	October 1998-December 2000*
	City prepares and adopts user-friendly guidelines.	October 1998-December 2000
	City secures funding from the state Small Cities Program.	October 1998-Ongoing*
	City leverages effort with outside funding sources.	October 1998-Ongoing*
Create innovative urban parking solutions which preserve the city's character. <i>Economic Dev. Goals L.1-5 & N.1 & 2.</i>	City prepares and implements parking plan for downtown business district, waterfront, industrial areas and congested neighborhoods. Plan is coordinated with redevelopment plan and master plan.	October 1998-December 2000 (plan) Ongoing for implementation*
Create an inviting waterfront as an attraction to and an amenity for the city. <i>Economic Dev. Goals B.2, C.4, K.1-5, L.1-5 & O.1 & 5; Open Space & Rec. Goals A.1 & 2, B.1, C.1-4, D.1-3, E.1-6, G.1 & 2 & K.1 & 2.</i>	City prepares and implements a waterfront development plan coordinated with the redevelopment plan and master plan.	October 1998-December 2000 (plan)
	City conducts a search for various funding sources and endeavors to develop a public/private partnership to redevelop the waterfront.	October 1998-Ongoing* **
	City coordinates the redevelopment with Delaware River Heritage Trail.	October 1998-Ongoing
	City establishes organization for programming events for waterfront.	Depends on completion of redevelopment plan

* This time frame is affected by the financial resources critical factor -- availability of outside funding.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Beverly City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Encourage the reuse of vacant and underutilized industrial buildings and sites. <i>Economic Dev. Goals C.1-7, E.3-6 & O.5.</i>	City establishes a steering committee to: work with private sector to identify opportunities for reuse of industrial facilities in the city; research successful industrial redevelopment programs and strategies in the state; and recommend specific strategies for Beverly. Incorporate recommendations into redevelopment plan.	October 1998-December 2000 for plan Ongoing for implementation*
Upgrade the city's infrastructure to ensure adequate service for businesses and residents. Economic Dev. Goals A.1 & B.1-3	City continues repairing and upgrading its sewerage system.	Ongoing**
	City repairs and upgrades storm drainage system to eliminate local flooding.	Ongoing**
	City repairs and upgrades deteriorated sidewalks and roads.	Ongoing**
Provide light rail transit (LRT) passenger service to Beverly. <i>Economic Goals A.1 & N.2; Transportation Location T5 & L1</i>	City continues to support the concept of providing LRT passenger service to Burlington County and Beverly and work with NJ Transit in locating and designing a station stop in the city.	Ongoing
	City provides convenient, safe pedestrian linkages to the station stop.	Depends on ability to repair and upgrade sidewalks -- activity/initiative above**
	City provides the opportunity for commercial development near the station stop through the master plan, zoning ordinance and redevelopment plan.	October 1998-December 2000

* This time frame is affected by the economy critical factor -- private sector interest.

** This time frame is affected by the financial resources critical factor -- availability of money to improve infrastructure.

Table 27 - Implementation Agenda
Beverly City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Continue the revitalization of Beverly's neighborhoods. See <i>Land Use and Housing Goals</i> .	City continues the rehabilitation program and redevelopment efforts discussed above in <i>Land Use and Housing</i> .	Ongoing
<i>Transportation</i>		
Provide LRT passenger service to Beverly. See <i>Economic Development Goals</i> .	City executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
Encourage the creation of public transit bus routes that connect to LRT station stop and other parts of the county not presently served. <i>Economic Dev. Goals A.1 & N.2; Transportation--General</i> .	City works with NJ Transit to reroute buses in the county to better serve city and county residents.	Ongoing
Improve the safety of the intersection of Warren, Cooper and Bridge Streets. <i>Economic Dev. Goals A.1, M.1 & N.1; Transportation Location No. 20</i> .	City works with county to initiate study of the intersection to improve safety.	October 1998-Ongoing*
Create aesthetically pleasing, safe, convenient pedestrian linkages throughout the city, including the business district, waterfront, parks and proposed LRT station stop at Cooper Street. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1 & 2; Transportation--General</i> .	City develops a program to upgrade the streetscapes and sidewalk system based on the redevelopment plan and master plan.	October 1998-December 2000
	City secures funding, i.e., Small Cities Program, to implement upgrades.	Ongoing*
Provide pedestrian connections to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	City participates in the development process for the Trail.	Ongoing*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Beverly City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Recreation and Open Space</i>		
Create an inviting waterfront as a recreational amenity for the city. See <i>Economic Development</i> and <i>Open Space and Recreation Goals</i> indicated above for <i>Economic Development Activities</i>	City executes actions discussed above in <i>Economic Development</i> . City explores opportunities for creating a boat ramp and fishing pier.	See <i>Economic Development</i>
Connect the waterfront to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	City executes actions discussed above in <i>Transportation</i> .	See <i>Transportation</i>
Upgrade and enhance worn and overused parks in the city. <i>Open Space & Rec. Goal C.1-4.</i>	City prepares and implements a recreation improvement plan coordinated with the redevelopment plan and master plan.	October 1998-October 1999 (plan) Ongoing for implementation*
	City secures funds for implementing the plan, i.e., Small Cities, Green Acres funding, etc.	Ongoing*
<i>Historic Preservation</i>		
Encourage the preservation of historic buildings and sites in the city. <i>Economic Dev. Goal L.1-5; Open Space & Rec. Goal E.1-6.</i>	City prepares inventory of historic buildings and sites, investigates viability of designating a historic district in the city and, if viable, establishes district with regulations.	October 1998-December 2000
<i>Public Facilities and Services</i>		
Ensure public facilities and services adequately meet the needs of city residents and businesses. <i>Economic Dev. Goals A.1 & F.1-3.</i>	City prepares and implements a long-term and short-term facilities plan.	October 1998-December 1999*
	City Board of Education establishes a steering committee to determine present and future needs for educating city students.	October 1998-December 2000

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Beverly City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Public Facilities and Services continued</i>		
Upgrade the city's infrastructure to ensure adequate service for city residents and businesses. See <i>Economic Dev. Goals</i> above.	City executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
<i>Intergovernmental Coordination</i>		
Develop a better understanding of the planning initiatives undertaken by neighboring municipalities and the county. <i>Economic Dev. Goals F.1-3, G.1-3 & I.1, 3 & 4; Open Space & Rec. Goals G.1-2, H.1, I.1 & J.1; Housing Goals D.4 & 5, G.1-3 & H.1-3; Transportation--General.</i>	City builds on the county sponsored Route 130/Delaware River Corridor regional planning initiative and maintains dialogues with surrounding communities, with a focus on the Economic Development, Open Space and Recreation, Housing and Transportation Goals.	Ongoing
	City initiates dialogues with surrounding municipalities to examine possibilities for providing joint services.	Ongoing
	City participates in a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing*
	City participates in a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing*
	City continues to support proposed LRT passenger service to county and Corridor.	Ongoing

* This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Burlington City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Reexamine city master plan and update master plan to reconcile with reexamination and recently prepared redevelopment plan. <i>Economic Dev. Goals A.1, B.3, C.5, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location Nos. 10, 11 & 14 & T5 & L1.</i>	City planning board reexamines and updates master plan designed to achieve foregoing goals and actions.	October 1998- December 2000
Prepare new, user-friendly development regulations which implement the new master plan and redevelopment plan. <i>Economic Dev. Goals B.3, C.1, J.4, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.3, B.2 & D.2</i>	City planning board researches successful regulations and recommends appropriate changes to city council for adoption. City council adopts new regulations.	December 2000- December 2001
Create design guidelines to preserve the city's character and promote economic growth. <i>Economic Dev. Goals B.3, C.5, K.2 & 5 & L.5; Housing Goals B.1 & C.1</i>	City planning board completes visual assessment of city. City council adopts guidelines based on assessment, with an emphasis on the downtown area and waterfront.	December 2000- December 2001
Housing		
Prepare an updated housing plan element for submission to COAH for substantive certification. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2</i>	City planning board prepares and adopts an updated housing plan element; city council endorses plan and submits it to COAH for substantive certification.	October 1998- October 1999

Table 27 - Implementation Agenda
Burlington City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing continued</i>		
Rehabilitate deteriorated housing stock pursuant to current housing plan element of master plan and redevelopment plan. <i>Economic Dev. Goals C.3 & L.4; Housing Goals A.1, D. 1, 2 & 5 & F.2.</i>	City continues rehabilitation program utilizing Small Cities Grant and RCAs. City expands program to include pending Phase III of redevelopment plan. City continues pursuing RCAs and securing funding from Small Cities Program and other sources. Create incentives, i.e., tax abatement, for private sector to undertake rehabilitation projects.	Implemented on a continuous basis*
Prevent deterioration of housing stock. <i>Housing Goals D. 1, 2 & 5, E. 1 & 2 & F.2.</i>	City adopts and enforces a property maintenance code.	Implemented on a continuous basis
Encourage the creation of new housing units with a focus on adaptively reusing vacant and/or abandoned industrial and commercial buildings in the downtown portions of the city (not along Rt 130). <i>Economic Dev. Goal C.1-5; Housing Goal B.4.</i>	City targets vacant and/or abandoned industrial and commercial buildings in the downtown area for redevelopment as new housing units to attract new residents and potential patrons to the city. Incorporate these efforts into redevelopment plan for the city. Create incentives for private sector, i.e., tax abatement, etc., to redevelop such sites. Consider partnering with private sector to initiate redevelopment.	Ongoing* **
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1 & B.2 & 3.</i>	City updates its master plan addressing economic development with a focus on the downtown, the waterfront and the Rt 130 commercial area and coordinates the master plan with its newly prepared redevelopment plan.	October 1998-December 2000

* This time frame is affected by the economic critical factor -- private sector interest.

** This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Burlington City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Explore the benefits of creating a special improvement district (SID) in the city and if found beneficial, adopt ordinance to create and implement one. <i>Economic Dev. Goals D.1-5, E.1-5, I.1-4, J.1-4 & O.3.</i>	City continues to study the possibility of creating a SID for the downtown business area. If found beneficial, establish SID.	October 1998-December 1998*
Support the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	City participates in a regional effort to develop and promulgate new legislation to create the redevelopment zone.	October 1998-Ongoing**
Enhance the gateways into the city to promote travel into the city's downtown and waterfront. <i>Economic Dev. Goals K.4, L.4, M.1 & N.1 & 2.</i>	City identifies critical sites and visual corridor along the main avenues and entrances into the city which require enhancement, i.e., Rt 130 and Keim Blvd. City prepares and implements gateway enhancement plan coordinated with the master plan and redevelopment plan.	October 1998-October 1999 (plan) Implementation*
Create an inviting business district along High and Broad Streets. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O. 1 & 5.</i>	City prepares and implements a streetscape improvement plan coordinated with the redevelopment plan. Update the High St. area and improve Broad Street, while respecting the historic character of the two streets.	October 1998-December 2000
	City develops a building facade improvement program, with funding provisions, i.e., grants, low-interest loans and tax abatement.	October 1998-December 2000*
	City prepares and adopts user-friendly guidelines.	October 1998-December 1999

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Burlington City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
	City secures funding from the state Small Cities Program.	October 1998-Ongoing*
	City leverages effort with outside funding sources.	October 1998-Ongoing*
Create innovative urban parking solutions which preserve the city's character. <i>Economic Dev. Goals L.1-5 & N.1 & 2.</i>	City prepares and implements parking plan for downtown business district, waterfront, industrial areas and congested neighborhoods. Plan is coordinated with redevelopment plan and master plan.	October 1998-December 2000 (plan) Ongoing for implementation*
Create an inviting waterfront as an attraction to and an amenity for the city. <i>Economic Dev. Goals B.2, C.4, K.1-5, L.1-5 & O.1 & 5; Open Space & Rec. Goals A.1 & 2, B.1, C.1-4, D.1-3, E.1-6, G.1 & 2 & K.1 & 2.</i>	City prepares and implements a waterfront development plan coordinated with the redevelopment plan and master plan. Update waterfront park. Consider adding commercial uses with historic motif to waterfront area.	October 1998-December 2001 (plan)
	City conducts a search for various funding sources and endeavors to develop a public/private partnership to redevelop the waterfront.	October 1998-Ongoing* **
	City coordinates the redevelopment with Delaware River Heritage Trail.	October 1998-Ongoing
	City establishes organization for programming events for waterfront.	Depends on completion of redevelopment plan
Encourage the reuse of vacant and underutilized industrial buildings and sites. <i>Economic Dev. Goals C.1-7, E.3-6 & O.5.</i>	City establishes a steering committee to: work with private sector to identify opportunities for reuse of industrial facilities in the city; research successful industrial redevelopment programs and strategies in the state; and recommend specific strategies for Burlington. Incorporate recommendations into redevelopment plan.	October 1998-December 1999 for plan Ongoing for implementation*

* This time frame is affected by the financial resources critical factor -- availability of outside funding.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Burlington City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Upgrade the city's infrastructure to ensure adequate service for businesses and residents. <i>Economic Dev. Goals A.1 & B.1-3</i>	City continues repairing and upgrading its sewerage system.	Ongoing*
	City repairs and upgrades deteriorated sidewalks and roads.	Ongoing*
Provide light rail transit (LRT) passenger service to Burlington. <i>Economic Goals A.1 & N.2; Transportation Location T.5 & L1</i>	City capitalizes on the concept of providing LRT passenger service to Burlington County and the city by focusing on the historic downtown area, the waterfront, Burlington Island, the marinas and the MacNeal Mansion as major attractions served by the LRT and using the LRT as an alternative to access Commerce Square to encourage further industrial development. Work with NJ Transit to locate and design station stops at Commerce Square, Broad and High Streets and Jones Street (for the mansion and the island).	Ongoing
	City provides convenient, safe pedestrian linkages to the station stop.	Depends on ability to repair and upgrade sidewalks -- activity/initiative above*
	City provides the opportunity for commercial development near the station stop through the master plan, zoning ordinance and redevelopment plan.	October 1998-December 2000
Continue the revitalization of Burlington's neighborhoods. See <i>Land Use and Housing Goals</i> .	City continues the rehabilitation program and redevelopment efforts discussed above in <i>Land Use and Housing</i> .	Ongoing

* This time frame is affected by the financial resources critical factor -- availability of money to improve infrastructure.

Table 27 - Implementation Agenda
Burlington City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Transportation		
Provide LRT passenger service to Burlington. See <i>Economic Development Goals</i> .	City executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
Encourage the creation of public transit bus routes that connect to LRT station stop and other parts of the county not presently served. <i>Economic Dev. Goals A.1 & N.2; Transportation--General</i> .	City works with NJ Transit to reroute buses in the county to better serve city and county residents.	Ongoing
Improve the safety of Rt. 130 and its intersections and cross-roads. <i>Economic Dev. Goals A.1, M.1 & N.1; Transportation Location Nos. 10, 11 & 14</i> .	City works with NJDOT and county to initiate Strategic Plan recommendations and, where warranted, initiate further study to make improvements.	October 1998-Ongoing*
Create aesthetically pleasing, safe, convenient pedestrian linkages throughout the city, including the business district, waterfront, parks and proposed LRT station stops. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1 & 2; Transportation--General</i> .	City develops a program to upgrade the streetscapes and sidewalk system based on the redevelopment plan and master plan.	October 1998-December 2001*
	City seeks outside funding sources to make improvements, i.e., Small Cities Program, ISTEA, etc.	October 1998-Ongoing*
Provide pedestrian connections to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	City participates in the development process for the Trail.	Ongoing*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Burlington City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Recreation and Open Space</i>		
Create an inviting waterfront as a recreational amenity for the city. See <i>Economic Development</i> and <i>Open Space and Recreation Goals</i> indicated above for <i>Economic Development Activities</i>	City executes actions discussed above in <i>Economic Development</i> . City explores opportunities for creating a boat ramp and fishing pier.	See <i>Economic Development</i>
Connect the waterfront to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	City executes actions discussed above in <i>Transportation</i> .	See <i>Transportation</i>
Upgrade and enhance worn and overused parks in the city. Open Space & Rec. Goal C.1-4.	City prepares and implements a recreation improvement plan coordinated with the redevelopment plan and master plan.	October 1998-December 2001 (plan) Ongoing for implementation*
	City secures funds for implementing the plan, i.e., Small Cities, Green Acres funding, etc.	Ongoing*
<i>Historic Preservation</i>		
Encourage the preservation of historic buildings and sites in the city. <i>Economic Dev. Goal L.1-5; Open Space & Rec. Goal E.1-6.</i>	City prepares updated inventory of historic buildings and sites.	October 1998-December 2000
	City prepares a historic preservation plan element in its updated master plan. Coordinate plan element with the new redevelopment plan.	October 1998-December 2001
	City develops a marketing strategy for promoting the historic downtown area as a place for business and in which to live.	October 1998-December 1999 (strategy) Ongoing (implementation)

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Burlington City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Historic Preservation continued</i>		
	City seeks outside funding for preserving historic buildings and sites and to make improvements to them.	Ongoing*
<i>Public Facilities and Services</i>		
Ensure public facilities and services adequately meet the needs of city residents and businesses. <i>Economic Dev. Goals A.1 & F.1-3.</i>	City prepares and implements a long-term and short-term facilities plan.	October 1998-December 2000*
	City Board of Education establishes a steering committee to determine present and future needs for educating city students.	October 1998-December 2001
Upgrade the city's infrastructure to ensure adequate service for city residents and businesses. See <i>Economic Dev. Goals</i> above.	City executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
<i>Intergovernmental Coordination</i>		
Develop a better understanding of the planning initiatives undertaken by neighboring municipalities and the county. <i>Economic Dev. Goals F.1-3, G.1-3 & I.1, 3 & 4; Open Space & Rec. Goals G.1-2, H.1, I.1 & J.1; Housing Goals D.4 & 5, G.1-3 & H.1-3; Transportation--General.</i>	City builds on the county sponsored Route 130/Delaware River Corridor regional planning initiative and maintains dialogues with surrounding communities, with a focus on the Economic Development, Open Space and Recreation, Housing and Transportation Goals.	Ongoing
	City initiates dialogues with surrounding municipalities to examine possibilities for providing joint services.	Ongoing

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
 Burlington City, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Intergovernmental Coordination continued</i>		
	City participates in a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing*
	City participates in a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing*

* This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Burlington Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Prepare updated master plan pursuant to the recently prepared master plan reexamination report. <i>Economic Dev. Goals A.1, B.3, C.5, K.5 & L.5; Housing Goal B.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location Nos. 9, 12, 13 & 15-18 & T5 & L1.</i>	Twp. planning board prepares and adopts updated master plan.	February 2004
Prepare new, user-friendly development regulations which implement the new master plan. <i>Economic Dev. Goals B.3, C.5, J.4, K.5 & L.5; Housing Goal B.1; Open Space & Rec. Goals A.3, B.2 & D.2.</i>	Twp. planning board researches successful regulations and recommends appropriate changes to Twp. council for adoption. Twp. works with surrounding communities to coordinate land uses and zoning along Rt 130. Twp. council adopts new regulations.	February 2004
Create design guidelines to preserve the township's character and promote economic growth. <i>Economic Dev. Goals B.3, C.5, K.2 & 5 & L.5; Housing Goal B.1.</i>	Twp. planning board completes visual assessment of township. Twp. works with surrounding communities to coordinate design guidelines with an emphasis on Rt 130. Twp. council adopts design guidelines.	February 2004
Housing		
Continue implementing housing plan element. <i>Housing Goals A.1-3, B.1, & F.1 & 2.</i>	Twp. continues to implement current housing plan.	Ongoing
Prepare updated housing plan element as part of the updated master plan. <i>Housing Goals A.1-3, B.1, & F.1 & 2.</i>	Twp. planning board prepares new housing plan and adopts it. Twp. council endorses it by resolution and petitions COAH for substantive certification.	March 2000

Table 27 - Implementation Agenda
Burlington Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing continued</i>		
Rehabilitate deteriorated housing stock pursuant to the updated housing plan element of master plan. <i>Economic Dev. Goals C.3 & L.4; Housing Goals A.1, D. 1, 2 & 5 & F.2.</i>	Twp. adopts program to rehabilitate deteriorated housing. Twp. adopts development fee ordinance to fund rehabilitation program.	Ongoing*
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1 & B.2 & 3.</i>	Twp. completes master plan addressing economic development with a focus on Rt 130 and the I-295-CR 541 interchange.	February 2004
Support the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	Twp. participates in a regional effort to develop and promulgate new legislation to create the redevelopment zone.	October 1998-Ongoing**
Enhance the gateways into the township to promote travel to the Rt. 130 business district. <i>Economic Dev. Goals K.4, L.4 M.1 & N.1 & 2.</i>	Twp. identifies critical sites and visual corridor along the main avenues and entrances into the township which require enhancement. Twp. prepares and implements a gateway enhancement plan coordinated with the master plan.	October 1998-October 1999 (plan) Ongoing (implementation)*
Create an inviting highway business district along Rt. 130. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O. 1 & 5.</i>	Twp. prepares a streetscape improvement plan for Rt 130 which is coordinated with the master plan.	February 2004
	Twp. prepares and adopts design guidelines for Rt 130 which are coordinated with the master plan.	February 2004

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Burlington Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Create innovative circulation and parking solutions which improve the ability to access businesses along Rt 130. <i>Economic Dev. Goals L.1-5 & N.1 & 2.</i>	Twp. prepares and implements circulation and parking plan for Rt 130. Plan is coordinated with redevelopment plan and master plan. Work with NJDOT, the county and private sector to develop solutions.	Ongoing for implementation* **
Maintain and upgrade the township's infrastructure to ensure adequate service for businesses and residents. <i>Economic Dev. Goals A.1 & B.1-3.</i>	Twp. continues repairing and upgrading its sewerage system.	Ongoing*
	Twp. repairs and upgrades deteriorated sidewalks and roads.	Ongoing*
Provide light rail transit (LRT) passenger service to Burlington. <i>Economic Goals A.1 & N.2; Transportation Location T5 & L1.</i>	Twp. encourages NJ Transit to locate station stop in C. William Haines Industrial Center (former Food Distribution Center) serve industrial area in Burlington and Florence.	Ongoing
Provide LRT passenger service to Burlington. See <i>Economic Development Goals</i> .	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
Encourage the creation of public transit bus routes that connect to LRT station stop and other parts of the county not presently served. <i>Economic Dev. Goals A.1 & N.2; Transportation--General.</i>	Twp. works with NJ Transit to reroute buses in the county to better serve township and county residents.	Ongoing
Improve the operations and safety of segments of Rt 130 and its crossroads. <i>Economic Dev. Goals A.1, M.1 & N.1; Transportation Location Nos. 9, 12, 13 & 15-18.</i>	Twp. works with NJDOT and county to initiate study of the streets to improve safety and circulation.	October 1998-Ongoing*
	Twp. works with developers, NJDOT and county to implement improvements.	Ongoing* **

* This time frame is affected by the financial resources critical factor -- availability of outside funding.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Burlington Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Transportation		
Create aesthetically pleasing, safe, convenient pedestrian linkages throughout the township, including the waterfront, parks, local businesses along CR. 541 in Burlington Township and City. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1 & 2; Transportation--General.</i>	Twp. continues its program to upgrade the streetscapes and sidewalk system based on the redevelopment plan and master plan.	Ongoing*
	Twp. secures funding, i.e., ISTEA and Neighborhood Preservation Program, to implement upgrades.	Ongoing*
Provide pedestrian connections to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. participates in the development process for the Trail.	Ongoing*
Recreation and Open Space		
Connect the waterfront to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. executes actions discussed above in <i>Transportation</i> .	See <i>Transportation</i>
Upgrade and enhance heavily used parks in the township. <i>Open Space & Rec. Goal C.1-4.</i>	Twp. continues to upgrade its recreational facilities.	Ongoing*
	Twp. secures funds for implementing the plan, i.e., Green Acres funding, etc.	Ongoing*
Historic Preservation		
Not Applicable		

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Burlington Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Public Facilities and Services</i>		
Ensure public facilities and services adequately meet the needs of township residents and businesses. <i>Economic Dev. Goals A.1 & F.1-3.</i>	Twp. prepares and implements ongoing six year capital projects program.	Ongoing*
Upgrade the township's infrastructure to ensure adequate service for township residents and businesses. See <i>Economic Dev. Goals</i> above.	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
<i>Intergovernmental Coordination</i>		
Develop a better understanding of the planning initiatives undertaken by neighboring municipalities and the county. <i>Economic Dev. Goals F.1-3, G.1-3 & I.1, 3 & 4; Open Space & Rec. Goals G.1-2, H.1, I.1 & J.1; Housing Goals D.4 & 5 & H.1-3; Transportation--General.</i>	Twp. builds on the county sponsored Route 130/Delaware River Corridor regional planning initiative and maintains dialogues with surrounding communities, with a focus on the Economic Development, Open Space and Recreation, Housing and Transportation Goals.	Ongoing
	Twp. initiates dialogues with surrounding municipalities to examine possibilities for providing joint services.	Ongoing
	Twp. participates in a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing**

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
 Burlington Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Intergovernmental Coordination continued</i>		
	Twsp. participates in a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing*

* This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Cinnaminson Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Prepare updated master plan pursuant to the recently prepared master plan reexamination report. <i>Economic Dev. Goals A.1, B.3, C.5, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location Nos. 39-42 & T5 & L1.</i>	Twp. planning board prepare and adopts updated master plan.	October 1998-December 2000
Prepare redevelopment investigation and plan coordinated with the updated master plan with a focus on Rt 130, the Parry section and the East Riverton section. <i>Economic Dev. Goals A.1, B.3, C.5, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location Nos. 33-35 & T5 & L1.</i>	Twp. planning board prepares and adopts redevelopment investigation and plan; Twp. committee adopts resolution and ordinance for redevelopment investigation and plan. Twp. committee considers exploring ways to alleviate flooding problems caused by Pompeston Creek.	October 1998-December 2000
Revise development regulations, as required, to implement new master plan and redevelopment plan to insure user-friendly. <i>Economic Dev. Goals B.3, C.5, J.4, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.3, B.2 & D.2</i>	Twp. planning board researches successful regulations and recommends appropriate changes to Twp. committee for adoption. Twp. works with Delran to coordinate land uses and zoning along Rt 130. Twp. committee adopts new regulations.	October 1999-December 2000
Create design guidelines to preserve the township's character and promote economic growth. <i>Economic Dev. Goals B.3, C.5, K.2 & 5 & L.5; Housing Goals B.1 & C.1</i>	Twp. planning board completes visual assessment of township. Twp. works with Delran to coordinate design guidelines with an emphasis on Rt 130. Also focus on the waterfront. Twp. committee adopts design guidelines.	December 1999-December 2001

Table 27 - Implementation Agenda
Cinnaminson Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing</i>		
Implement pending housing plan element. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2</i>	Twp. committee adopts appropriate zoning to implement housing plan upon receiving COAH approval and prepares design standards in separate stand alone document.	Depends on receipt of approval
Rehabilitate deteriorated housing stock pursuant to the new housing plan element of master plan and redevelopment plan. <i>Economic Dev. Goals C.3 & L.4; Housing Goals A.1, D. 1, 2 & 5 & F.2.</i>	Twp. adopts program to rehabilitate deteriorated housing. Twp. pursue outside funding, i.e., Neighborhood Preservation Programs at NJDCA, for program.	October 1999-December 1999 (establish program) Implemented on a continuous basis*
	Twp. create incentives, i.e., tax abatement, for private sector to undertake rehabilitation projects.	October 1999-December 1999
Prevent deterioration of housing stock. <i>Housing Goals D. 1, 2 & 5, E. 1 & 2 & F.2.</i>	Twp. enforces property maintenance code and apartment inspection/certificate of occupancy code for rental units.	Implemented on a continuous basis
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1 & B.2 & 3.</i>	Twp. completes redevelopment plan addressing economic development with a focus on Rt 130 and the Parry and East Riverton sections.	October 1998-December 1999
Support the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	Twp. participates in a regional effort to develop and promulgate new legislation to create the redevelopment zone.	October 1998-Ongoing**

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Cinnaminson Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Enhance the gateways into the township to promote travel to the Rt 130 business district. <i>Economic Dev. Goals K.4, L.4 M.1 & N.1 & 2.</i>	Twp. identifies critical sites and visual corridor along the main avenues and entrances into the township which require enhancement. Twp. prepares and implements a gateway enhancement plan coordinated with the redevelopment plan.	October 1998- October 2000 (plan)
Create an inviting highway business district along Rt. 130. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O. 1 & 5.</i>	Twp. prepares a streetscape improvement plan for Rt 130 which is coordinated with the redevelopment plan.	December 1999- December 2001
	Twp. prepares and adopts design guidelines for Rt 130 which are coordinated with the redevelopment plan and master plan.	December 1999- December 2001
	Twp. develops a building facade and site improvement program, with funding provisions, i.e., grants, low-interest loans and tax abatement.	December 1999- December 2001*
	Twp. investigates and secures outside funding.	December 1999- Ongoing*
Create innovative circulation and parking solutions which improve the ability to access businesses along Rt 130. <i>Economic Dev. Goals L.1-5 & N.1 & 2.</i>	Twp. prepares and implements circulation and parking plan for Rt 130. Plan is coordinated with redevelopment plan and master plan. Work with NJDOT, the county and private sector to develop solutions.	October 1998- December 1999 (plan) Ongoing for implementation* **

* This time frame is affected by the financial resources critical factor -- availability of outside funding.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Cinnaminson Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Create an inviting waterfront as an attraction to and an amenity for the township. <i>Economic Dev. Goals B.2, C.4, K.1-5, L.1-5 & O.1 & 5; Open Space & Rec. Goals A.1 & 2, B.1, C.1-4, D.1-3 E.1-6, G.1 & 2 & K.1 & 2.</i>	Twp. prepares a waterfront development plan as part of the master plan.	October 1998-December 2000
	Twp. works with developers to incorporate waterfront development plan into projects.	Ongoing*
	Twp. pursues obtaining a management agreement with NJ Tidelands Bureau to develop and manage waterfront parks on the Delaware River.	October 1998-Ongoing**
	Twp. coordinates the redevelopment with Delaware River Heritage Trail.	October 1998-Ongoing
Encourage the reuse of vacant and underutilized industrial buildings and sites. <i>Economic Dev. Goals C.1-7, E.3-6 & O.5.</i>	Twp. establishes a steering committee to: work with private sector to identify opportunities for reuse of industrial facilities in the township; research successful industrial redevelopment programs and strategies in the state; and recommend specific strategies for Cinnaminson. Incorporate recommendations into redevelopment plan.	October 1998-October 2000 (plan) Ongoing for implementation*
Maintain and upgrade the township's infrastructure to ensure adequate service for businesses and residents. <i>Economic Dev. Goals A.1 & B.1-3</i>	Twp. continues repairing and upgrading its sewerage system.	Ongoing**
	Twp. repairs and upgrades storm drainage system to eliminate local flooding, particularly in East Riverton.	Ongoing**
	Twp. repairs and upgrades deteriorated sidewalks and roads, particularly in Parry and East Riverton.	Ongoing**

* This time frame is affected by the economy critical factor -- private sector interest.

** This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Cinnaminson Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Provide light rail transit (LRT) passenger service to Cinnaminson. <i>Economic Goals A.1 & N.2; Transportation Location T5 & L1</i>	Twp. continues to support the concept of providing LRT passenger service to Burlington County and Cinnaminson and work with NJ Transit in locating and designing a station stop in the East Riverton section.	Ongoing
	Twp. provides convenient, safe pedestrian linkages to the station stop.	Depends on ability to repair and upgrade sidewalks -- activity/initiative above*
	Twp. provides the opportunity for commercial development near the station stop through the master plan, zoning ordinance and redevelopment plan.	October 1998-Ongoing* **
<i>Transportation</i>		
Provide LRT passenger service to Cinnaminson. See <i>Economic Development Goals</i> .	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
Encourage the creation of public transit bus routes that connect to LRT station stop and other parts of the county not presently served. <i>Economic Dev. Goals A.1 & N.2; Transportation--General</i> .	Twp. works with NJ Transit to reroute buses in the county to better serve township and county residents.	Ongoing
Improve the operations and safety of segments of Rt 130 and its crossroads and Fork Landing Rd. <i>Economic Dev. Goals A.1, M.1 & N.1; Transportation Location Nos. 39-42</i> .	Twp. works with NJDOT and county to initiate study of the streets to improve safety and circulation.	October 1998-Ongoing*
	Twp. works with developers, NJDOT and county to implement improvements.	Ongoing* **

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Cinnaminson Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Transportation continued</i>		
Create aesthetically pleasing, safe, convenient pedestrian linkages throughout the township, including the waterfront, parks, local businesses along Cinnaminson Ave. and in Riverton and Palmyra. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1 & 2; Transportation--General.</i>	Twp. develops a program to upgrade the streetscapes and sidewalk system based on the redevelopment plan and master plan.	October 1998-October 2002
	Twp. secures funding, i.e., ISTEA and Neighborhood Preservation Program, to implement upgrades.	Ongoing*
Provide pedestrian connections to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. participates in the development process for the Trail.	Ongoing*
<i>Recreation and Open Space</i>		
Create an inviting waterfront as a recreational amenity for the township. See <i>Economic Development</i> and <i>Open Space and Recreation Goals</i> indicated above for <i>Economic Development Activities</i>	Twp. executes actions discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
Connect the waterfront to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. executes actions discussed above in <i>Transportation</i> .	See <i>Transportation</i>
Upgrade and enhance heavily used parks in the township. <i>Open Space & Rec. Goal C.1-4.</i>	Twp. prepares and implements a recreation improvement plan coordinated with the master plan. ment plan and master plan.	October 1998-October 2000 Ongoing for implementation*
	Twp. secures funds for implementing the plan, i.e., Green Acres funding, etc.	Ongoing*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Cinnaminson Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Historic Preservation</i>		
Not Applicable		
<i>Public Facilities and Services</i>		
Ensure public facilities and services adequately meet the needs of township residents and businesses. <i>Economic Dev. Goals A.1 & F.1-3.</i>	Twp. prepares and implements a long-term and short-term facilities plan.	October 1998-October 1999*
Upgrade the township's infrastructure to ensure adequate service for township residents and businesses. See <i>Economic Dev. Goals</i> above.	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
	Twp. considers exploring ways to alleviate flooding problems caused by Pompeston Creek.	See Land Use
<i>Intergovernmental Coordination</i>		
Develop a better understanding of the planning initiatives undertaken by neighboring municipalities and the county. <i>Economic Dev. Goals F.1-3, G.1-3 & I.1, 3 & 4; Open Space & Rec. Goals G.1-2, H.1, I.1 & J.1; Housing Goals D.4 & 5, G.1-3 & H.1-3; Transportation--General.</i>	Twp. builds on the county sponsored Route 130/Delaware River Corridor regional planning initiative and maintains dialogues with surrounding communities, with a focus on the Economic Development, Open Space and Recreation, Housing and Transportation Goals.	Ongoing
	Twp. initiates dialogues with surrounding municipalities to examine possibilities for providing joint services.	Ongoing
	Twp. participates in a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Cinnaminson Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Intergovernmental Coordination continued</i>		
	Twp. participates in a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing*
	Twp. continues to support proposed LRT passenger service to county and Corridor.	Ongoing

* This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Delanco Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Prepare updated master plan pursuant to the recently prepared master plan reexamination report. <i>Economic Dev. Goals A.1, B.3, C.5, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location Nos. 28-30 & T5 & L1.</i>	Twp. planning board prepares and adopts updated master plan.	October 1998-December 1999
Prepare new, user-friendly development regulations which implement the new master plan. <i>Economic Dev. Goals B.3, C.5, J.4, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.3, B.2 & D.2.</i>	Twp. planning board researches successful regulations and recommends appropriate changes to Twp. council for adoption. Twp. works with Beverly and Edgewater Park to coordinate land uses and zoning. Twp. council adopts new regulations.	December 1999-December 2000
Create design guidelines to preserve the township's character and promote economic growth. <i>Economic Dev. Goals B.3, C.5, K.2 & 5 & L.5; Housing Goals B.1 & C.1</i>	Twp. planning board completes visual assessment of township. Twp. works with Beverly and Edgewater Park to coordinate design guidelines with an emphasis on Burlington Ave. Twp. council adopts design guidelines.	December 1999-December 2000
Housing		
Continue implementing housing plan element. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2.</i>	Twp. continues to implement current housing plan.	Ongoing
Adopt new housing plan element as part of the updated master plan. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2.</i>	Twp. planning board adopts new housing plan after is approved by NJCOAH. Twp. council adopts the plan and implements it by establishing new zoning.	Ongoing

Table 27 - Implementation Agenda
Delanco Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing continued</i>		
Rehabilitate deteriorated housing stock pursuant to the new housing plan element of master plan. <i>Economic Dev. Goals C.3 & L.4; Housing Goals A.1, D. 1, 2 & 5 & F.2.</i>	<p>Twp. adopts program to rehabilitate deteriorated housing. Twp. pursue RCAs and outside funding, i.e., Neighborhood Preservation Program, for program.</p> <p>Twp. create incentives, i.e., tax abatement, for private sector to undertake rehabilitation projects.</p>	<p>October 1999-December 1999 (establish program) Implemented on a continuous basis*</p> <p>October 1999-December 1999</p>
Prevent deterioration of housing stock. <i>Housing Goals D. 1, 2 & 5, E. 1 & 2 & F.2.</i>	Twp. implements recently adopted property maintenance code and apartment inspection/certificate of occupancy code for rental units.	Ongoing
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1 & B.2 & 3.</i>	Twp. completes master plan addressing economic development with a focus on Burlington Ave., the industrial area and the waterfront.	October 1998-December 1999
Support the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	Twp. participates in a regional effort to develop and promulgate new legislation to create the redevelopment zone.	October 1998-Ongoing**
Enhance the gateways into the township to promote travel to the Rt. 130 business district. <i>Economic Dev. Goals K.4, L.4 M.1 & N.1 & 2.</i>	Twp. identifies critical sites and visual corridor along the main avenues and entrances into the township which require enhancement. Twp. prepares and implements a gateway enhancement plan coordinated with the master plan.	October 1998-December 1999 (plan) Ongoing* (implementation)

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Delanco Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Create an inviting "main street" along Burlington Ave. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O. 1 & 5.</i>	Twp. prepares a streetscape improvement plan for Burlington Ave. which is coordinated with the master plan.	December 1999- December 2000
	Twp. prepares and adopts design guidelines for Burlington Ave. which are coordinated with the master plan.	December 1999- December 2000
	Twp. develops a building facade and site improvement program, with funding provisions, i.e., grants, low-interest loans and tax abatement.	December 1999- December 2000*
	Twp. investigates and secures outside funding.	December 1999- Ongoing*
Create innovative circulation and parking solutions which improve the ability to access businesses along Burlington Ave. <i>Economic Dev. Goals L.1-5 & N.1 & 2.</i>	Twp. prepares and implements circulation and parking plan for Burlington Ave. Plan is coordinated with master plan. Work the county and private sector to develop solutions.	October 1998- December 1999 (plan) Ongoing for implementation* **
Create an inviting waterfront as an attraction to and an amenity for the township and to strengthen the economic viability of the township. <i>Economic Dev. Goals B.2, C.4, K.1-5, L.1-5 & O.1 & 5; Open Space & Rec. Goals A.1 & 2, B.1, C.1-4, D.1-3 E.1-6, G.1 & 2 & K.1 & 2.</i>	Twp. an open space and recreation plan element as part of the updated master plan. Work with the county to acquire key open space parcels, i.e., Hawk Island and other parcels along the Rancocas Creek.	October 1998- December 1999 (plan) Ongoing (implementation)*
	Twp. coordinates development with Delaware River Heritage Trail.	October 1998- Ongoing

* This time frame is affected by the financial resources critical factor -- availability of outside funding.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Delanco Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Encourage the reuse of vacant and underutilized industrial buildings and sites. <i>Economic Dev. Goals C.1-7, E.3-6 & O.5.</i>	Twp. establishes a steering committee to: work with private sector to identify opportunities for reuse of industrial facilities in the township; research successful industrial redevelopment programs and strategies in the state; and recommend specific strategies for Delanco. Incorporate recommendations into master plan.	October 1998-December 1999 (plan) Ongoing for implementation*
Extend sanitary sewers throughout the industrial area south of the railroad. <i>Economic Dev. Goals A.1 & B.1-3.</i>	Twp. revises its Wastewater Management Plan to encompass the entire industrial area south of the railroad.	October 1998-December 1999
Maintain and upgrade the township's infrastructure to ensure adequate service for businesses and residents. <i>Economic Dev. Goals A.1 & B.1-3.</i>	Twp. continues repairing and upgrading its sewerage system.	Ongoing**
	Twp. repairs and upgrades deteriorated sidewalks and roads.	Ongoing**
<i>Transportation</i>		
Encourage the creation of public transit bus routes that connect to LRT station stop and other parts of the county not presently served. <i>Economic Dev. Goals A.1 & N.2; Transportation--General.</i>	Twp. works with NJ Transit to reroute buses in the county to better serve township and county residents.	Ongoing
Improve the operations and safety of the roads in the township <i>Economic Dev. Goals A.1, M.1 & N.1; Transportation Location Nos. 28-30.</i>	Twp. works with NJDOT and county to initiate study of the streets to improve safety and circulation. Incorporate findings and recommendations in circulation plan element of updated master plan.	October 1998-December 1999
	Twp. works with developers, NJDOT and county to implement improvements.	Ongoing* **

* This time frame is affected by the economy critical factor -- private sector interest.

** This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Delanco Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Transportation continued</i>		
Create aesthetically pleasing, safe, convenient pedestrian linkages throughout the township, including the waterfront, parks and open space areas. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1 & 2; Transportation--General.</i>	Twp. develops a program to upgrade the streetscapes and sidewalk system based on the master plan. Twp. secures funding, i.e., ISTEA and Neighborhood Preservation Program, to implement upgrades.	October 1998-December 1999 Ongoing*
Provide pedestrian connections to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. participates in the development process for the Trail.	Ongoing*
<i>Recreation and Open Space</i>		
Preserve Hawk Island as permanent open space accessible to the public. <i>Open Space & Rec. Goals A.1-3, B.1-2, F.1-2 & K.1-2.</i>	Twp. identifies Hawk Island as a key open space parcel in its Open Space & Rec. Plan Element in the updated master plan. Twp. works with the county to preserve Hawk Island applying various preservation techniques, including but not limited to acquisition.	October 1998-December 1999 Ongoing*
Connect the waterfront to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. executes actions discussed above in <i>Transportation</i> .	See <i>Transportation</i>
Upgrade and enhance heavily used parks in the township. <i>Open Space & Rec. Goal C.1-4.</i>	Twp. prepares and implements a recreation improvement plan coordinated with the master plan. ment plan and master plan.	October 1998-October 1999 (plan) Ongoing (implementation)*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
 Delanco Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Open Space and Recreation continued</i>		
	Twp. secures funds for implementing the plan, i.e., Green Acres funding, etc.	Ongoing*
<i>Historic Preservation</i>		
Not Applicable		
<i>Public Facilities and Services</i>		
Ensure public facilities and services adequately meet the needs of township residents and businesses. <i>Economic Dev. Goals A.1 & F.1-3.</i>	Twp. prepares and implements a long-term and short-term facilities plan.	October 1998-December 1999*
Extend sanitary sewers throughout the industrial area south of the railroad. See <i>Economic Dev. Goals</i> above.	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
Upgrade the township's infrastructure to ensure adequate service for township residents and businesses. See <i>Economic Dev. Goals</i> above.	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
<i>Intergovernmental Coordination</i>		
Develop a better understanding of the planning initiatives undertaken by neighboring municipalities and the county. <i>Economic Dev. Goals F.1-3, G.1-3 & I.1, 3 & 4; Open Space & Rec. Goals G.1-2, H.1, I.1 & J.1; Housing Goals D.4 & 5, G.1-3 & H.1-3; Transportation--General.</i>	Twp. builds on the county sponsored Route 130/Delaware River Corridor regional planning initiative and maintains dialogues with surrounding communities, with a focus on the Economic Development, Open Space and Recreation, Housing and Transportation Goals.	Ongoing

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
 Delanco Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Intergovernmental Coordination continued</i>		
	Twp. initiates dialogues with surrounding municipalities to examine possibilities for providing joint services.	Ongoing
	Twp. participates in a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing*
	Twp. participates in a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing*

* This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Delran Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Prepare updated master plan pursuant to the recently prepared master plan reexamination report. <i>Economic Dev. Goals A.1, B.3, C.5, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location Nos. 36-38 & T5 & L1.</i>	Twp. planning board prepares and adopts updated master plan.	October 1998-December 1999
Prepare new, user-friendly development regulations which implement the new master plan. <i>Economic Dev. Goals B.3, C.5, J.4, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.3, B.2 & D.2.</i>	Twp. planning board researches successful regulations and recommends appropriate changes to Twp. council for adoption. Twp. works with Cinnaminson to coordinate land uses and zoning along Rt 130. Twp. council adopts new regulations.	October 1999-December 2001
Create design guidelines to preserve the township's character and promote economic growth. <i>Economic Dev. Goals B.3, C.5, K.2 & 5 & L.5; Housing Goals B.1 & C.1</i>	Twp. planning board completes visual assessment of township. Twp. works with Cinnaminson to coordinate design guidelines with an emphasis on Rt 130. Twp. council adopts design guidelines.	December 1999-December 2001
Housing		
Continue implementing housing plan element. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2.</i>	Twp. continues to implement current housing plan.	Ongoing
Prepare new housing plan element as part of the updated master plan. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2.</i>	Twp. planning board prepares new housing plan and adopts it. Twp. council endorses it by resolution and petitions COAH for substantive certification.	October 1998-December 1999

Table 27 - Implementation Agenda
Delran Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing continued</i>		
Rehabilitate deteriorated housing stock pursuant to the new housing plan element of master plan and redevelopment plan. <i>Economic Dev. Goals C.3 & L.4; Housing Goals A.1, D. 1, 2 & 5 & F.2.</i>	Twp. adopts program to rehabilitate deteriorated housing. Twp. pursue outside funding, i.e., Neighborhood Preservation Program, for program.	October 1999- December 1999 (establish program) Implemented on a continuous basis*
	Twp. create incentives, i.e., tax abatement, for private sector to undertake rehabilitation projects.	October 1999- December 1999
Prevent deterioration of housing stock. <i>Housing Goals D. 1, 2 & 5, E. 1 & 2 & F.2.</i>	Twp. adopts property maintenance code and apartment inspection/certificate of occupancy code for rental units.	October 1998- March 1999 (codes) Implemented on a continuous basis
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1 & B.2 & 3.</i>	Twp. completes master plan addressing economic development with a focus on Rt 130 and the harbor district.	October 1998- December 2000
Support the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	Twp. participates in a regional effort to develop and promulgate new legislation to create the redevelopment zone.	October 1998- Ongoing**
Enhance the gateways into the township to promote travel to the Rt. 130 business district. <i>Economic Dev. Goals K.4, L.4 M.1 & N.1 & 2.</i>	Twp. identifies critical sites and visual corridor along the main avenues and entrances into the township which require enhancement. Twp. prepares and implements a gateway enhancement plan coordinated with the master plan.	October 1998- December 2000 (plan)

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Delran Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Create an inviting highway business district along Rt. 130. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O. 1 & 5.</i>	Twp. prepares a streetscape improvement plan for Rt 130 which is coordinated with the master plan.	December 1999- December 2000
	Twp. prepares and adopts design guidelines for Rt 130 which are coordinated with the master plan.	December 1999- December 2000
	Twp. develops a building facade and site improvement program, with funding provisions, i.e., grants, low-interest loans and tax abatement.	December 1999- December 2000*
	Twp. investigates and secures outside funding.	December 1999- Ongoing*
Create innovative circulation and parking solutions which improve the ability to access businesses along Rt 130. <i>Economic Dev. Goals L.1-5 & N.1 & 2.</i>	Twp. prepares and implements circulation and parking plan for Rt 130. Plan is coordinated with redevelopment plan and master plan. Work with NJDOT, the county and private sector to develop solutions.	October 1998- December 1999 (plan) Ongoing for implementation* **
Create an inviting harbor district as an attraction to and an amenity for the township and to strengthen the economic viability of the district. <i>Economic Dev. Goals B.2, C.4, K.1-5, L.1-5 & O.1 & 5; Open Space & Rec. Goals A.1 & 2, B.1, C.1-4, D.1-3 E.1-6, G.1 & 2 & K.1 & 2.</i>	Twp. updates and implements its harbor district plan and incorporates it into the master plan and adopts zoning for implementation.	October 1998- December 2001
	Twp. works with developers to incorporate harbor district plan into projects.	Ongoing**
	Twp. coordinates development with Delaware River Heritage Trail.	October 1998- Ongoing

* This time frame is affected by the financial resources critical factor -- availability of outside funding.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Delran Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Encourage the reuse of vacant and underutilized industrial buildings and sites. <i>Economic Dev. Goals C.1-7, E.3-6 & O.5.</i>	Twp. establishes a steering committee to: work with private sector to identify opportunities for reuse of industrial facilities in the township; research successful industrial redevelopment programs and strategies in the state; and recommend specific strategies for Delran. Incorporate recommendations into master plan.	October 1998-December 1999 (plan) Ongoing for implementation*
Maintain and upgrade the township's infrastructure to ensure adequate service for businesses and residents. <i>Economic Dev. Goals A.1 & B.1-3</i>	Twp. continues repairing and upgrading its sewerage system.	Ongoing**
	Twp. repairs and upgrades storm drainage system to eliminate local flooding, particularly in East Riverton.	Ongoing**
	Twp. repairs and upgrades deteriorated sidewalks and roads.	Ongoing**
Provide light rail transit (LRT) passenger service to Delran. <i>Economic Goals A.1 & N.2; Transportation Location T5 & L1</i>	Twp. continues to support the concept of providing LRT passenger service to Burlington County and Delran and work with NJ Transit in locating and designing a station stop in the township.	Ongoing
	Twp. provides convenient, safe pedestrian linkages to the station stop.	Depends on ability to repair and upgrade sidewalks -- activity/initiative above**
	Twp. encourages NJ Transit to provide bus routes and/or shuttles to the industrial area of Delran and Cinnaminson.	Ongoing

* This time frame is affected by the economy critical factor -- private sector interest.

** This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Delran Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Transportation</i>		
Provide LRT passenger service to Delran. See <i>Economic Development Goals</i> .	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
Encourage the creation of public transit bus routes that connect to LRT station stop and other parts of the county not presently served. <i>Economic Dev. Goals A.1 & N.2; Transportation--General</i> .	Twp. works with NJ Transit to reroute buses in the county to better serve township and county residents.	Ongoing
Improve the operations and safety of segments of Rt 130 and its crossroads. <i>Economic Dev. Goals A.1, M.1 & N.1; Transportation Location Nos. 36-38</i> .	Twp. works with NJDOT and county to initiate study of the streets to improve safety and circulation.	October 1998-Ongoing*
	Twp. works with developers, NJDOT and county to implement improvements.	Ongoing* **
Create aesthetically pleasing, safe, convenient pedestrian linkages throughout the township, including the waterfront, parks and open space areas. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1 & 2; Transportation--General</i> .	Twp. develops a program to upgrade the streetscapes and sidewalk system based on the master plan.	October 1998-October 2001
	Twp. secures funding, i.e., ISTEA and Neighborhood Preservation Program, to implement upgrades.	Ongoing*
Provide pedestrian connections to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. participates in the development process for the Trail.	Ongoing*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Delran Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Recreation and Open Space</i>		
Create an inviting marina district as an attraction to and an amenity for the township. See Economic Dev. and <i>Open Space and Recreation Goals</i> indicated above for <i>Economic Development Activities</i> .	Twp. executes actions discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
Connect the waterfront to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. executes actions discussed above in <i>Transportation</i> .	See <i>Transportation</i>
Upgrade and enhance heavily used parks in the township. <i>Open Space & Rec. Goal C.1-4</i> .	Twp. prepares and implements a recreation improvement plan coordinated with the master plan.	October 1998-October 1999 Ongoing for implementation*
	Twp. secures funds for implementing the plan, i.e., Green Acres funding, etc.	Ongoing*
<i>Historic Preservation</i>		
Not Applicable		
<i>Public Facilities and Services</i>		
Ensure public facilities and services adequately meet the needs of township residents and businesses. <i>Economic Dev. Goals A.1 & F.1-3</i> .	Twp. prepares and implements a long-term and short-term facilities plan.	October 1998-December 1999*
Upgrade the township's infrastructure to ensure adequate service for township residents and businesses. See <i>Economic Dev. Goals</i> above.	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Delran Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Intergovernmental Coordination</i>		
Develop a better understanding of the planning initiatives undertaken by neighboring municipalities and the county. <i>Economic Dev. Goals F.1-3, G.1-3 & I.1, 3 & 4; Open Space & Rec. Goals G.1-2, H.1, I.1 & J.1; Housing Goals D.4 & 5, G.1-3 & H.1-3; Transportation--General.</i>	Twp. builds on the county sponsored Route 130/Delaware River Corridor regional planning initiative and maintains dialogues with surrounding communities, with a focus on the Economic Development, Open Space and Recreation, Housing and Transportation Goals.	Ongoing
	Twp. initiates dialogues with surrounding municipalities to examine possibilities for providing joint services.	Ongoing
	Twp. participates in a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing*
	Twp. participates in a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing*
	Twp. continues to support proposed LRT passenger service to county and Corridor.	Ongoing

* This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Edgewater Park Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Prepare updated master plan pursuant to the recently prepared master plan reexamination report. <i>Economic Dev. Goals A.1, B.3, C.5, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location Nos. 28-30 & T5 & L1.</i>	Twp. planning board prepares and adopts updated master plan. Coordinate master plan with pending redevelopment plan.	October 1998- December 1999
Prepare redevelopment plan to address findings of preliminary investigation identifying redevelopment areas in the township. <i>Economic Dev. Goals B.3, C.4 & 5, K.4 & 5 & L.4 & 5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, C.1 & 2, D.1 & 2. & E.5 & 6; Transportation Location Nos. 19, 21-22, 24-27, 31-32 & T5 & L1.</i>	Twp. planning board and twp. committee complete redevelopment plan. Twp. committee adopts the plan. Coordinate redevelopment plan with master plan. Include input from surrounding communities.	October 1998- December 1999
Prepare new, user-friendly development regulations which implement the new master plan. <i>Economic Dev. Goals B.3, C.5, J.4, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.3, B.2 & D.2.</i>	Twp. planning board researches successful regulations and recommends appropriate changes to Twp. committee for adoption. Twp. works with surrounding communities to coordinate land uses and zoning. Twp. committee adopts new regulations.	October 1999- December 2000
Create design guidelines to preserve the township's character and promote economic growth. <i>Economic Dev. Goals B.3, C.5, K.2 & 5 & L.5; Housing Goals B.1 & C.1</i>	Twp. planning board completes visual assessment of township. Twp. works with surrounding communities to coordinate design guidelines with an emphasis on Rt 130. Twp. committee adopts design guidelines.	December 1999- December 2000

Table 27 - Implementation Agenda
Edgewater Park Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing</i>		
Adopt a housing plan element as part of the updated master plan. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2.</i>	Twp. planning board adopts new housing plan. Twp. committee endorses plan and petitions NJCOAH for substantive certification. Adopt new zoning after receiving certification.	October 1998-December 1999
Rehabilitate deteriorated housing stock pursuant to the new housing plan element of master plan and redevelopment plan. <i>Economic Dev. Goals C.3 & L.4; Housing Goals Housing Goals A.1, D.1, 2 & 5 & F2.</i>	Twp. adopts program to rehabilitate deteriorated housing. Twp. pursue outside funding, i.e., Neighborhood Preservation Program, for program.	October 1999-December 1999 (establish program) Ongoing (implementation)*
	Twp. create incentives, i.e., tax abatement, for private sector to undertake rehabilitation projects.	October 1999-December 1999**
Prevent deterioration of housing stock. <i>Housing Goals D. 1, 2 & 5, E. 1 & 2 & F.2.</i>	Twp. updates its property maintenance code and apartment inspection/certificate of occupancy code for rental units.	October 1998-March 1999 (code) Ongoing (implementation)
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1 & B.2 & 3.</i>	Twp. completes master plan addressing economic development with a focus on Rt 130, the industrial area and Cooper St.	October 1998-December 1999
Support the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	Twp. participates in a regional effort to develop and promulgate new legislation to create the redevelopment zone.	October 1998-Ongoing***

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

*** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Edgewater Park Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Enhance the gateways into the township to promote travel to the Rt. 130 business district. <i>Economic Dev. Goals K.4, L.4 M.1 & N.1 & 2.</i>	Twp. identifies critical sites and visual corridor along the main avenues and entrances into the township which require enhancement. Twp. prepares and implements a gateway enhancement plan coordinated with the master plan.	October 1998- October 1999 (plan)
Create an inviting "main street" along Cooper Street. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O. 1 & 5.</i>	Twp. prepares a streetscape improvement plan for Cooper St. which is coordinated with the master plan.	December 1999- December 2001
	Twp. prepares and adopts design guidelines for Cooper Street which are coordinated with the master plan.	December 1999- December 2001
	Twp. develops a building facade and site improvement program, with funding provisions, i.e., grants, low-interest loans and tax abatement.	December 1999- December 2001*
	Twp. investigates and secures outside funding.	December 1999- Ongoing*
Create an inviting highway business district along Rt 130. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O.1 & 5.</i>	Twp. prepares a streetscape improvement plan for Rt 130 which is coordinated with the master plan and redevelopment plan. Coordinate plan with Willingboro.	December 1999- December 2000
	Twp. prepares and adopts design guidelines for Rt 130 which are coordinated with the master plan, redevelopment plan and the streetscape improvement plan.	December 1999- December 2000
	Twp. investigates and secures outside funding.	December 1999- Ongoing*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Edgewater Park Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Encourage the reuse of vacant and underutilized industrial buildings and sites. <i>Economic Dev. Goals C.1-7, E.3-6 & O.5.</i>	Twp. establishes a steering committee to: work with private sector to identify opportunities for reuse of industrial facilities in the township; research successful industrial redevelopment programs and strategies in the state; and recommend specific strategies for Edgewater Park. Incorporate recommendations into master plan and redevelopment plan.	October 1998-October 1999 (plan) Ongoing for implementation*
Maintain and upgrade the township's infrastructure to ensure adequate service for businesses and residents. <i>Economic Dev. Goals A.1 & B.1-3.</i>	Twp. continues repairing and upgrading its sewerage system.	Ongoing**
	Twp. repairs and upgrades deteriorated sidewalks and roads.	Ongoing**
<i>Transportation</i>		
Encourage the creation of public transit bus routes that connect to LRT station stop at Cooper St and other parts of the county not presently served. <i>Economic Dev. Goals A.1 & N.2; Transportation--General.</i>	Twp. works with NJ Transit to reroute buses in the county to better serve township and county residents.	Ongoing
Improve the operations and safety of the roads in the township <i>Economic Dev. Goals A.1, M.1 & N.1; Transportation Location Nos. 19, 21-22, 24-27, 31-32 & T5 & L1.</i>	Twp. works with NJDOT and county to initiate study of the streets to improve safety and circulation. Incorporate findings and recommendations in circulation plan element of updated master plan.	October 1998-October 1999
	Twp. works with developers, NJDOT and county to implement improvements.	Ongoing* **

* This time frame is affected by the economy critical factor -- private sector interest.

** This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Edgewater Park Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Transportation continued</i>		
Create aesthetically pleasing, safe, convenient pedestrian linkages throughout the township, including the waterfront, parks and open space areas. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1 & 2; Transportation--General.</i>	Twp. develops a program to upgrade the streetscapes and sidewalk system based on the master plan. Twp. secures funding, i.e., ISTEA and Neighborhood Preservation Program, to implement upgrades.	October 1998-October 2002 Ongoing*
Provide pedestrian connections to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. participates in the development process for the Trail.	Ongoing*
<i>Recreation and Open Space</i>		
Connect the waterfront to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. executes actions discussed above in <i>Transportation</i> .	See <i>Transportation</i>
Upgrade and enhance heavily used parks in the township. <i>Open Space & Rec. Goal C.1-4.</i>	Twp. prepares and implements a recreation improvement plan coordinated with the master plan. Twp. secures funds for implementing the plan, i.e., Green Acres funding, etc.	October 1998-October 1999 (plan) Ongoing (implementation)* Ongoing*
<i>Historic Preservation</i>		
Not Applicable		

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Edgewater Park Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Public Facilities and Services</i>		
Ensure public facilities and services adequately meet the needs of township residents and businesses. <i>Economic Dev. Goals A.1 & F.1-3.</i>	Twp. prepares and implements a long-term and short-term facilities plan.	October 1998-October 2002*
Upgrade the township's infrastructure to ensure adequate service for township residents and businesses. See <i>Economic Dev. Goals</i> above.	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
<i>Intergovernmental Coordination</i>		
Develop a better understanding of the planning initiatives undertaken by neighboring municipalities and the county. <i>Economic Dev. Goals F.1-3, G.1-3 & I.1, 3 & 4; Open Space & Rec. Goals G.1-2, H.1, I.1 & J.1; Housing Goals D.4 & 5, G.1-3 & H.1-3; Transportation--General.</i>	Twp. builds on the county sponsored Route 130/Delaware River Corridor regional planning initiative and maintains dialogues with surrounding communities, with a focus on the Economic Development, Open Space and Recreation, Housing and Transportation Goals.	Ongoing
	Twp. initiates dialogues with surrounding municipalities to examine possibilities for providing joint services.	Ongoing
	Twp. participates in a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing**

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
 Edgewater Park Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Intergovernmental Coordination continued</i>		
	Twp. participates in a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing*

* This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
 Florence Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Prepare updated master plan. <i>Economic Dev. Goals A.1, B.3, C.5, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location Nos. 4-8 & T5 & L1.</i>	Twp. planning board prepares and adopts updated master plan.	June 2000
Prepare a redevelopment investigation for the Village of Roebling and the Roebling Steel Plant Superfund site and if the areas are determined to qualify for redevelopment, prepare a redevelopment plan for them. <i>Economic Dev. Goals A.1, B.1-3, C.1-7, K.1-5 & L.1-5; Housing Goals A.1-3, B.3 & 4 & D.1-5; Open Space & Rec. Goals C.1 & 2 & E.1-6; Transportation Location No. 4.</i>	Twp. council authorizes Twp. planning board to study Roebling Village and the Superfund site to determine whether they should be designated as redevelopment areas.	December 2000
	Twp. council and planning board prepare redevelopment plan if areas are found to qualify. Continue working with private sector, county and federal agencies to clean up and redevelop the steel mill site. Continue to work with the county and NJDOT to improve access into Roebling from Rt 130 via Hornberger Ave.	Ongoing
Create design guidelines to preserve the township's character and promote economic growth. <i>Economic Dev. Goals B.3, C.5, K.2 & 5 & L.5; Housing Goals B.1 & C.1</i>	Twp. planning board completes visual assessment of township. Twp. works with Burlington Twp. to coordinate design guidelines with an emphasis on Rt 130. Twp. council adopts design guidelines.	December 2001
Housing		
Continue implementing housing plan element. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2.</i>	Twp. continues to implement current housing plan.	Ongoing

Table 27 - Implementation Agenda
Florence Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing continued</i>		
Prepare new housing plan element as part of the updated master plan. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2.</i>	Twp. planning board prepares new housing plan and adopts it. Twp. council endorses it by resolution and petitions COAH for substantive certification.	April 2004
Rehabilitate deteriorated housing stock pursuant to the new housing plan element of master plan and redevelopment plan. <i>Economic Dev. Goals C.3 & L.4; Housing Goals A.1, D. 1, 2 & 5 & F.2.</i>	Twp. adopts program to rehabilitate deteriorated housing. Twp. pursue outside funding, i.e., Neighborhood Preservation Program, for program. Consider adopting a development fee ordinance to fund rehabilitation.	October 1999- December 1999 (establish program) Implemented on a continuous basis*
Prevent deterioration of housing stock. <i>Housing Goals D. 1, 2 & 5, E. 1 & 2 & F.2.</i>	Twp. adopts apartment inspection/certificate of occupancy code for rental units.	October 1998- March 1999 (codes) Implemented on a continuous basis
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1 & B.2 & 3.</i>	Twp. completes master plan addressing economic development with a focus on Rt 130, Roebling Village and the steel mill.	June 2000
Support the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	Twp. participates in a regional effort to develop and promulgate new legislation to create the redevelopment zone.	October 1998- Ongoing**

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor

Table 27 - Implementation Agenda
 Florence Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Enhance the gateways into the township to promote travel to the Rt. 130 business district. <i>Economic Dev. Goals K.4, L.4 M.1 & N.1 & 2.</i>	Twp. identifies critical sites and visual corridor along the main avenues and entrances into the township which require enhancement. Twp. prepares and implements a gateway enhancement plan coordinated with the master plan and the proposed light rail transit (LRT) system.	Ongoing*
Create an inviting highway business district along Rt. 130. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O. 1 & 5.</i>	Twp. prepares a streetscape improvement plan for Rt 130 which is coordinated with the master plan.	December 1999- December 2002
	Twp. prepares and adopts design guidelines for Rt 130 which are coordinated with the master plan.	December 1999- December 2002
	Twp. develops a building facade and site improvement program, with funding provisions, i.e., grants, low-interest loans and tax abatement.	December 1999- December 2002*
	Twp. investigates and secures outside funding.	December 1999- Ongoing*
Create innovative circulation solutions which improve the ability to access businesses along Rt 130 and to Roebling. <i>Economic Dev. Goals L.1-5 & N1 & 2; Transportation Location Nos. 4-8.</i>	Twp. prepares and implements circulation and parking plan for Rt 130. Plan is coordinated with redevelopment plan and master plan. Work with NJDOT, the county and private sector to develop solutions.	October 1998- December (plan) Ongoing for implementation* **

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Florence Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Encourage the reuse of vacant and underutilized industrial buildings and sites. <i>Economic Dev. Goals C.1-7, E.3-6 & O.5.</i>	Twp. establishes a steering committee to: work with private sector to identify opportunities for reuse of industrial facilities in the township; research successful industrial redevelopment programs and strategies in the state; and recommend specific strategies for Florence. Incorporate recommendations into master plan.	October 1998-December 2000 (plan) Ongoing for implementation*
Encourage the consolidation of small and narrow lots along Rt 130 for the development of larger commercial and industrial sites. <i>Economic Dev. Goals A.1, B.1-3 & C.1-5.</i>	Twp. create incentives, i.e., performance zoning, for the consolidation of small and narrow lots for commercial and industrial redevelopment. Adopt zoning to create incentives.	October 1998-December 2001
Maintain and upgrade the township's infrastructure to ensure adequate service for businesses and residents. <i>Economic Dev. Goals A.1 & B.1-3.</i>	Twp. continues repairing and upgrading its sewerage system.	Ongoing**
	Twp. repairs and upgrades deteriorated sidewalks and roads.	Ongoing**
Provide light rail transit (LRT) passenger service to Florence. <i>Economic Goals A.1 & N.2; Transportation Location T5 & L1.</i>	Twp. capitalizes on LRT service by coordinating redevelopment activities for Roebling and development of the Food Distribution Center with the LRT service. Work with NJT in locating and designing station stops to serve Roebling and the Food Distribution Center.	Ongoing
	Twp. provides convenient, safe pedestrian linkages to the station stop.	Depends on ability to repair and upgrade sidewalks -- activity/initiative above**

* This time frame is affected by the economy critical factor -- private sector interest.

** This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
 Florence Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
	Twp. encourages NJ Transit to provide bus routes and/or shuttles to the industrial area of Florence and Burlington Twp.	Ongoing
<i>Transportation</i>		
Provide LRT passenger service to Florence. See <i>Economic Development Goals</i> .	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
Encourage the creation of public transit bus routes that connect to LRT station stop and other parts of the county not presently served. <i>Economic Dev. Goals A.1 & N.2; Transportation--General</i> .	Twp. works with NJ Transit to reroute buses in the county to better serve township and county residents.	Ongoing
Improve the operations and safety of segments of Rt 130 and its crossroads. <i>Economic Dev. Goals A.1, M.1 & N.1; Transportation Location Nos. 4-8</i> .	Twp. works with NJDOT and county to initiate study of the streets to improve safety and circulation.	October 1998-Ongoing*
	Twp. works with developers, NJDOT and county to implement improvements.	Ongoing* **
Create aesthetically pleasing, safe, convenient pedestrian linkages throughout the township, including the waterfront, parks, local businesses in Florence Village and Roebling Village. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1 & 2; Transportation--General</i> .	Twp. develops a program to upgrade the streetscapes and sidewalk system based on the redevelopment plan and master plan.	October 1998-
	Twp. secures funding, i.e., ISTEA and Neighborhood Preservation Program, to implement upgrades.	Ongoing*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Florence Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Transportation continued</i>		
Provide pedestrian connections to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. participates in the development process for the Trail.	Ongoing*
<i>Recreation and Open Space</i>		
Create an inviting waterfront in Roebling as an attraction to and an amenity for the township. See <i>Economic Dev. and Open Space and Recreation Goals</i> indicated above for <i>Economic Development Activities</i> .	Twp. executes actions discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
Connect the waterfront to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. executes actions discussed above in <i>Transportation</i> .	See <i>Transportation</i>
Upgrade and enhance heavily used parks in the township. <i>Open Space & Rec. Goal C.1-4.</i>	Twp. prepares and implements a recreation improvement plan coordinated with the master plan. ment plan and master plan.	June 2000 Ongoing for implementation*
	Twp. secures funds for implementing the plan, i.e., Green Acres funding, etc.	Ongoing*
<i>Historic Preservation</i>		
Encourage the preservation of Roebling Village. <i>Economic Dev. Goal L.1-5; Open Space & Rec. Goal E.1-6.</i>	Twp. develops a marketing strategy for promoting historic Roebling. Work private sector (developer of the steel plant site) strategy.	Ongoing* **

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
 Florence Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Public Facilities and Services</i>		
Ensure public facilities and services adequately meet the needs of township residents and businesses. <i>Economic Dev. Goals A.1 & F.1-3.</i>	Twp. prepares and implements a long-term and short-term facilities plan.	Ongoing*
Upgrade the township's infrastructure to ensure adequate service for township residents and businesses. See <i>Economic Dev. Goals</i> above.	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
<i>Intergovernmental Coordination</i>		
Develop a better understanding of the planning initiatives undertaken by neighboring municipalities and the county. <i>Economic Dev. Goals F.1-3, G.1-3 & I.1, 3 & 4; Open Space & Rec. Goals G.1-2, H.1, I.1 & J.1; Housing Goals D.4 & 5, G.1-3 & H.1-3; Transportation--General.</i>	Twp. builds on the county sponsored Route 130/Delaware River Corridor regional planning initiative and maintains dialogues with surrounding communities, with a focus on the Economic Development, Open Space and Recreation, Housing and Transportation Goals.	Ongoing
	Twp. initiates dialogues with surrounding municipalities to examine possibilities for providing joint services.	Ongoing
	Twp. participates in a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing**
	Twp. participates in a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing**

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Palmyra Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Prepare updated master plan. <i>Economic Dev. Goals A.1, B.3, C.5, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location Nos. 43-44 & T5 & L1.</i>	Boro. planning board prepares and adopts updated master plan.	October 1998- December 1999
Prepare redevelopment investigation and plan coordinated with updated master plan with a focus on the downtown area and the area south of Rt 73. <i>Economic Dev. Goals A.1, B.3, C.5, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location Nos. 43-44 & T5 & L1.</i>	Boro. planning board prepares and adopts redevelopment investigation and plan; Boro. council adopts resolution and ordinance for redevelopment investigation and plan.	October 1998- December 1999
Prepare new, user-friendly development regulations which implement the new master plan and redevelopment plan. <i>Economic Dev. Goals B.3, C.5, J.4, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.3, B.2 & D.2</i>	Boro. planning board researches successful regulations and recommends appropriate changes to Boro. council for adoption. Boro. council adopts new regulations.	October 1999- October 2000
Create design guidelines to preserve the borough's character and promote economic growth. <i>Economic Dev. Goals B.3, C.5, K.2 & 5 & L.5; Housing Goals B.1 & C.1.</i>	Boro. planning board completes visual assessment of Palmyra. Boro. council adopts guidelines based on assessment, with an emphasis on the downtown area and the Rt 73 area.	October 1999- October 2000

Table 24 - Implementation Agenda
Palmyra Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing</i>		
Prepare a housing plan element for submission to COAH for substantive certification. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2</i>	Boro. planning board prepares and adopts a housing plan element; Boro. council endorses plan and submits it to COAH for substantive certification.	October 1998-October 1999
Rehabilitate deteriorated housing stock pursuant to the new housing plan element of master plan and redevelopment plan. <i>Economic Dev. Goals C.3 & L.4; Housing Goals A.1, D. 1, 2 & 5 & F.2.</i>	Boro. adopts program to rehabilitate deteriorated housing. Boro. pursues RCAs and outside funding, i.e., Neighborhood Preservation and Small Cities Programs at NJDCA, for program.	October 1999-December 1999 (establish program) Implemented on a continuous basis*
	Boro. creates incentives, i.e., tax abatement, for private sector to undertake rehabilitation projects.	Ongoing
Prevent deterioration of housing stock. <i>Housing Goals D. 1, 2 & 5, E. 1 & 2 & F.2.</i>	Boro. adopts property maintenance code and apartment inspection/certificate of occupancy code for rental units.	October 1998-December 1999 (codes) Implemented on a continuous basis
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1 & B.2 & 3.</i>	Boro. completes redevelopment plan addressing economic development with a focus on the downtown and the area south of Rt 73.	October 1998-October 1999
Support the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	Boro. participates in a regional effort to develop and promulgate new legislation to create the redevelopment zone.	October 1998-Ongoing**

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Palmyra Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Enhance the gateways into the borough to promote travel into the borough's downtown. <i>Economic Dev. Goals K.4, L.4 M.1 & N.1 & 2.</i>	Boro. identifies critical sites and visual corridor along the main avenues and entrances into the borough which require enhancement. Boro. prepares and implements a gateway enhancement plan coordinated with the redevelopment plan.	October 1998- October 1999 (plan)
Create an inviting business district along Broad Street and Cinnaminson Ave. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O. 1 & 5.</i>	Boro. prepares and implements a streetscape improvement plan for Broad Street and Cinnaminson Ave. which is coordinated with the redevelopment plan.	October 1999- October 2000 (plan) Ongoing (implementation)*
	Boro. develops a building facade improvement program, with funding provisions, i.e., grants, low-interest loans and tax abatement.	October 1998- October 1999*
	Boro. prepares and adopts user-friendly guidelines.	Ongoing
	Boro. investigates and secures outside funding.	Ongoing*
	Boro. capitalizes on the location of the proposed light rail transit (LRT) station stop at Broad Street and Cinnaminson Ave. by planning for downtown revitalization. Incorporate this concept into the redevelopment plan. Encourage private sector to participate in the redevelopment of this area.	October 1998- Ongoing* **
Create innovative urban parking solutions which preserve the borough's character. <i>Economic Dev. Goals L.1-5 & N.1 & 2.</i>	Boro. prepares and implements parking plan for downtown business district. Plan is coordinated with redevelopment plan and master plan.	October 1998- December 1999 (plan) Ongoing for implementation*

* This time frame is affected by the financial resources critical factor -- availability of outside funding.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Palmyra Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Create an inviting waterfront as an attraction to and an amenity for the borough. <i>Economic Dev. Goals B.2, C.4, K.1-5, L.1-5 & O.1 & 5; Open Space & Rec. Goals A.1 & 2, B.1, C.1-4, D.1-3 E.1-6, G.1 & 2 & K.1 & 2.</i>	Boro. works with the Burlington County Bridge Commission to provide links and access to Palmyra Cove, a nature preserve and environmental educational facility. Boro. coordinates the redevelopment with Delaware River Heritage Trail.	October 1998-Ongoing* October 1998-Ongoing
Encourage the reuse of vacant and underutilized industrial buildings and sites. <i>Economic Dev. Goals C.1-7, E.3-6 & O.5.</i>	Boro. establishes a steering committee to: work with private sector to identify opportunities for reuse of industrial facilities in the township; research successful industrial redevelopment programs and strategies in the state; and recommend specific strategies for Palmyra. Incorporate recommendations into redevelopment plan.	October 1998-October 1999 (plan) Ongoing for implementation**
Upgrade the borough's infrastructure to ensure adequate service for businesses and residents. <i>Economic Dev. Goals A.1 & B.1-3.</i>	Boro. continues repairing and upgrading its sewerage system. Boro. repairs and upgrades deteriorated roads and continues to explore sidewalk improvement funding.	Ongoing* Ongoing*
<i>Transportation</i>		
Improve the operations and safety of segments of Broad St and Rt 73. <i>Economic Dev. Goals A.1, M.1 & N.1; Transportation Location Nos. 43-44.</i>	Boro. works with county and NJDOT to initiate study of the streets to improve safety and operations.	October 1998-Ongoing*
Capitalize on the provision of light rail transit (LRT) passenger service to the borough and Corridor. <i>Economic Goals A.1 & N.2; Transportation Location T5 & L1.</i>	Boro. plans redevelopment of downtown area considering potential patronage generated by the proposed LRT passengers. Coordinate with redevelopment plan.	Ongoing

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Palmyra Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Transportation continued</i>		
Create aesthetically pleasing, safe, convenient pedestrian linkages throughout the borough, including the business district, waterfront, parks and proposed LRT station stop at Broad Street. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1 & 2; Transportation--General.</i>	Boro. develops a program to upgrade the streetscapes and sidewalk system based on the redevelopment plan and master plan. Boro.. secures funding, i.e., ISTEA, Small Cities Program, to implement upgrades.	October 1998-December 1999 Ongoing*
Provide pedestrian connections to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Boro. participates in the development process for the Trail.	Ongoing*
<i>Recreation and Open Space</i>		
Create an inviting waterfront as a recreational amenity for the borough. See <i>Economic Development</i> and <i>Open Space and Recreation Goals</i> indicated above for <i>Economic Development Activities</i> .	Boro. executes actions discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
Connect the waterfront to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Boro. executes actions discussed above in <i>Transportation</i> .	See <i>Transportation</i>
Upgrade and enhance worn and overused parks in the borough. <i>Open Space & Rec. Goal C.1-4.</i>	Boro. prepares and implements a recreation improvement plan coordinated with the redevelopment plan and master plan.	Ongoing*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Palmyra Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Recreation and Open Space continued</i>		
	Boro. secures funds for implementing the plan, i.e., Small Cities, Green Acres funding, etc.	Ongoing*
<i>Historic Preservation</i>		
Encourage the preservation of historic buildings and sites in the borough. <i>Economic Dev. Goal L.1-5; Open Space & Rec. Goal E.1-6.</i>	Boro. prepares inventory of historic buildings and sites, investigates viability of designating a historic district in the borough and, if viable, establishes district with regulations.	October 1998- October 1999
<i>Public Facilities and Services</i>		
Ensure public facilities and services adequately meet the needs of borough residents and businesses. <i>Economic Dev. Goals A.1 & F.1-3.</i>	Boro. prepares and implements a long-term and short-term facilities plan.	Ongoing*
Upgrade the borough's infrastructure to ensure adequate service for borough residents and businesses. See <i>Economic Dev. Goals</i> above.	Boro. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
<i>Intergovernmental Coordination</i>		
Develop a better understanding of the planning initiatives undertaken by neighboring municipalities and the county. <i>Economic Dev. Goals F.1-3, G.1-3 & I.1, 3 & 4; Open Space & Rec. Goals G.1-2, H.1, I.1 & J.1; Housing Goals D.4 & 5, G.1-3 & H.1-3; Transportation--General.</i>	Boro. builds on the county sponsored Route 130/Delaware River Corridor regional planning initiative and maintains dialogues with surrounding communities, with a focus on the Economic Development, Open Space and Recreation, Housing and Transportation Goals.	Ongoing
	Boro. initiates dialogues with surrounding municipalities to examine possibilities for providing joint services.	Ongoing

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Palmyra Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Intergovernmental Coordination continued</i>		
	Boro. participates in a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing*
	Boro. participates in a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing*

* This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Riverside Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Prepare redevelopment investigation and plan coordinated with recently prepared master plan with a focus on the downtown area and the Golden Triangle. <i>Economic Dev. Goals A.1, B.3, C.5, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location Nos. 33-35 & T5 & L1.</i>	Twp. planning board prepares and adopts redevelopment investigation and plan; Twp. council adopts resolution and ordinance for redevelopment investigation and plan.	October 1998-December 1999
Prepare new, user-friendly development regulations which implement the new master plan and redevelopment plan. <i>Economic Dev. Goals B.3, C.1, J.4, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.3, B.2 & D.2.</i>	Twp. planning board researches successful regulations and recommends appropriate changes to Twp. council for adoption. Twp. council adopts new regulations.	October 1999-December 2000
Create design guidelines to preserve the township's character and promote economic growth. <i>Economic Dev. Goals B.3, C.5, K.2 & 5 & L.5; Housing Goals B.1 & C.1.</i>	Twp. planning board completes visual assessment of township. Twp. council adopts guidelines based on assessment, with an emphasis on the downtown area and the Golden Triangle.	October 1999-December 2001
Housing		
Prepare a housing plan element for submission to COAH for substantive certification. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2.</i>	Twp. planning board prepares and adopts a housing plan element; twp. council endorses plan and submits it to COAH for substantive certification.	October 1998-December 1999

Table 27 - Implementation Agenda
Riverside Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing continued</i>		
Rehabilitate deteriorated housing stock pursuant to the new housing plan element of master plan and redevelopment plan. <i>Economic Dev. Goals C.3 & L.4; Housing Goals A.1, D. 1, 2 & 5 & F.2.</i>	Twp. adopts program to rehabilitate deteriorated housing. Twp. pursues RCAs and outside funding, i.e., Neighborhood Preservation and Small Cities Programs at NJDCA, for program.	October 1999-December 1999 (establish program) Implemented on a continuous basis*
	Twp. creates incentives, i.e., tax abatement, for private sector to undertake rehabilitation projects.	October 1999-December 1999
Prevent deterioration of housing stock. <i>Housing Goals D. 1, 2 & 5, E. 1 & 2 & F.2.</i>	Twp. adopts property maintenance code and apartment inspection/certificate of occupancy code for rental units.	October 1998-December 1999 (codes) Implemented on a continuous basis
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1 & B.2 & 3.</i>	Twp. completes redevelopment plan addressing economic development with a focus on the downtown and the Golden Triangle.	October 1998-December 1999
Support the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	Twp. participates in a regional effort to develop and promulgate new legislation to create the redevelopment zone.	October 1998-Ongoing**
Enhance the gateways into the township to promote travel into the township's downtown. <i>Economic Dev. Goals K.4, L.4 M.1 & N.1 & 2.</i>	Twp. identifies critical sites and visual corridor along the main avenues and entrances into the township which require enhancement. Twp. prepares and implements a gateway enhancement plan coordinated with the redevelopment plan.	October 1998-December 1999 (plan)

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Riverside Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Create an inviting business district along Scott Street, Pavilion Avenue and CR 543. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O. 1 & 5.</i>	Twp. completes streetscape improvement project along Scott Street.	October 1998- December 1999
	Twp. prepares and implements a streetscape improvement plan for Pavilion Avenue and CR 543 which is coordinated with the redevelopment plan.	October 1999- October 2001 (plan) Implementation*
	Twp. develops a building facade improvement program, with funding provisions, i.e., grants, low-interest loans and tax abatement.	October 1998- October 1999*
	Twp. prepares and adopts user-friendly guidelines.	October 1998- December 2000
	Twp. investigates and secures outside funding.	October 1998- Ongoing*
	Twp. capitalizes on the location of the proposed light rail transit (LRT) station stop at Pavilion Avenue by planning for mixed use development in Golden Triangle. Incorporate this concept into the redevelopment plan. Encourage private sector to participate in the redevelopment of this area.	October 1998- Ongoing* **
Create innovative urban parking solutions which preserve the city's character. <i>Economic Dev. Goals L.1-5 & N.1 & 2.</i>	Twp. prepares and implements parking plan for downtown business district. Plan is coordinated with redevelopment plan and master plan.	October 1998- December 1999 (plan) Ongoing for implementation*

* This time frame is affected by the financial resources critical factor -- availability of outside funding.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Riverside Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Create an inviting waterfront as an attraction to and an amenity for the township. <i>Economic Dev. Goals B.2, C.4, K.1-5, L.1-5 & O.1 & 5; Open Space & Rec. Goals A.1 & 2, B.1, C.1-4, D.1-3 E.1-6, G.1 & 2 & K.1 & 2.</i>	Twp. prepares and implements a waterfront development plan for the Golden Triangle coordinated with the redevelopment plan and master plan.	October 1998-March 2003 (plan)
	Twp. conducts a search for various funding sources and endeavors to develop a public/private partnership to redevelop the waterfront.	October 1998-Ongoing* **
	Twp. coordinates the redevelopment with Delaware River Heritage Trail.	October 1998-Ongoing
Encourage the reuse of vacant and underutilized industrial buildings and sites. <i>Economic Dev. Goals C.1-7, E.3-6 & O.5.</i>	Twp. establishes a steering committee to: work with private sector to identify opportunities for reuse of industrial facilities in the township; research successful industrial redevelopment programs and strategies in the state; and recommend specific strategies for Riverside. Incorporate recommendations into redevelopment plan.	October 1998-December 1999 (plan) Ongoing for implementation**
Upgrade the township's infrastructure to ensure adequate service for businesses and residents. <i>Economic Dev. Goals A.1 & B.1-3.</i>	Twp. continues repairing and upgrading its sewerage system.	Ongoing*
	Twp. repairs and upgrades storm drainage system to eliminate local flooding.	Ongoing*
	Twp. repairs and upgrades deteriorated sidewalks and roads.	Ongoing*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Riverside Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Provide light rail transit (LRT) passenger service to Riverside. <i>Economic Goals A.1 & N.2; Transportation Location T5 & L1.</i>	Twsp. continues to support the concept of providing LRT passenger service to Burlington County and Riverside and work with NJ Transit in locating and designing a station stop in the township.	Ongoing
	Twsp. provides convenient, safe pedestrian linkages to the station stop.	Depends on ability to repair and upgrade sidewalks -- activity/initiative above*
	Twsp. provides the opportunity for commercial development near the station stop through the master plan, zoning ordinance and redevelopment plan.	October 1998-Ongoing* **
<i>Transportation</i>		
Provide LRT passenger service to Riverside. See <i>Economic Development Goals</i> .	Twsp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
Encourage the creation of public transit bus routes that connect to LRT station stop and other parts of the county not presently served. <i>Economic Dev. Goals A.1 & N.2; Transportation--General</i> .	Twsp. works with NJ Transit to reroute buses in the county to better serve township and county residents.	Ongoing
Improve the operations and safety of segments of Lafayette St., Pavilion Ave., Franklin St., St. Mihiel Dr. & Chester Ave. <i>Economic Dev. Goals A.1, M.1 & N.1; Transportation Location Nos. 33-35.</i>	Twsp. works with county to initiate study of the streets to improve safety.	October 1998-Ongoing*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Riverside Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Transportation continued</i>		
Create aesthetically pleasing, safe, convenient pedestrian linkages throughout the township, including the business district, waterfront, parks and proposed LRT station stop at Pavilion Avenue. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1 & 2; Transportation--General.</i>	Twp. develops a program to upgrade the streetscapes and sidewalk system based on the redevelopment plan and master plan.	October 1998- October 2001
	Twp. secures funding, i.e., Small Cities Program, to implement upgrades.	Ongoing*
Provide pedestrian connections to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. participates in the development process for the Trail.	Ongoing*
Support the connection of Fairview Street to Hartford Road at Rt. 130 in Delran Township to improve cross-Corridor movement and to provide access to the Riverside downtown and proposed LRT station stop. <i>Economic Dev. Goals A.1, M.1 & N.1 & 2; Transportation Location Nos. 37, T5 & L1.</i>	Twp. demonstrates support of the connection by passing a resolution of endorsement.	October 1998- December 1999
<i>Recreation and Open Space</i>		
Create an inviting waterfront as a recreational amenity for the township. See <i>Economic Development and Open Space and Recreation Goals</i> indicated above for <i>Economic Development Activities</i> .	Twp. executes actions discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Riverside Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Recreation and Open Space continued</i>		
Connect the waterfront to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. executes actions discussed above in <i>Transportation</i> .	See <i>Transportation</i>
Upgrade and enhance worn and overused parks in the township <i>Open Space & Rec. Goal C.1-4.</i>	Twp. prepares and implements a recreation improvement plan coordinated with the redevelopment plan and master plan.	October 1998-December 1999 (plan) Ongoing for implementation*
	Twp. secures funds for implementing the plan, i.e., Small Cities, Green Acres funding, etc.	Ongoing*
<i>Historic Preservation</i>		
Encourage the preservation of historic buildings and sites in the township. <i>Economic Dev. Goal L.1-5; Open Space & Rec. Goal E.1-6.</i>	Twp. prepares inventory of historic buildings and sites, investigates viability of designating a historic district in the township and, if viable, establishes district with regulations.	October 1998-December 1999
<i>Public Facilities and Services</i>		
Ensure public facilities and services adequately meet the needs of township residents and businesses. <i>Economic Dev. Goals A.1 & F.1-3.</i>	Twp. prepares and implements a long-term and short-term facilities plan.	October 1998-October 2001*
Upgrade the township's infrastructure to ensure adequate service for township residents and businesses. See <i>Economic Dev. Goals</i> above.	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Riverside Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Intergovernmental Coordination</i>		
Develop a better understanding of the planning initiatives undertaken by neighboring municipalities and the county. <i>Economic Dev. Goals F.1-3, G.1-3 & I.1, 3 & 4; Open Space & Rec. Goals G.1-2, H.1, I.1 & J.1; Housing Goals D.4 & 5, G.1-3 & H.1-3; Transportation--General.</i>	Twp. builds on the county sponsored Route 130/Delaware River Corridor regional planning initiative and maintains dialogues with surrounding communities, with a focus on the Economic Development, Open Space and Recreation, Housing and Transportation Goals.	Ongoing
	Twp. initiates dialogues with surrounding municipalities to examine possibilities for providing joint services.	Ongoing
	Twp. participates in a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing*
	Twp. participates in a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing*
	Twp. continues to support proposed LRT passenger service to county and Corridor.	Ongoing

* This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Riverton Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Prepare updated master plan. <i>Economic Dev. Goals A.1, B.3, C.5, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation Location Nos. 43 & T5 & L1.</i>	Boro. planning board prepares and adopts updated master plan.	January 2004
Prepare new, user-friendly development regulations which implement the new master plan. <i>Economic Dev. Goals B.3, C.t, J.4, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.3, B.2 & D.2</i>	Boro. planning board researches successful regulations and recommends appropriate changes to Boro. council for adoption. Boro. council adopts new regulations.	October 2000
Create design guidelines to preserve the borough's character and promote economic growth. <i>Economic Dev. Goals B.3, C.5, K.2 & 5 & L.5; Housing Goals B.1 & C.1.</i>	Boro. planning board completes visual assessment of Riverton. Boro. council adopts guidelines based on assessment, with an emphasis on the downtown area.	October 2000
Housing		
Prepare a housing plan element for submission to COAH for substantive certification. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2.</i>	Boro. planning board prepares and adopts a housing plan element; Boro. council endorses plan and submits it to COAH for substantive certification.	October 1998- October 1999
Rehabilitate deteriorated housing stock pursuant to the new housing plan element of master plan and redevelopment plan. <i>Economic Dev. Goals C.3 & L.4; Housing Goals A.1, D. 1, 2 & 5 & F.2.</i>	Boro. adopts program to rehabilitate deteriorated housing. Boro. pursues RCAs and outside funding, i.e., Neighborhood Preservation and Small Cities Programs at NJDCA, for program.	October 1999- December 1999 (establish program) Implemented on a continuous basis*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Riverton Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing continued</i>		
	Boro. creates incentives, i.e., tax abatement, for private sector to undertake rehabilitation projects.	October 1999- December 1999
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1 & B.2 & 3.</i>	Boro. implements master plan addressing economic development with a focus on the downtown.	Ongoing*
Support the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	Boro. participates in a regional effort to develop and promulgate new legislation to create the redevelopment zone.	October 1998- Ongoing**
Enhance the gateways into the borough to promote travel into the borough's downtown. <i>Economic Dev. Goals K.4, L.4 M.1 & N.1 & 2.</i>	Boro. identifies critical sites and visual corridor along the main avenues and entrances into the borough which require enhancement. Boro. prepares and implements a gateway enhancement plan coordinated with the master plan.	October 1998- October 1999 (plan)
Create an inviting business district along Broad Street and Main Street. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O. 1 & 5.</i>	Boro. prepares and implements a streetscape improvement plan for Broad Street and Main Street which is coordinated with the master plan.	October 1999- October 2000 (plan) Ongoing (implementation)*
	Boro. develops a building facade improvement program, with funding provisions, i.e., grants, low-interest loans and tax abatement.	October 1998- October 1999*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Riverton Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
	Boro. prepares and adopts user-friendly guidelines.	October 1998- October 1999
	Boro. investigates and secures outside funding.	October 1998- Ongoing*
	Boro. capitalizes on the location of the proposed light rail transit (LRT) station stop at Broad Street and Main Street by planning for downtown revitalization. Incorporate this concept into the redevelopment plan. Encourage private sector to participate in the redevelopment of this area.	October 1998- Ongoing* **
Create innovative urban parking solutions which preserve the borough's character. <i>Economic Dev. Goals L.1-5 & N.1 & 2.</i>	Boro. prepares and implements parking plan for downtown business district. Plan is coordinated with master plan.	October 1998- October 2000 (plan) Ongoing for implementation*
Maintain the Borough's inviting waterfront as an attraction to and an amenity for the borough. <i>Economic Dev. Goals B.2, C.4, K.1-5, L.1-5 & O.1 & 5; Open Space & Rec. Goals A.1 & 2, B.1, C.1-4, D.1-3 E.1-6, G.1 & 2 & K.1 & 2.</i>	Boro. works with property owners to develop a plan to preserve the waterfront. Boro seeks outside funding sources to help maintain the area and rebuild the seawall.	October 1998- Ongoing*
	Boro. coordinates the redevelopment with Delaware River Heritage Trail.	October 1998- Ongoing
Upgrade the borough's infrastructure to ensure adequate service for businesses and residents. <i>Economic Dev. Goals A.1 & B.1-3.</i>	Boro. continues repairing and upgrading its sewerage system.	Ongoing*
	Boro. repairs and upgrades deteriorated sidewalks and roads.	Ongoing*

* This time frame is affected by the financial resources critical factor -- availability of outside funding.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Riverton Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Transportation		
Improve the operations and safety of segments of Broad Street. <i>Economic Dev. Goals A.1, M.1 & N.1; Transportation Location No. 43.</i>	Boro. works with county and NJDOT to initiate study of the streets to improve safety and operations.	October 1998-Ongoing*
Capitalize on the provision of light rail transit (LRT) passenger service to the borough and Corridor. <i>Economic Goals A.1 & N.2; Transportation Location T5 & L1.</i>	Boro. plans redevelopment of downtown area to consider potential patronage generated by LRT passengers.	Ongoing
Create aesthetically pleasing, safe, convenient pedestrian linkages throughout the township, including the business district, waterfront, parks and proposed LRT station stop at Broad Street. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1 & 2; Transportation--General.</i>	Boro. develops a program to upgrade the streetscapes and sidewalk system based on the master plan.	October 1998-October 1999
	Boro.. secures funding, i.e., ISTEA, to implement upgrades.	Ongoing*
Provide pedestrian connections to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Boro. participates in the development process for the Trail.	Ongoing*
Recreation and Open Space		
Create an inviting waterfront as a recreational amenity for the borough. See <i>Economic Development</i> and <i>Open Space and Recreation Goals</i> indicated above for <i>Economic Development Activities</i> .	Boro. executes actions discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Riverton Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Recreation and Open Space continued</i>		
Connect the waterfront to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Boro. executes actions discussed above in <i>Transportation</i> .	See <i>Transportation</i>
Upgrade and enhance worn and overused parks in the borough. <i>Open Space & Rec. Goal C.1-4.</i>	Boro. prepares and implements a recreation improvement plan coordinated with master plan. Boro. secures funds for implementing the plan, i.e., Green Acres funding, etc.	October 1998- October 1999 (plan) Ongoing for implementation* Ongoing*
<i>Historic Preservation</i>		
Encourage the preservation of historic buildings and sites in the borough. <i>Economic Dev. Goal L.1-5; Open Space & Rec. Goal E.1-6.</i>	Boro. pursues historic district designation with the state and establishes regulations for the district.	October 1998- October 2000
<i>Public Facilities and Services</i>		
Ensure public facilities and services adequately meet the needs of borough residents and businesses. <i>Economic Dev. Goals A.1 & F.1-3.</i>	Boro. prepares and implements a long-term and short-term facilities plan.	October 1998- October 2000*
Upgrade the borough's infrastructure to ensure adequate service for borough residents and businesses. See <i>Economic Dev. Goals</i> above.	Boro. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
 Riverton Borough, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Intergovernmental Coordination</i>		
Develop a better understanding of the planning initiatives undertaken by neighboring municipalities and the county. <i>Economic Dev. Goals F.1-3, G.1-3 & I.1, 3 & 4; Open Space & Rec. Goals G.1-2, H.1, I.1 & J.1; Housing Goals D.4 & 5, G.1-3 & H.1-3; Transportation--General.</i>	Boro. builds on the county sponsored Route 130/Delaware River Corridor regional planning initiative and maintains dialogues with surrounding communities, with a focus on the Economic Development, Open Space and Recreation, Housing and Transportation Goals.	Ongoing
	Boro. initiates dialogues with surrounding municipalities to examine possibilities for providing joint services.	Ongoing
	Boro. participates in a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing*
	Boro. participates in a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing*

* This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Willingboro Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Prepare new, user-friendly development regulations which implement the recently adopted master plan and redevelopment plan. <i>Economic Dev. Goals B.3, C.5, J.4, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.3, B.2 & D.2.</i>	Twp. planning board researches successful regulations and recommends appropriate changes to Twp. council for adoption. Twp. works with surrounding communities to coordinate land uses and zoning. Twp. council adopts new regulations.	October 1999- December 2000
Create design guidelines to preserve the township's character and promote economic growth. <i>Economic Dev. Goals B.3, C.5, K.2 & 5 & L.5; Housing Goals B.1 & C.1.</i>	Twp. planning board completes visual assessment of township. Twp. works with surrounding communities to coordinate design guidelines with an emphasis on Rt 130. Twp. council adopts design guidelines.	December 1999- December 2001
Housing		
Adopt a housing plan element. <i>Housing Goals A.1-3, B.1, C.1, & F.1 & 2.</i>	Twp. planning board adopts new housing plan. Twp. council endorses plan and petitions NJCOAH for substantive certification. Adopt new zoning after receiving certification.	October 1998- December 1999
Rehabilitate deteriorated housing stock pursuant to the new housing plan element of master plan. <i>Economic Dev. Goals C.3 & L.4; Housing Goals A.1, D.1, 2 & 5 & F2.</i>	Twp. adopts program to rehabilitate deteriorated housing. Twp. pursue outside funding, i.e., Neighborhood Preservation Program, for program.	October 1999- December 1999 (establish program) Ongoing (implementation)*
	Twp. create incentives, i.e., tax abatement, for private sector to undertake rehabilitation projects.	October 1999- December 1999**

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Willingboro Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing continued</i>		
Prevent deterioration of housing stock. <i>Housing Goals D. 1, 2 & 5, E. 1 & 2 & F.2.</i>	Twp. updates its property maintenance code and apartment inspection/certificate of occupancy code for rental units.	October 1998-March 1999 (code) Ongoing (implementation)
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1 & B.2 & 3.</i>	Twp. implements redevelopment plan addressing economic development with a focus on Rt 130 and the industrial area.	Ongoing* **
Support the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	Twp. participates in a regional effort to develop and promulgate new legislation to create the redevelopment zone.	October 1998-Ongoing***
Enhance the gateways into the township to promote travel to the Rt. 130 business district. <i>Economic Dev. Goals K.4, L.4 M.1 & N.1 & 2.</i>	Twp. identifies critical sites and visual corridor along the main avenues and entrances into the township which require enhancement. Twp. prepares and implements a gateway enhancement plan coordinated with the master plan.	October 1998-December 2000 (plan)
Create an inviting highway business district along Rt 130. <i>Economic Dev. Goals B.3, C.5, J.4, K.5, L.1-5 & O.1 & 5.</i>	Twp. prepares a streetscape improvement plan for Rt 130 which is coordinated with the master plan and redevelopment plan. Coordinate plan with Edgewater Park and Burlington Twp.	December 1999-December 2001
	Twp. prepares and adopts design guidelines for Rt 130 which are coordinated with the master plan, redevelopment plan and the streetscape improvement plan.	December 1999-December 2001

* This time frame is affected by the financial resources critical factor -- availability of outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

*** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Willingboro Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
	Twp. investigates and secures outside funding.	December 1999-Ongoing*
Encourage the reuse of vacant and underutilized industrial buildings and sites. <i>Economic Dev. Goals C.1-7, E.3-6 & O.5.</i>	Twp. establishes a steering committee to: work with private sector to identify opportunities for reuse of industrial facilities in the township; research successful industrial redevelopment programs and strategies in the state; and recommend specific strategies for Willingboro. Incorporate recommendations into master plan and redevelopment plan.	October 1998-October 1999 (plan) Ongoing for implementation*
Maintain and upgrade the township's infrastructure to ensure adequate service for businesses and residents. <i>Economic Dev. Goals A.1 & B.1-3.</i>	Twp. continues repairing and upgrading its sewerage system.	Ongoing*
	Twp. repairs and upgrades deteriorated sidewalks and roads.	Ongoing*
<i>Transportation</i>		
Encourage the creation of public transit bus routes that connect to LRT station stop at Cooper St in Beverly and other parts of the county not presently served. <i>Economic Dev. Goals A.1 & N.2; Transportation--General.</i>	Twp. works with NJ Transit to reroute buses in the county to better serve township and county residents. Encourage bus routes to be directed to Willingboro Town Center (former plaza).	Ongoing
Improve the operations and safety of the roads in the township <i>Economic Dev. Goals A.1, M.1 & N.1; Transportation Location Nos. 21-24, 31-32 & T5 & L1.</i>	Twp. works with NJDOT and county to initiate study of the streets to improve safety and circulation. Incorporate findings and recommendations in circulation plan element of updated master plan.	October 1998-Ongoing
	Twp. works with developers, NJDOT and county to implement improvements.	Ongoing* **

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 27 - Implementation Agenda
Willingboro Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Transportation continued</i>		
Create aesthetically pleasing, safe, convenient pedestrian linkages throughout the township, including the Willingboro Town Center, parks and open space areas. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1 & 2; Transportation--General.</i>	Twp. develops a program to upgrade the streetscapes and sidewalk system based on the master plan. Twp. secures funding, i.e., ISTEA and Neighborhood Preservation Program, to implement upgrades.	October 1998-December 2001 Ongoing*
Provide pedestrian connections to the Rancocas Greenway. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. participates in the development process for the Rancocas Greenway.	Ongoing*
<i>Recreation and Open Space</i>		
Connect the waterfront to the Rancocas Greenway. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	Twp. executes actions discussed above in <i>Transportation</i> .	See <i>Transportation</i>
Upgrade and enhance heavily used parks in the township. <i>Open Space & Rec. Goal C.1-4.</i>	Twp. prepares and implements a recreation improvement plan coordinated with the master plan. Twp. secures funds for implementing the plan, i.e., Green Acres funding, etc.	October 1998-December 2000 (plan) Ongoing (implementation)* Ongoing*
<i>Historic Preservation</i>		
Not Applicable		

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 27 - Implementation Agenda
Willingboro Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Public Facilities and Services</i>		
Ensure public facilities and services adequately meet the needs of township residents and businesses. <i>Economic Dev. Goals A.1 & F.1-3.</i>	Twp. prepares and implements a long-term and short-term facilities plan.	October 1998-December 2001*
Upgrade the township's infrastructure to ensure adequate service for township residents and businesses. See <i>Economic Dev. Goals</i> above.	Twp. executes initiatives discussed above in <i>Economic Development</i> .	See <i>Economic Development</i>
<i>Intergovernmental Coordination</i>		
Develop a better understanding of the planning initiatives undertaken by neighboring municipalities and the county. <i>Economic Dev. Goals F.1-3, G.1-3 & I.1, 3 & 4; Open Space & Rec. Goals G.1-2, H.1, I.1 & J.1; Housing Goals D.4 & 5, G.1-3 & H.1-3; Transportation--General.</i>	Twp. builds on the county sponsored Route 130/Delaware River Corridor regional planning initiative and maintains dialogues with surrounding communities, with a focus on the Economic Development, Open Space and Recreation, Housing and Transportation Goals.	Ongoing
	Twp. initiates dialogues with surrounding municipalities to examine possibilities for providing joint services.	Ongoing
	Twp. participates in a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing**

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

Table 27 - Implementation Agenda
Willingboro Township, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Intergovernmental Coordination continued</i>		
	Twp. participates in a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing*

* This time frame is affected by the legislation critical factor.

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
Land Use		
Promote the reexamination and update of municipal master plans for Corridor municipalities. <i>Economic Dev. Goals A.1, B.1-3, C.1-5 & 7, K.1-5 & L.1-5; Housing Goals B.1-3 & C.1; Open Space & Rec. Goals A.1 & 2, B.1, D.1 & 2 & E.5 & 6; Transportation -- all Location Nos.</i>	County Office of Land Use Planning (OLUP) assists municipalities in reexamining and updating local master plans.	October 1998-Ongoing
	OLUP conducts buildout/capacity analysis to project populations, service demands, fiscal impacts and impacts on open space. Use findings for preparation of master plans.	October 1998-October 1999
	OLUP works with municipalities to identify desirable qualities of the environment, neighborhoods and communities that are to be retained and enhanced in the Corridor. Incorporate findings into master plans.	October 1998-Ongoing
	OLUP provides land use planning seminars for local planning officials. Tailor seminars to local needs and requests to learn about planning and zoning.	October 1998-Ongoing
Promote the study of areas for redevelopment and the preparation of redevelopment plans for Corridor municipalities. <i>Economic Dev. Goals A.1, B.1-3, C.1-7, K.1-5 & L.1-5; Housing Goals A.1-3, B.3 & 4 & D.1-5; Open Space & Rec. Goals C.1 & 2 & E.1-6; Transportation -- all Location Nos.</i>	OLUP assists municipalities in studying areas to determine redevelopment suitability and preparing redevelopment plans for areas found to be suitable for redevelopment. Coordinate redevelopment plans with master plans and the Corridor Plan.	October 1998-Ongoing
	OLUP inventories vacant, abandoned and underutilized sites and buildings and "brownfield" sites in the Corridor. OLUP works with municipalities to rank sites and buildings for usability, limitations and adaptability for redevelopment. Target high ranking sites and buildings for redevelopment.	October 1998-October 1999

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Land Use continued</i>		
	County with the assistance of OLUP and the county Dept. of Economic Development works with municipalities to create a Corridor-wide redevelopment zone and assists in developing and promulgating new legislation to create the redevelopment zone.	October 1998-Ongoing*
Promote the preparation of user-friendly development regulations which implement new master plans and redevelopment plans for Corridor municipalities. <i>Economic Dev. Goals B.3, C.5, J.4, K.5 & L.5; Housing Goals B.1 & C.1; Open Space & Rec. Goals A.3, B.2 & D.2.</i>	OLUP assists municipalities in preparing user-friendly development regulations which implement new master plans and redevelopment plans. Encourage municipalities to work together in preparing the regulations to ensure coordination and continuity regarding land uses and zoning.	October 1998-Ongoing
Promote the preparation of design guidelines that preserve the character of the Corridor municipalities and promote economic development. <i>Economic Dev. Goals B.3, C.5, K.2 & L.5; Housing Goals B.1 & C.1.</i>	OLUP assists municipalities in conducting a visual assessment of the respective municipalities and preparing the design guidelines. Encourage municipalities to work together in conducting the assessment and preparing the guidelines to ensure coordination and continuity regarding the physical landscape.	October 1998-Ongoing
<i>Housing</i>		
Promote the preparation of municipal housing plan elements and updating them for COAH substantive certification. <i>Housing Goals A.1-3, B.1, C.1 & F.1 & 2.</i>	OLUP assists municipalities in preparing housing plan elements.	October 1998-Ongoing

* This time frame is affected by the legislation critical factor.

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing continued</i>		
Promote the rehabilitation of deteriorated housing stock pursuant to new housing plan elements and redevelopment plans. <i>Economic Dev. Goals C.3 & L.4; Housing Goals A.1, D.1-5 & F.2.</i>	OLUP assists municipalities in preparing housing plan elements with rehabilitation components.	October 1998-Ongoing
	OLUP encourages municipalities to establish intra-municipal RCAs and development fee ordinances to help fund local rehabilitation programs as part of housing plan elements.	October 1998-Ongoing
	OLUP encourages municipalities to create incentives, i.e., tax abatement, for private sector to undertake rehabilitation projects.	October 1998-Ongoing
	County with the assistance of OLUP and the county Office of Community Development (OCD) works with municipalities to create a county-wide RCA to benefit communities that need housing rehabilitation. County and municipalities work together to develop and promulgate new legislation to permit the creation of the county-wide RCA program.	October 1998-Ongoing*
	County supports local actions to obtain outside funding for rehabilitation projects. Assist municipalities in applying for outside funding.	October 1998-Ongoing**
Encourage municipalities to prevent deterioration of housing stock. <i>Housing Goals D.1, 2 & 5, E.1 & 2 & F.2.</i>	OLUP assists municipalities in preparing property maintenance codes and apartment inspection/certificate of occupancy codes rental units.	October 1998-Ongoing

* This time frame is affected by the legislation critical factor.

** This time frame is affected by the financial resources critical factor -- availability of outside funds.

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Housing continued</i>		
Encourage the production of new housing units in appropriate locations identified in local master plans to ease the tight supply of housing without sacrificing the "small town" character of the Corridor communities. <i>Economic Dev. Goals A.1, B.3, & C.3-5; Housing Goals B.1-4, C.1, F.1-6, G1-3 & H.1-3.</i>	OLUP works with municipalities to direct private sector to target areas and projects for the redevelopment of former commercial and industrial sites as having residential components providing new housing units. Encourage municipalities to create incentives, i.e., tax abatement, low cost financing, etc., to attract private sector to the target areas and projects.	October 1998-Ongoing
	OLUP encourages municipalities to plan for infill development designated in appropriate areas in their master plans.	October 1998-Ongoing
	OLUP encourages municipalities with lower shares of rental housing, i.e. Cinnaminson and Willingboro, to plan for new rental housing in appropriate locations designated in their master plans.	October 1998-Ongoing
	OLUP and OCD educates municipalities in planning for affordable housing for families, the elderly and special needs persons, assisted housing for the Corridor's indigenous poor, homeless and threatened with homelessness, and supportive housing.	October 1998-Ongoing
<i>Economic Development</i>		
Encourage economic growth and development without sacrificing quality of life. <i>Economic Dev. Goals A.1.</i>	County works with Corridor municipalities to encourage economic growth and development that provides benefits and improves quality of life over the long term.	Ongoing

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Encourage the creation of a Corridor-wide redevelopment zone which has an economic development component. <i>Economic Dev. Goals C.6, I.4 & O.4 & 6.</i>	County works with municipalities to develop and promulgate new legislation to create the redevelopment zone.	October 1998-Ongoing
Encourage responsible, sustainable development and redevelopment to occur within the Corridor, by respecting existing development patterns and capacities of the environment and retaining and enhancing neighborhoods and communities. <i>Economic Dev. Goals A.1, B.1-3, C.1-5 & 7; Housing Goal A.1-3; Open Space & Rec. Goal B.1; Transportation--General.</i>	OLUP conducts buildout/capacity analysis to project populations, service demands, fiscal impacts and impacts on open space. Use findings for preparation of local master plans, redevelopment plans housing plans and economic development plans.	October 1998-October 1999
	County with the assistance of OLUP, OCD and the county Dept. of Economic Development (DED) assists municipalities in redeveloping and improving target areas and projects. Promote target areas and projects with private sector; provide technical assistance to municipalities and private sector.	October 1998-Ongoing
Encourage the redevelopment of vacant, abandoned and underutilized sites and buildings, including "brownfield" sites, in the Corridor. <i>Economic Dev. Goals A.1, B.1-3, C.1-7, K.1-5 & L.1-5; Housing Goals A.1-3, B.3 & 4 & D.1-5; Open Space & Rec. Goals c.1 & 2 & E.1-6; Transportation -- all Location Nos.</i>	OLUP inventories vacant, abandoned and underutilized sites and buildings and "brownfields" sites in the Corridor. OLUP works with municipalities to rank sites and buildings for usability, limitations and adaptability for redevelopment. Target high ranking sites and buildings for redevelopment.	October 1998-October 1999
	Encourage the readaptive use of vacant, underutilized commercial buildings and sites, with a focus on high-tech and light industrial uses. Examine sites for potential for having a residential component.	Ongoing

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
	County establishes a program for locating new businesses from the Burlington County College/New Jersey Institute of Technology incubator in Mount Laurel to target areas and projects for redevelopment. Examine the potential for creating a satellite incubator in the Corridor. With incentives, i.e., NJ Economic Development Authority funds, redevelopment zone shared tax revenues (requires legislative change), etc., encourage private sector incubators to be created in the Corridor.	October 1998- October 1999 (program) October 1998- Ongoing (satellite incubator; private sector incubator)* ** ***
Foster the retention of existing viable businesses in the Corridor. <i>Economic Dev. Goals D.1-5, G.1-3, H.1-5, I.1-4, J.1-4, M.1-2, N.1-3 & O.1-6.</i>	County refines the general business survey conducted for Part One by focusing on the needs of basic industries in the Corridor, including goods-producing and services-producing industries identified in Part One. Evaluate results and recommend changes, i.e., governmental policies, programs and projects, to retain existing viable businesses. Further, recommend private sector actions aimed at retaining viable businesses. Work with municipalities, county, state and private sector to develop recommendations.	October 1998- December 1999 (refined survey) December 1999- June 2000 (recommendations) Ongoing (implementation)** ***
Identify and attract target businesses and industries which will improve the economic diversity and vitality of the Corridor. <i>Economic Dev. Goals C.7, E.1-6, G.1-3, H.1-5, I.1-4, J.1-4, M.1-2, N.1-3 & O.1-6.</i>	County, municipalities and the private sector work together in developing and implementing a marketing strategy to attract target businesses and industries identified in Part One, including goods-producing and services-producing industries.	October 1998- October 1999 (marketing strategy) October 1999- Ongoing (implementation)

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the legislation critical factor.

*** This time frame is affected by the economy critical factor -- private sector interest.

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
	County and municipalities form a standing committee/organization whose sole purpose is to promote and market the Corridor based on the marketing strategy. Explore possibility of using the DED as the organization. Develop marketing tools, i.e., brochures, Internet webpage sites, etc. Act as an ombudsman or liaison for business. Work with OLUP to encourage municipalities to adopt incentive zoning for development and redevelopment.	October 1998- December 1998 (committee/ organization) Ongoing (implementation)
	County and municipalities form a standing committee/organization whose sole purpose is to form alliances with the public and private sectors to create advantages for doing business in the Corridor. Explore the possibility of using the DED as the organization. Coordinate efforts with marketing strategy. Develop a directory of all organizations/associations whose focus is to foster economic development in the county and state. Encourage the creation of public/private sector investment aimed at economic development and growth.	October 1998- December 1998 (committee/ organization) Ongoing (implementation)
	County coordinates incubator relocation program discussed above with the marketing strategy for the Corridor.	Ongoing
Encourage cooperative and complementary economic development projects, activities and programs to be initiated between municipalities in the Corridor. <i>Economic Dev. Goals C.6 & F.1-3.</i>	County educates elected municipal officials, planning boards and zoning boards of adjustment about the importance of coordinating economic development projects, activities and programs with neighboring communities.	Ongoing

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
	County educates municipal elected officials about the benefits and advantages of sharing services and programs with neighboring communities.	Ongoing
	County executes initiatives for creating a redevelopment zone recommended above for the <i>Land Use</i> activities.	October 1998-Ongoing*
Build on existing labor skills through educational and retraining programs to attract new business and strengthen existing business in the Corridor. <i>Economic Dev. Goals D.1-5 & H.1-5.</i>	County Workforce Investment Board continues fostering the furtherance of educating and retraining the county labor force. Promote existing educational and retraining programs available in the county. Build alliances with local business to determine their educational and retraining program needs, to tap their expertise as part of the educational process, and to implement work-training programs. Build alliances with local educational institutions, establishing satellite facilities in the Corridor. Continue to seek state and federal funding to further educational and retraining programs and to maintain state-of-the-art facilities and technologies made available to the county workforce and local business.	Ongoing** ***

* This time frame is affected by the legislation critical factor.

** This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

*** This time frame is affected by the economic critical factor -- private sector interest.

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Capitalize on the waterways and the waterfront as a way to attract economic development in the Corridor. <i>Economic Dev. Goals G.1-3 & K.1-5; Open Space & Rec. Goals A.1 & 2, B.1, C.1-4, D.1-3, E.1-6, G.1 & 2 & K.1 & 2.</i>	OLUP prepares inventory of natural and manmade resources located along the waterways and waterfront in the Corridor. Identify unique characteristics and amenities of such resources. Encourage the development of the waterways and waterfront as tourist, recreation, residential and commercial destinations. Assist municipalities in modifying local master plans and zoning accordingly to provide for such waterway and waterfront development.	October 1998-March 2000 (inventory) October 1998-Ongoing (implementation)*
	County with assistance of OLUP continues to work with the municipalities and the National Park Service in developing plans for the Delaware River Heritage Trail. County evaluate open space properties along the Trail for county acquisition, i.e. Hawk Island.	Ongoing
	OLUP assists municipalities in obtaining outside funding to improve deteriorated and/or outdated waterfronts and waterfront parks.	October 1998-Ongoing*
	Marketing committee/organization discussed above incorporates plan to make waterways and waterfronts as economic destinations into the marketing strategy for the Corridor.	October 1998-Ongoing

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
<p>Capitalize on the historic areas of the Corridor as a way to attract economic development. <i>Economic Dev. Goal G.1-3 & L.1-5; Open Space & Rec. Goal E.1-6.</i></p>	<p>OLUP works with municipalities to inventory historic resources in the Corridor. Assist municipalities in evaluating resources for economic development potential and preparing economic development plans to capitalize on the historic resources as tourist, recreation, residential and commercial destinations. Assist municipalities in modifying local master plans and zoning accordingly to provide for such destinations.</p>	<p>October 1998-March 2000 (inventory) October 1998-Ongoing (implementation)*</p>
	<p>OLUP assists municipalities in obtaining outside funding to improve historic buildings, sites and districts.</p>	<p>Ongoing</p>
	<p>Marketing committee/organization discussed above incorporates plan to make historic areas as economic destinations into the marketing strategy for the Corridor.</p>	<p>October 1998-Ongoing</p>
<p>Capitalize on the Corridor's close proximity to regional and interstate highways as a way to improve economic activity in the Corridor and improve and enhance accessibility within and throughout the Corridor to attract new business and improve existing business. <i>Economic Dev. Goals A.1, B.1-3, C.1-7, D.5, E.1-6, G.1-3, I.1 & 3, K.4, L.4, M.1-2 & N.1-3; Transportation -- General.</i></p>	<p>County works with NJDOT and municipalities to improve cross-Corridor circulation which connects into regional and interstate highways, with a focus on eliminating antiquated and obsolete intersections along Rt 130, reconstructing inadequate cross-Corridor connectors and constructing new cross-Corridor connectors.</p>	<p>October 1998-Ongoing*</p>
	<p>County continues to support NJT providing light rail transit (LRT) passenger service to the Corridor.</p>	<p>Ongoing</p>
	<p>County encourages NJT to improve bus service with new routes that run perpendicular to and connecting into the proposed LRT system.</p>	<p>Ongoing</p>

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Economic Development continued</i>		
Seek various funding sources and methods to encourage the development and redevelopment of the Corridor. <i>Economic Dev. Goals A-O; Housing Goals A-H; Open Space & Rec. Goals A-K; Transportation -- General and all Location Nos.</i>	DED prepares an economic development guide which describes the various economic development financing tools and techniques that can be used by municipalities and the private sector.	October 1998- October 1999
	DED prepares an economic development directory which provides federal, state and county economic development agencies and funding sources available to municipalities and the private sector.	October 1998- October 1999
	County encourages public/private sector cooperation and joint economic development efforts, with a focus on redeveloping locally designated areas, Target Areas and Projects. Assist municipalities in preparing redevelopment studies and plans and obtaining funding for redevelopment. Encourage municipalities to create incentives, i.e., tax abatement, zoning, etc., for private sector to redevelop such designated areas.	October 1998- Ongoing* **
	County with the assistance of OLUP explores the possibility of instituting a Corridor-wide property tax sharing program for economic development and redevelopment purposes. Work with Corridor municipalities to determine whether there is local interest and, if interest is found, assist in developing program and pursuing legislative change to authorize the program.	October 1998- Ongoing***

* This time frame is affected by the economy critical factor -- private sector interest.

** This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

*** This time frame is affected by the legislation critical factor.

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Transportation</i>		
Improve the operations and safety of the road network in the Corridor, with a focus on improving cross-Corridor movement and providing access to the various Town Centers and nodes throughout the Corridor. <i>Economic Dev. Goals M.1-2 & N.1-3; Transportation -- General and all Location Nos.</i>	County with the assistance of the county Engineer's Office (EO) and OLUP continues to work with the municipalities and NJDOT to improve the Corridor road network. Encourage private sector to be included in the planning process for improving the road network.	Ongoing*
Provide LRT passenger service to the Corridor. See <i>Economic Development Goals</i> .	County continues its support for providing LRT passenger service to the Corridor.	Ongoing
Encourage the creation of public transit bus routes that connect to LRT station stops and other parts of the county not presently served. See <i>Economic Development Goals</i> .	County encourages NJT to improve bus service with new routes that run perpendicular to and connecting into the proposed LRT system.	Ongoing
Encourage the creation of aesthetically pleasing, safe, convenient pedestrian linkages throughout the Corridor, including waterfronts, parks, open space areas and downtown areas. <i>Economic Dev. Goals A.1, B.1-3, L.4 & N.2; Open Space & Rec. Goal G.1&2; Transportation -- General.</i>	County supports the provision of pedestrian linkages to county open space in the Corridor. Encourage municipalities to identify proposed linkages in their master plans. Assist municipalities in obtaining outside funding to create linkages, i.e. ISTE, CDBG, Neighborhood Preservation Program and other funds.	October 1998-Ongoing*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Transportation continued</i>		
Encourage the provision of pedestrian connections to the Delaware River Heritage Trail. See <i>Economic Development, Open Space and Recreation</i> , and <i>Transportation Goals</i> above.	County continues its support of creating the Trail and providing pedestrian connections to the Trail throughout the Corridor. Assist municipalities in obtaining outside funds to provide pedestrian paths along the Trail.	Ongoing*
<i>Recreation and Open Space</i>		
Preserve key open space parcels along the Delaware River and the Rancocas Creek. <i>Open Space & Rec. Goals A.1-3, B.1-2, G.1-2, I.1-2 & K.1-2.</i>	County continues to preserve key open space parcels along the Delaware River and the Rancocas Creek identified in the Plan. Preserve parcels by fee simple or easement acquisition, utilizing innovative acquisition techniques, i.e., partnering with municipalities and/or non-profit organizations, installment purchase acquisition, etc. Consider acquisition of other parcels subsequently determined to be important open space in the two watersheds. Coordinate acquisitions with the newly adopted open space acquisition program administered by OLUP.	Ongoing*
Encourage the preparation of Open Space Preservation and Recreation Plan Elements in local master plans and the adoption local zoning ordinances that implement such plan elements. <i>Open Space & Rec. Goals A.1-3 & B.1-2.</i>	OLUP continues to assist municipalities in preparing Open Space Preservation and Recreation Plan Elements in their master plans and zoning ordinances implementing such plan elements.	Ongoing

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Open Space and Recreation continued</i>		
Encourage the upgrading, improvement and/or rehabilitation of older and/or deteriorated recreational facilities. <i>Open Space & Rec. Goal C.1-4.</i>	OLUP assists municipalities in developing maintenance and improvement plans for older and/or deteriorated recreational facilities. Assist communities in obtaining funding to make improvements.	October 1998-Ongoing*
Seek various funding sources and methods to encourage open space preservation in the Corridor. <i>Open Space & Rec. Goals A-O.</i>	OLUP prepares a guide which describes various preservation funding sources and techniques made available to municipalities.	October 1998-October 1999
Encourage municipalities to participate in the Delaware River Heritage Trail, the Lower Delaware River Management Plan, the Rancocas Greenway Project, and the NJDEP Watershed Management Program for Watershed Management Area 19. <i>Open Space & Rec. Goals G.1-2, H.1, I.1-2 & J.1.</i>	County continues to support the four projects and programs. OLUP assists the municipalities in the planning for the projects and programs. OLUP assists in obtaining funding for implementation of the projects and programs.	Ongoing*
<i>Historic Preservation</i>		
Encourage the preservation and adaptive reuse of historic buildings, structures and landscapes. <i>Economic Dev. Goals L.1-5 & G.1-3; Open Space & Rec. Goal E.1-6.</i>	OLUP assists municipalities in inventorying historic areas of the Corridor and identifying unique characteristics and amenities of historic areas. Evaluate areas for potential uses and/or adaptive reuses and for economic development potential.	October 1998-October 2000
	OLUP assists municipalities in updating local master plans and zoning ordinances for permitting new potential uses and adaptive reuse of historic areas and encouraging economic development. When appropriate, assist municipalities in establishing historic preservation districts.	October 1998-Ongoing

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Historic Preservation continued</i>		
	County assists municipalities in obtaining outside funding to preserve and enhance historic areas in the Corridor. Incorporate designated historic areas into state and federal initiatives, i.e., Delaware River Heritage Trail, etc.	October 1998-Ongoing*
	OLUP prepares a directory of outside funding sources for historic preservation.	October 1998-October 1999
	County encourages municipalities to establish local tax abatement programs for improving historic buildings and structures as an incentive for private sector.	October 1998-Ongoing
	County with the assistance of DED, OCD and OLUP works with municipalities to attract private sector interest in redeveloping historic areas. Assist in preparing marketing initiatives to promote municipalities with historic areas.	October 1998-Ongoing**
<i>Public Facilities and Services</i>		
Encourage municipalities to ensure that adequate utilities are provided to areas targeted for redevelopment. <i>Economic Dev. Goals A.1, B.1-3 & C.1-7; Housing Goals B.3 & 4 & D.1-5.</i>	OLUP assists municipalities in identifying areas for redevelopment and determining services needed for such redevelopment areas. Assist municipalities in obtaining outside funding for upgrades to utilities.	October 1998-October 1999 (study) Ongoing (funding)*
Encourage municipalities to extend utilities, i.e., sanitary sewer and water, to designated growth areas in the Corridor. <i>Economic Dev. Goals A.1 & B.1-3; Housing Goals A.1-3, B.1 & 2 & C.1.</i>	OLUP assists municipalities in identifying growth areas in the Corridor, determining services needed for such growth areas and planning for utility extensions into such areas (modify local Wastewater Management Plans). Assist municipalities in obtaining outside funding for utility extensions.	October 1998-October 1999 (study) Ongoing (funding)*

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economy critical factor -- private sector interest.

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Intergovernmental Coordination</i>		
Foster and encourage cooperative efforts in revitalizing the Corridor among the municipalities, building on the successes of Part One of the Strategic Plan. <i>Economic Dev. Goals A-O; Open Space & Rec. Goals A-K; Housing Goals A-H; Transportation -- General & Location Nos. 4-44 & T1-5 & L1-3.</i>	County with assistance of OLUP continues to work with municipalities on revitalization projects encouraging them to include neighboring municipalities in the planning and implementation of the projects.	Ongoing
	OLUP develops and implements program to educate Corridor municipalities about the importance of coordinating economic development, open space and recreation, housing, transportation and utilities and infrastructure projects, activities and programs with neighboring communities. Educate municipalities about the benefits and advantages of sharing services and programs with neighboring communities. Educate municipalities about the benefits and advantages of privatizing various public services.	October 1998- December 1999 (develop program) December 1999- Ongoing (implementation)
	County with assistance of DED, OCD and OLUP works with municipalities to form a standing committee/organization whose sole purpose is to promote and market the Corridor. Implement <i>Economic Development</i> activities and initiatives indicated above.	October 1998- December 1998 (committee/ organization) Ongoing (implementation)
	County with assistance of DED, OCD and OLUP works with municipalities to form a standing committee/organization whose sole purpose is to form alliances with public and private sectors to create advantages for doing business in the Corridor. Implement <i>Economic Development</i> activities and initiatives indicated above.	October 1998- December 1998 (committee/ organization) Ongoing (implementation)

Table 28 - Implementation Agenda
Burlington County, Route 130/Delaware River Corridor, 1998

<u>Activity</u>	<u>Initiative</u>	<u>Time Frame</u>
<i>Intergovernmental Coordination continued</i>		
	County Workforce Investment Board continues fostering the furtherance of educating and retraining the county labor force as discussed in <i>Economic Development</i> above.	Ongoing* **
	County coordinates business incubator relocation program with marketing strategy for the Corridor as discussed in <i>Economic Development</i> above.	Ongoing
	County with the assistance of the OLUP and DED facilitates a regional effort to develop and promulgate new legislation to create a Corridor-wide redevelopment zone as discussed in <i>Economic Development</i> above.	Ongoing***
	County with the assistance of the OLUP, DED and OCD facilitates a regional effort to develop and promulgate new legislation to create a county-wide RCA program to benefit communities that need housing rehabilitation.	Ongoing***
	County continues to support proposed LRT passenger service to county and Corridor.	Ongoing
	County with the assistance of OLUP facilitates the reexamination of the Strategic Plan with the Corridor municipalities every six years.	Ongoing

* This time frame is affected by the financial resources critical factor -- availability of local and outside funds.

** This time frame is affected by the economic critical factor -- private sector interest.

*** This time frame is affected by the legislation critical factor.

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APPENDICES

APPENDIX A

FUNDING SOURCES FOR DEVELOPMENT, REDEVELOPMENT AND REVITALIZATION



Greetings from Governor Whitman

The New Jersey Economic Development Authority (EDA) makes significant contributions in our efforts to make New Jersey Open for Business and ready to compete in the 21st century. There are limits to what government can and should do. But one thing it must do is create a climate that ensures opportunity for business growth and employment.

As you explore this site, you'll find information about current EDA programs as well as success stories that illustrate how government can partner with business to create jobs and expand the economy. EDA programs make it easier for businesses to get the capital they need to invest in New Jersey. By helping us remove financing barriers, the EDA is bringing us closer to the New Jersey we are seeking -- one defined by long-term prosperity and job opportunities for all our citizens.

Christine Todd Whitman
Governor

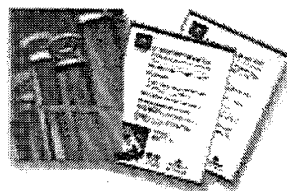
About the EDA

The New Jersey Economic Development Authority is a self-supporting, independent state financing and development agency serving New Jersey's business community. Since it was founded in 1974, the EDA has provided more than \$12.7 billion to help eligible businesses and not-for-profit groups undertake worthwhile projects. The EDA works with businesses of all sizes and types--from sole entrepreneurs to world-wide corporations. More than 6,000 manufacturers, distributors, service providers and retailers have been assisted by the EDA.

With the goal of creating and retaining jobs, and strengthening New Jersey's economy and the economic base of local governments, the EDA is involved in:

- Creating public/private partnerships to bridge financing gaps and increase access to capital for small and middle-size businesses and not-for-profit borrowers.
- Arranging low-cost financing, loan guarantees and creative financing packages.
- Providing a full range of real estate development services.
- Making available technical support to strengthen targeted business sectors important to the state's economy.

The EDA's new brochure about The Technology Centre of New Jersey is now available. If you would like to obtain a copy, please contact the EDA by calling (609) 292-1800, send an e-mail message to njeda@njeda.com, or write to the EDA at P.O. Box 990, Trenton, New Jersey 08625-0990.



A Strong Record of Performance

1974-1997

Estimated Jobs Created		
Permanent	Construction	
161,100	192,560	
Number of Projects Assisted	EDA Financing	Total Investments Stimulated
6,345	\$12.7 billion	\$18.67 billion

Financing Activity

1997

Estimated Jobs Created		
Permanent	Construction	
4,000	5,600	
Number of Projects Assisted	EDA Financing	Total Investments Stimulated
300	\$789 million	\$1.23 billion



Current Programs



Technology Centre



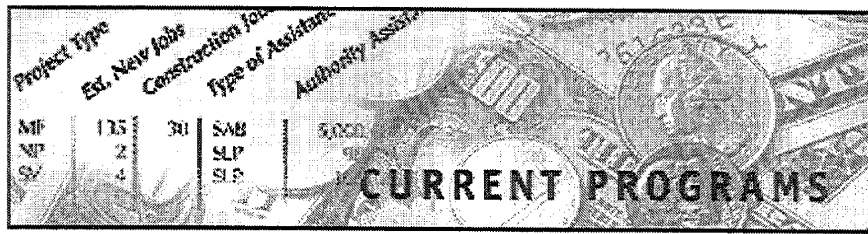
Home



Talk to the EDA



What's New?



Investment Banking Division

How can the Investment Banking Division help my business?

The Investment Banking Division offers affordable solutions to credit-worthy companies seeking financing for capital improvements and expansions. It provides a link from Main Street to Wall Street for small and middle-sized companies and certain not-for-profit organizations, giving them access to capital they do not have on their own and enabling them to borrow money more cheaply.

The EDA sells bonds to raise capital for making long-term loans at attractive, below-market interest rates to a broad range of qualified businesses and not-for-profit organizations. Minimum loan size is approximately \$750,000; the maximum bond amount depends on the type of borrower.

Financing raised through bond issues offers several advantages:

- Lower interest rates than a conventional bank loan. Interest earned by purchasers of tax-exempt bonds is exempt from federal income tax and the state's gross income tax. Interest on taxable bonds is exempt from state income tax. These savings are passed on to the borrower as a below-market interest rate.
- Longer terms than a traditional commercial loan. (Up to 20 years for real estate; up to 10 years for equipment, unless the economic life of the asset is less.)
- Flexibility in choosing a variable or fixed interest rate.

Who is eligible for tax-exempt bond financing?

The Internal Revenue Code defines eligibility for tax-exempt bonds. Qualified borrowers or uses include:

- Manufacturing facilities
- Governmentally owned public airports, docks and wharves
- Water and sewer services, sewage disposal facilities, solid waste disposal facilities, electric and gas furnishings facilities and qualified hazardous waste facilities
- Certain nonprofit (501)(c)(3) organizations, such as:
 - - Service organizations
 - - Educational institutions
 - - Health care facilities
- Commercial and industrial projects located in federally designated Empowerment Zones or Enterprise Communities

- Certain Assisted Living Facilities, which qualify as Residential Rental Projects under the Internal Revenue Code

Who is eligible for taxable bond financing?

Qualified borrowers include a wide variety of established businesses, including manufacturing, warehousing, distribution, office, commercial/retail and service companies.

How can the monies be used?

Proceeds from tax-exempt bonds may be used by manufacturers and other qualified for-profit businesses for fixed assets such as real estate acquisitions, equipment, machinery, building construction and renovations. The maximum tax-exempt bond for manufacturing use is \$10 million. Nonprofit organizations are not subject to the same restrictions for use of funds. In addition to fixed assets, the monies may be available for working capital and debt refinancing under certain circumstances.

Proceeds from taxable bonds may be used for fixed assets as well as working capital and debt refinancing.

Where can I find more information and determine if my business meets the criteria to qualify for bond financing programs?

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Performance Highlights

In 1997, tax-exempt and taxable bond financings totalled \$610.7 million for 68 projects. These financings benefited manufacturers, not-for-profit borrowers, sponsors of utility and infrastructure improvement projects as well as other business sectors. Learn more by reading the [Case Histories](#) that describe how the Investment Banking Division has successfully assisted a variety of businesses across the state.



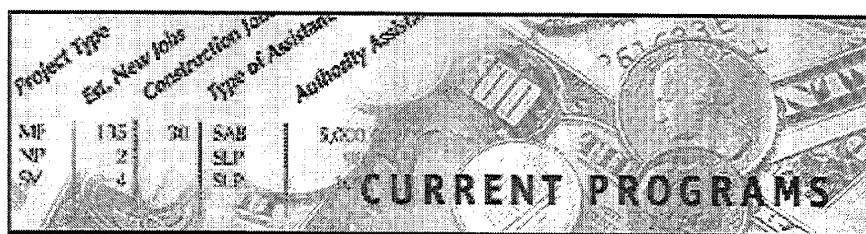
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Home



**Current
Programs**



Commercial Lending Division

How can the Commercial Lending Division help my business?

The Commercial Lending Division finds business financing solutions for small and medium-size companies and not-for-profit organizations. With more than a dozen separate programs, the Division is well equipped to match a business with financing options that best meet its particular needs.

The Division helps bridge financing gaps by lending directly at below-market rates or by providing guarantees that make it easier for credit-worthy businesses to secure financing from other sources. Businesses can take advantage of EDA's expertise in finding funding alternatives and can benefit from increased access to capital for expansion or improvements.

The goal of the Division's programs is to help businesses grow by stimulating job and economic growth. Therefore, preference is given to projects that provide an economic benefit to New Jersey by creating and maintaining jobs and tax ratables, strengthening an important industry or helping growth in an economically distressed area.

What types of financing does the Division offer?

The following examples highlight a few of the Division's many programs:

- In cooperation with area banks, arranges loans of up to \$3 million through the Statewide Loan Pool for Business. These loans can be used for fixed assets and working capital, as long as the latter does not exceed \$500,000.
- Through the federal SBA 504 Program, arranges long-term financing of up to \$750,000 for real estate, equipment and other fixed assets. The loan, which cannot exceed 40% of the project's cost, is made in combination with bank financing and owner's equity. Businesses are eligible if net worth does not exceed \$6 million or average profit after tax does not exceed \$2 million for the past two years.
- Provides guarantees to assist credit-worthy businesses that need additional security to obtain financing. Guarantees of conventional loans are available for up to \$1 million for working capital and up to \$1.5 million for fixed assets.
- Makes direct loans up to \$500,000 for fixed assets and up to \$250,000 for working capital for up to ten years. Credit-worthy companies are eligible if they are unable to obtain sufficient bank credit on their own, through the Statewide Loan Pool for Business or SBA 504 Program or with an EDA guarantee.
- Provides one-year revolving lines of credit up to \$1 million to businesses that are currently exporting or planning to export goods or services produced in New Jersey. Funds can be used to buy materials and meet production costs for confirmed orders.

- Makes grants to expanding or relocating businesses that will create new jobs in New Jersey. The company must create at least 75 new jobs in a non-targeted municipality or at least 25 jobs in a targeted area.
- Makes loans ranging from \$25,000 to \$200,000 to technology enterprises that have established an emerging technology and require seed capital to bring the product to market.
- Through the New Jersey Technology Funding Program, participates with commercial banks to make term loans from \$100,000 to \$3 million to second stage technology enterprises. Funds are lent for both working capital and fixed assets.
- In conjunction with the Division of Taxation, administers the Technology Business Tax Certificate Transfer Program which enables qualified technology businesses to transfer their unused net operating loss and research and development tax credits to a private corporate taxpayer. In exchange for the tax benefit, the private corporation will provide financial assistance to the technology company to fund expenses incurred in operating a new or expanding technology company in the state.
- In conjunction with the Department of Environmental Protection, assists companies involved in hazardous discharge site investigation and clean-up with loans up to \$1 million for up to 10 years. (Municipalities may apply for grants and loans up to \$2 million per year.) Eligible entities include: industrial businesses that do not have the ability to get funding on their own and are required to perform a clean-up due to closing or transferring ownership of operations; persons who do not have the ability to get funding on their own and have discharged and are responsible for a hazardous substance; and municipalities and persons who voluntarily agree to clean up a site.
- Through the Petroleum Underground Storage Tank Remediation, Upgrade and Closure Program, provides loans and grants to owners or operators of a business who own or operate less than 10 petroleum underground storage tanks in New Jersey, have a net worth of less than \$2 million and cannot obtain a commercial loan for the costs associated with the upgrade, closure and remediation of discharges from underground storage tanks. Homeowners also may qualify for assistance for necessary remediation due to a discharge from a home heating oil tank. Loans may not exceed \$1 million per facility. Grants may not exceed \$250,000.

Where can I find more information and determine if my business meets the criteria to qualify for these or other programs?

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Performance Highlights

In 1997, EDA's loans and loan guarantees accounted for \$29 million in financings to New Jersey's small and middle-sized businesses. Learn more by reading the [Case Histories](#) that describe how the Commercial Lending Division has successfully assisted a variety of businesses across the state.



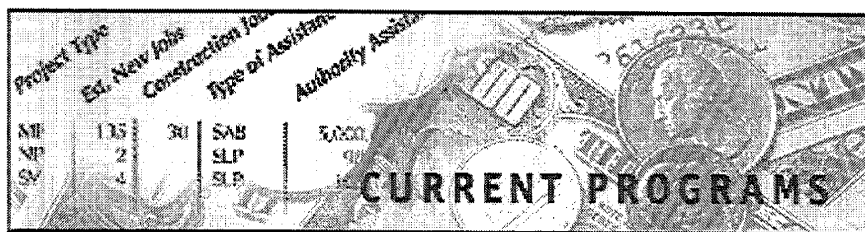
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Home



**Current
Programs**



Community Development and Small Business Lending Division

How can the Community Development and Small Business Lending Division help my business?

This Division is committed to assisting small businesses (especially start-up and micro-businesses), minority-owned and women-owned enterprises and individuals who are thinking about launching a new business. The Division provides financial and technical support with the goal of preparing business owners for a successful future. It manages the programs of the New Jersey Development Authority for Small Businesses, Minorities and Women's Enterprises which are funded through casino revenues.

The Division offers entrepreneurs several benefits:

- Training opportunities that teach new and prospective business owners the fundamentals of operating a successful business.
- Financing opportunities for graduates of its training programs.
- Financial assistance to help small, minority and women-owned businesses grow.

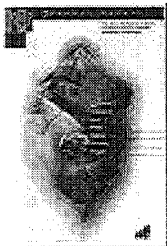
What types of financing and technical support does the Division offer?

- Direct loans and loan guarantees for small businesses, minority-owned and women-owned enterprises that may be used for real estate, equipment, other fixed assets and working capital to help operate a business. The majority of loans and guarantees are available for enterprises either located in Atlantic City or whose customers are in Atlantic City. Limited monies are also available for businesses located in other areas of the state.
- Loans of up to \$100,000 through the Statewide Receivables Financing program for working capital and receivables financing. Loans are made by private finance companies and banks, backed by guarantees of up to 50% of the loan, not to exceed \$50,000. This program enables businesses to access monies while waiting to be paid by their customers for orders filled or services provided.
- The Entrepreneurial Training Institute, an eight-week program to help new and aspiring entrepreneurs learn the basics of operating a business, develop a business plan and qualify for financing upon graduation.
- The New Jersey Contractors Assistance Program, which offers training courses and consultations to help small contractors get performance bonds and bid successfully on major construction projects.
- Through the Fund for Community Economic Development, provides loans and loan guarantees to community development organizations for projects located in urban areas. Affordable capital

is also provided to fill financing gaps in the development of community facilities and other real estate based economic development projects.

- Equity financing for socially and economically disadvantaged individuals interested in establishing franchise businesses.

NJDA 1997 ANNUAL REPORT



The 1997 Annual Report of the New Jersey Development Authority for Small Businesses, Minorities' and Women's Enterprises (NJDA) is now available. The report highlights the NJDA's efforts to assist New Jersey's small business owners and prospective entrepreneurs, particularly those owned by minorities and women. It also profiles four successful small businesses that received training and/or financing through the NJDA. If you would like a copy of the report, please call (609) 292-1890 or send an e-mail to sbl@njeda.com to reach the Community Development and Small Business Lending Division of the EDA, which administers the programs of the NJDA.

Where can I find more information to see if the Division can help my business?

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Performance Highlights

In 1997, sixteen training sessions were held in various locations throughout the state. Loans and guarantees provided to small business enterprises totaled \$790,327. Learn more by reading the [Case Histories](#) that describe how the Community Development and Small Business Lending Division has successfully assisted a variety of businesses across the state.



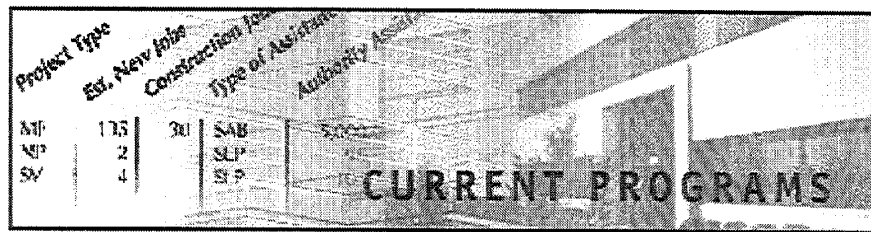
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Home



**Current
Programs**



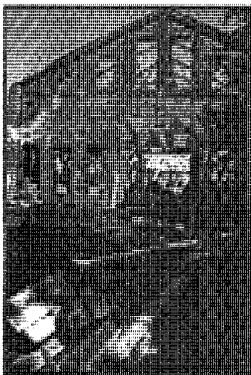
Project Type	Est. New Jobs	Construction Jobs	Type of Assistance	Authority Assisted
MF	175	301	SAB	State
MF	2		SLP	State
SV	4		SLP	State

CURRENT PROGRAMS

Real Estate Development

How can the Real Estate Development Division help my business?

The Real Estate Development Division plays a key role in implementing major development projects in New Jersey for established companies and governmental or not-for-profit entities. To meet its goal of creating and supporting jobs and rates in the state, the Division extends its assistance to large-scale projects that will produce significant economic benefits for New Jersey.

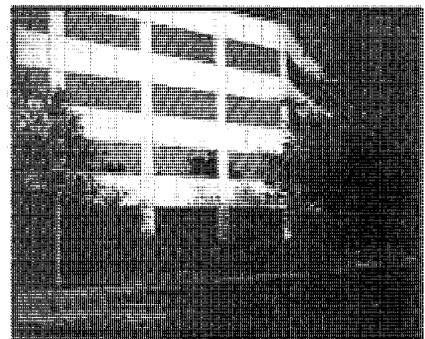


The Division can offer a full range of real estate development services, from assembling land and structuring financing to overseeing building construction. This full-service approach produces considerable financing advantages and cost benefits that make it easier and more affordable for companies to locate and stay in New Jersey.

The Division is prepared to assist credit-worthy companies that need facilities for manufacturing, distribution or research; developers of mixed-use projects involving office, retail or hotel uses; and public and governmental entities requiring new or renovated facilities.

What types of assistance does the Division offer?

- Acts as a land developer to stimulate private investment by assembling and preparing real estate for key development projects.
- Serves as a "build-to-suit" developer for public agencies when a project is important to an overall economic development plan.
- Acts as the developer of special projects for businesses that are considered important to the state's economy because of the jobs or business sector they represent.
- Participates in joint ventures with private partners in critical real estate projects.



Where can I find more information to see if the Division can help my business?

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Performance Highlights

In 1997, approximately 1.3 million square feet of new and renovated space representing \$459 million in investments were under development through EDA's Real Estate Development program. Learn more by reading the [Case Histories](#) that describe how the Division has successfully assisted a variety of businesses across the state.



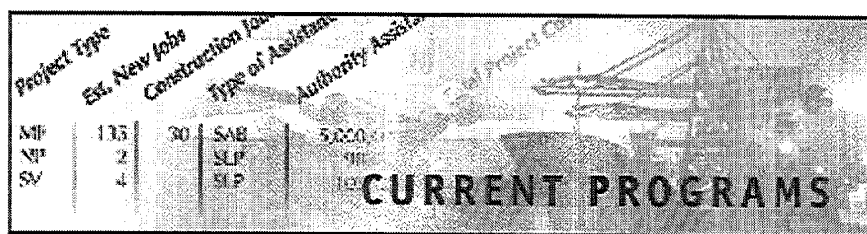
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Home



**Current
Programs**



Project Type	Est. New Jobs	Construction Jobs	Type of Assistance	Authority Assisted	Total Project Cost
Mfg	135	30	SMB	5,000	
Mfg	2		SLP	90	
Sv	4		SLP	12	

CURRENT PROGRAMS

Trade Adjustment Assistance Center

How can the Trade Adjustment Assistance Center help my business?

The Center offers consulting assistance on a cost-share basis to help manufacturers improve their position against foreign competition. Manufacturers receive the benefits of professional assistance in positioning products and services in the marketplace, with the fees for these services paid partially by the federal government.

To be eligible for consulting assistance, manufacturers must demonstrate that their employment and either sales or production have declined due to foreign competition of a like or similar product. Manufacturers also must be certified as eligible for assistance by the federal government.

A company must contribute a negotiated percentage of the consulting fees; the federal government pays the rest.

What types of assistance does the Center offer?

- Helps manufacturers become certified by the federal government as eligible for assistance.
- Arranges consulting assistance in planning, marketing, sales, engineering, production, accounting and other functional areas to help improve a company's competitive position.
- Refers companies to the appropriate financial resources of the EDA.

Where can I find more information to see if the Center can help my business?

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NJEDA
P.O. Box 990
Trenton, NJ 08625-0990
(609) 292-0360
E-mail: taac@njeda.com*

Learn more by reading the [Case Histories](#) that describe how TAAC has successfully assisted a variety of businesses across the state.



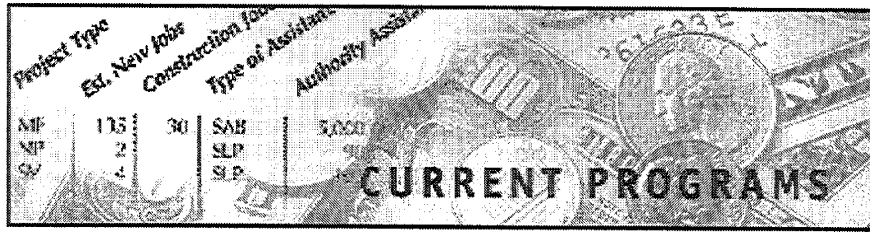
**Talk to
the EDA**



Home



**Current
Programs**



BURLINGTON COUNTY: RECENTLY ASSISTED PROJECTS

APPLICANT	MUNICIPALITY	PROJECT TYPE	PROGRAM TYPE	AUTHORITY FINANCING	TOTAL COSTS
Champion Fasteners, Inc.	Lumberton Twp.	Manufacturing	Loan	\$75,000	\$312,500
Champion Fasteners, Inc. (#4)	Lumberton Twp.	Manufacturing	Loan	150,000	610,000
Plastic Suppliers, Inc.	Mount Laurel Twp.	Manufacturing	Bond	1,735,000	2,324,000
SPAF - Cedar Management Co., LLC	Florence Twp.	Manufacturing	Bond	2,250,000	3,347,000
Sensar, Inc.	Moorestown Twp.	Manufacturing	Guarantee	720,000	825,250
Township of Delran (Riverside Indus. Svcs.)	Delran Twp.	Site Remediation	Grant	3,635	3,635
Viking Yacht Corporation	Bass River Twp.	Manufacturing	Guarantee	500,000	1,016,500
Viking Yacht Corporation	Bass River Twp.	Manufacturing	Guarantee	4,000,000	8,133,500



Talk to
the EDA



Home



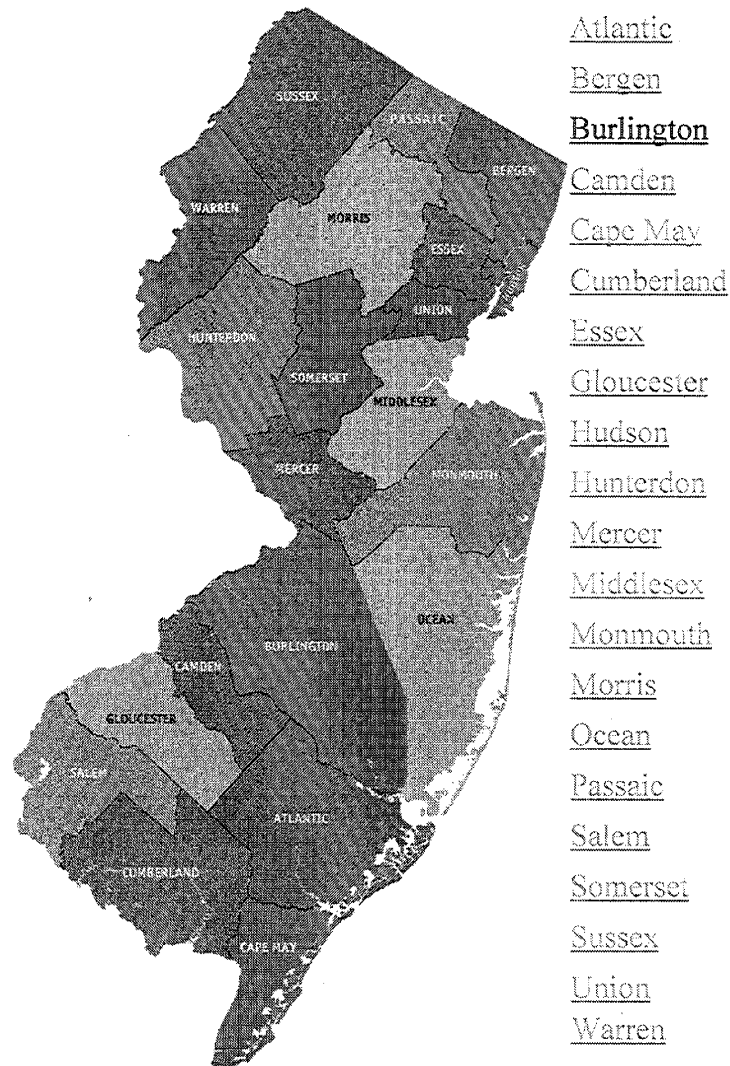
Current
Programs

Project Type	Est. New Jobs	Construction Jobs	Type of Assistance	Authority Assisted
MF	135	30	SAB	5,000
MP	2		SLP	
SC	4		SLP	

CURRENT PROGRAMS

Interactive Locator Map

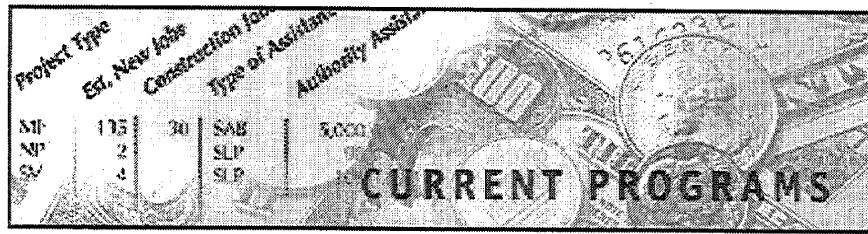
Click on your county below to review EDA-assisted companies in your area.




Talk to
the EDA


Home


Current
Programs



Finance Finder

Please fill out the form below and we can direct you to the program that is best suited to your needs.

Tell the EDA About Your Business

1. How long have you been in business?
 - ☐ Start Up, less than one year
 - ☐ 1-3 years
 - ☐ 3-7 years
 - ☐ More than 7 years
2. What kind of business do you operate?
 - ☐ Manufacturing
 - ☐ Retail
 - ☐ Science and Technology
 - ☐ Services
 - ☐ Not for Profit
 - ☐ Health Care (Nursing Home, Assisted Living Facility, Retirement Community)
 - ☐ Other
3. Where are you located?
 - ☐ New Jersey
 - ☐ Other U. S. State
 - ☐ Outside the U. S.
4. Do you have three years of financial statements to provide?
 - ☐ Yes
 - ☐ No
5. Have you had losses in the past 3 years?
 - ☐ Yes
 - ☐ No
6. Have you been able to get financing from banks or other financial institutions in the past?
 - ☐ Yes
 - ☐ No
7. How many employees do you currently have?
 - ☐ Less than 20

- 20 to 100
- 100 to 200
- More than 200

8. Are your sales levels?

- Less than \$500,000 a year
- \$500,000 to \$5MM a year
- Over \$5MM a year

9. Are sales of your products being hurt by foreign competition?

- Yes
- No

10. Are you a small business, women-owned or minority-owned enterprise?

- Yes
- No

11. Do you need training in running a business?

- Yes
- No

How can the EDA Help Your Business?

1. What type of assistance do you need?

- Financing (see below)
- Support Services (business training and technical assistance; consulting services--see below)
- Real Estate space (lease or build to suit, or expansion requirements that cannot be met by conventional sources)

If the Answer to Question 1 is Financing, then:

2. What is the amount of loan you believe you need?

- Less than \$50,000
- \$50,000 to \$1,000,000
- Over \$1,000,000

3. What will the funds be primarily used for?

- Working Capital
- Equipment, machinery
- Utility and infrastructure improvements
- Building acquisition, construction, renovation
- Export financing
- Financing Receivables
- Debt Refinancing

4. How many employees do you estimate you will have as a result of the financing?

- Less than 20
- 20 to 100
- 100 to 200

More than 200

If the answer to Question 1 is Support Services, then:

5. Are you a building contractor?

- ☐ Yes
- ☐ No

6. Are you considering starting a business?

- ☐ Yes
- ☐ No

7. Are you a manufacturer and has your company lost domestic sales to foreign competition?

- ☐ Yes
- ☐ No

Direct me to my Program

Reset the Finance Finder

***The information you provide will be used solely to determine what kind of assistance the EDA can offer your business and will not be divulged for any other purpose.



**Talk to
the EDA**



Home



**Current
Programs**



Hot Topics Bulletin Board

New Financing Programs Available for Growing Technology Companies

If your company is a growing technology enterprise in need of seed capital or a second stage company looking for expansion financing, the following new funding opportunities may be the right choice for you.

The EDA's new *Seed Capital Program* is being offered to growing technology businesses that have risked their own capital to develop new technologies and need additional funds to bring their products to market. Businesses may apply for financing from \$25,000 to \$200,000 and should meet most of the following requirements:

- have a specific technology that exhibits a strong potential for commercialization
- have a formal business plan and strong management team
- operate within emerging technology sectors
- have an established business location
- have begun product testing
- obtained funding from the New Jersey Commission on Science and Technology
- qualify for research & development credits

Technology companies in the second stage of development may apply for financing from \$100,000 to \$3 million under EDA's new *Technology Funding Program*. Under this program, the EDA participates with commercial banks to make term loans to technology enterprises. EDA's participation will be at a below-market rate with the bank lending at its normal lending rate. The EDA will review and consider companies that have:

- received venture capital or private investments
- obtained or are close to obtaining FDA approval for their products
- licensing arrangements with established companies for their products
- historical financial statements showing same cash flow/profitability

To learn more about these unique programs, contact EDA's Commercial Lending Division at (609)292-0187 or send an e-mail to clld@njeda.com.

Back to the Hot Topics Bulletin Board



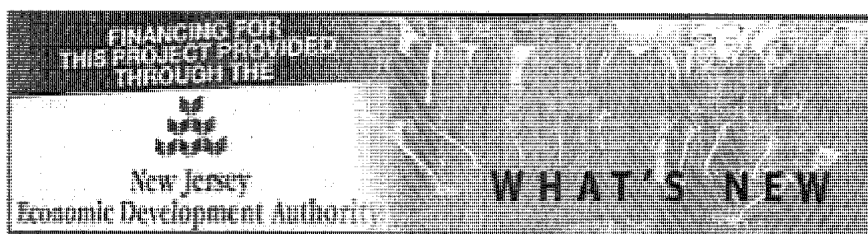
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Home



**What's
New?**



Hot Topics Bulletin Board

The Technology Centre of New Jersey Gains Research Tenant

The New Jersey Economic Development Authority (NJEDA) has signed an agreement with Merial Limited, Iselin, NJ, for the lease of a 60,000-square-foot building in The Technology Centre of New Jersey. Once tenant improvements are completed, the building known as Tech One will be the home of Merial's worldwide pharmaceutical development activities. Merial is a global animal-health and poultry-genetics company owned by Merck & Co., Inc. and Rhône-Poulenc.



"We are pleased to welcome a global research company like Merial to the Technology Centre. Our ability to attract this type of anchor tenant supports our efforts to make the Centre a magnet for the technology businesses that will propel New Jersey's economy into the next century."

EDA Chairman Anthony R. Coscia

The lease with Merial has enabled the Centre to achieve full occupancy for its first phase of development and has established it as a major high tech destination point in New Jersey. The Tech Centre is now home to six different companies employing over 250 people.

With the addition of Merial, the 130,000 square feet of existing space at the Centre is fully leased. The Centre can accommodate up to 800,000 square feet of space on the 50-acre site addressing a wide mix of high tech space needs from modules as small as 6,000 square feet to larger build-to-suit facilities.

 **Back to the Hot Topics Bulletin Board** 



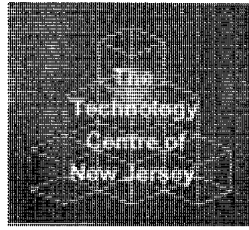
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Home



What's
New?



[Home](#)

[At a Glance](#)

[High Tech Neighborhood](#)

[Current Tenants & Case Histories](#)

[The Technology State](#)

[Master Plan](#)

[What's New](#)

[Tech Centre Links](#)



[Home](#)

[At a Glance](#)

[High Tech Neighborhood](#)

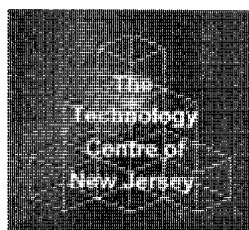
[Current Tenants & Case Histories](#)

[The Technology State](#)

[Master Plan](#)

[What's New](#)

[Tech Centre Links](#)



[Home](#)

[At a Glance](#)

[High Tech Neighborhood](#)

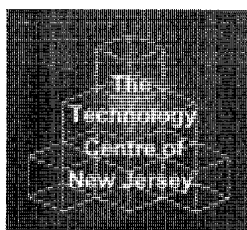
[Current Tenants & Case Histories](#)

[The Technology State](#)

[Master Plan](#)

[What's New](#)

[Tech Centre Links](#)



[Home](#)

[At a Glance](#)

[High Tech Neighborhood](#)

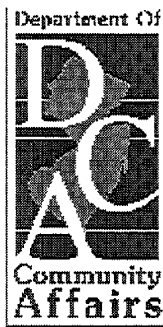
[Current Tenants & Case Histories](#)

[The Technology State](#)

[Master Plan](#)

[What's New](#)

[Tech Centre Links](#)

**1998 - 1999****New Jersey Department of Community Affairs****Programs Book**

Programs by Division	Programs Alphabetically	DCA Home Page
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April, 1998

Dear Interested Citizen:

It is my pleasure to present the New Jersey Department of Community Affairs' 1998-1999 Programs Book. The Department offers a wide array of financial and technical assistance programs to local governments, nonprofit agencies, and New Jersey residents.

The intent of this publication is to give you an overview of the programs administered by the Department. For more specific information regarding any of our programs and services, please feel free to contact the staff of the designated offices directly. The information contained in the directory has been updated to reflect the activities expected to be funded during Fiscal Year 1999.

We look forward to working with you to help improve the quality of life for all New Jerseyans.

Sincerely,
Jane M. Kenny
Commissioner

NOTICE ON AVAILABILITY OF FUNDS

Grant programs in this listing are subject to particular programmatic requirements, appropriation by the Legislature and general availability of funds.

Some programs provide funds based on formula criteria while others are competitive in nature. Some have funds available periodically, depending on appropriations and release of Federal funding.

Please contact the designated office to obtain particulars regarding current availability of funds.

The department reserves the right to limit the number of copies distributed to a single agency or individual. For additional copies at no charge, telephone (609) 777-1534 or write to:

**Department of Community Affairs
Grants Management
101 South Broad Street
PO Box 800
Trenton, New Jersey 08625-0800
Telephone (609) 777-1534**

Division of Housing and Community Resources

Programs Overview & Staff Contact Guide

PROGRAMS OVERVIEW

The Division of Housing and Community Resources provides information, training, technical assistance and direct services to municipalities, nonprofit organizations, the general public and private developers in order to encourage and facilitate the construction of affordable housing for low- and moderate-income families. The Division is also responsible for planning and developing programs that provide rental housing assistance, and that support neighborhood preservation and community development initiatives. It also provides financial and technical support to community-based nonprofit and local government agencies in an effort to improve the quality of life for New Jersey's low-income, disabled, and disadvantaged citizens.

The Division's programs are divided into the following three categories:

1. Housing Production & Community Development Programs provide financial aid to municipalities, nonprofit and for-profit organizations for housing production designed for low and moderate income households, through loan and grant-in-aid housing and community development programs. They also provide assistance for homeless shelters, transitional housing, downtown and neighborhood business development, economic development and infrastructure improvements. Programs include: Balanced Housing, HOME Investment Partnership Programs, Small Cities CDBG, Shelter Support, Neighborhood Preservation, Strategic Neighborhood Assistance Program (SNAP), Demolition of Unsafe Buildings Program, Lead-based Paint Abatement and HOME Rental Rehabilitation.
2. Community Resource Financial and Technical Assistance Programs seek to provide municipalities, nonprofits, Community Action Agencies (CAAs), and for-profit organizations with technical knowledge and resources. Federal and foundation funding is sought to augment current State and federal allocations for these programs. Programs include: Adopt-A-Neighborhood, Affordable Housing Management Service, Affordable Housing Training Institute, Business (Special) Improvement Districts, Community Service Block Grant (CSBG), Community Food and Nutrition, Community and Faith-Based Neighborhood Development Initiative, Housing Scholars Program, Main Street New Jersey, Office of Housing Advocacy, Office of Research and Policy Development, Pre-development Loan Partnership, and Weatherization Assistance-Low Income Home Energy Assistance.
3. Community Service Housing Programs address the housing needs of the State's most disadvantaged households. They leverage housing assistance operations with matching social services to assist thousands of people with special housing needs. Programs include: Homelessness Prevention, Family Self-Sufficiency, Housing Vouchers, Transitional Housing, Section 8 SRO, Section 8 Existing Housing, Regional Opportunity Counseling Program, Work First New Jersey Housing Assistance, and the HOME Tenant-Based Rental Assistance Program.

STAFF CONTACT GUIDE

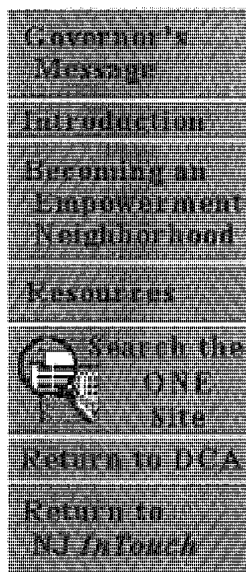
The Division's mailing address is:
101 South Broad Street, PO Box 806, Trenton, NJ, 08625-0806.

<u>PROGRAM</u>	<u>CONTACT</u>	<u>PHONE NUMBER</u>
----------------	----------------	---------------------

Director's Office	Anthony Cancro, Director	(609) 633-6246; Fax: (609) 984-8454
Housing Production & Community Development Element	Richard Binetsky, Assistant Director	(609) 633-6260; Fax: (609) 292-9798
Balanced Housing, HOME Production, CHDO Production and Housing Demonstration	Bill Rainwater	(609) 633-6285
Emergency Shelters	Barry Sullivan	(609) 633-6267
HOME Rental Rehabilitaton	Diane Kinnane	(609) 633-6179
Lead-Based Paint Abatement	Robert Haug	(609) 633-6181
Main Street New Jersey	Barbara Swanda	(609) 633-6266
Neighborhood Preservation, HOME-NPP, Strategic Neighborhood Assistance Program	Terry Schrider	(609) 633-6283
Relocation and Demolition Assistance	James Colello	(609) 633-6276
Small Cities Community Development Block Grant	Roger Hoeh	(609) 633-6278
Special (Business) Improvement Districts	Paulette O'Neal	(609) 633-6272
Weatherization and Home Energy Assistance	Clarice Sabree	(609) 984-3301
Housing and Community Support Element	Jacques Lebel, Assistant Director	(609) 292-4647; Fax: (609) 984-8454
Affordable Housing Management Service	Vivian Lopez	(609) 984-7082
Office of Community Services; Community Services Block Grant	Bill Cheezum	(609) 633-6263
Office of Housing Advocacy; Community and Faith-Based Initiative; AHTI	Meyer Pincelli	(609) 292-2213
Office of Research and Policy Development	Sheri Malnak	(609) 984-8453
Housing Assistance Element	Roy Ziegler, Assistant Director	(609) 633-6150; Fax: (609) 633-8084
Family Self-Sufficiency	Nellie Blackwell	(609) 633-6200
Family Unification Program	Jackie Grabine	(609) 633-6154
HOME Tenant-Based Assistance	Roy Ziegler	(609) 633-6150
Homelessness Prevention	Helen Seitz	(609) 633-6203
HOPE for the Elderly Independence Program	Jackie Grabine	(609) 633-6154
Regional Opportunity Counseling Program	Fran Lawton	(973) 266-2822
Section 8 Housing Program	Roy Ziegler	(609) 633-6150
Transitional Housing	Darryl Johnson	(609) 984-1614

[Top of Page](#)
[Return to DHCR Home](#)





The Urban Coordinating Council's Guide to State Resources

Building Empowerment Neighborhoods Revitalizing Our Cities One Neighborhood at a Time

Governor Christine Todd Whitman
Jane M. Kenny, Chair, Urban Coordinating Council
**Gloria Frederick, Executive Director, Office of Neighborhood
Empowerment**

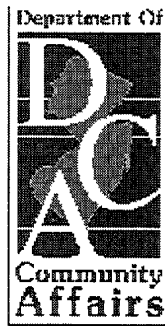
Office of Neighborhood Empowerment 101 South Broad Street PO Box 800 Trenton, New Jersey 08625-0800 609-292-3762

Updated: June 30, 1998

Redevelopment of New Jersey's urban communities begins with neighborhood-based planning. The goal of the Office of Neighborhood Empowerment is to assist local organizations to develop and implement neighborhood-based plans. This guide introduces the members of the Urban Coordinating Council and the resources available through their respective departments and agencies.

Questions about neighborhood planning can be addressed to:
Stu Bressler, NJRA, Director of Planning at (609) 292-3739

Technical comments about the
DCA Web site may be referred to:
dcaweb@ix.netcom.com



New Jersey Housing and Mortgage Finance Agency



Safe, decent, affordable housing is integral to personal economic health, growth and quality of life. In cities, suburbs and rural areas throughout New Jersey, rising prices, limited rentals, aging housing, and declining federal resources pose a challenge to many of our citizens.

Responding to and empowering the State's residents, lenders, developers, contractors, and service providers, the NEW JERSEY HOUSING AND MORTGAGE FINANCE AGENCY (HMFA) creates housing solutions by implementing both new and proven innovative programs that:

- fund affordable home mortgages for first-time home buyers;
- promote construction and rehabilitation for rental housing;
- advance the growth and development of municipalities; and
- contribute to the quality of life of older adults, the disabled, and those with special housing needs.

New Jersey HMFA raises funds by selling taxable and tax-exempt bonds to private sector investors through the national financial markets; applying for and administering federal housing assistance programs; and fostering cooperative relationships with state, municipal and not-for-profit agencies.

Raising capital through private-sector investors enables New Jersey HMFA to meet both its administrative and operating expenses and program funding without relying on funding from the State Treasury.

The HMFA works in close cooperation with the Council on Affordable Housing and the Division of Housing and Community Resources in the Department of Community Affairs. To search for a number of programs through which these agencies provide housing assistance, please select [this link](#) to the DCA Programs Book..



Division of Housing and Community Resources

Programs Overview & Staff Contact Guide

PROGRAMS OVERVIEW

The Division of Housing and Community Resources provides information, training, technical assistance and direct services to municipalities, nonprofit organizations, the general public and private developers in order to encourage and facilitate the construction of affordable housing for low- and moderate-income families. The Division is also responsible for planning and developing programs that provide rental housing assistance, and that support neighborhood preservation and community development initiatives. It also provides financial and technical support to community-based nonprofit and local government agencies in an effort to improve the quality of life for New Jersey's low-income, disabled, and disadvantaged citizens.

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STAFF CONTACT GUIDE

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[Top of Page](#)
[Return to DHCR Home](#)

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NJ InTouch



[Home Page](#)

[About Us](#)

[NJ Advantage](#)

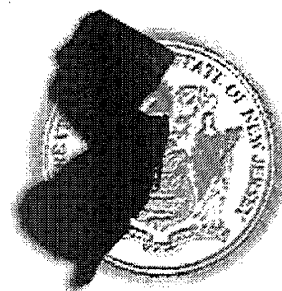
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**Call NJ
Commerce at
(609) 777-0885**

New Jersey Incentives



New Jersey offers an ideal location for business growth and development, the lowest operating costs in the region, and an array of financial, technical and training incentives designed to make New Jersey businesses among the most competitive in the world.

• Tax Incentives

New Jersey has one of the lowest corporate income tax structures in the Northeast. There is no net worth tax, no business personal tax, no commercial rent or occupancy tax and no retail gross receipts tax. Personal income taxes are among the region's lowest.

Recent modifications to New Jersey's tax code:

1. Provide for a reduction in the State's Personal Gross Income Tax Rates with the Governor's commitment to future tax cuts.
2. Increase the minimum taxable income under the Personal Gross Income Tax
3. Eliminate the Corporation Income Tax Surcharge
4. Provide aggressive job and equipment tax credits

• Property Tax Abatement and Exemptions

New Jersey law authorizes municipalities, under the State Constitution, to provide property tax abatements for commercial and industrial properties in areas in need of redevelopment.

• New Jobs Investment Tax Credits

Companies that make certain investments in new or expanded business facilities that are directly related to the creation of new jobs may be eligible for credits against their New Jersey Corporation Business Tax Liability. Other significant job tax credits are available for firms expanding, retaining or relocating new jobs in New Jersey.

• Manufacturing Equipment and Employment Investment Tax Credit

Certain investments made by companies for manufacturing equipment with a recovery life of four years or more are eligible for a credit against the New Jersey Corporation Business Tax Liability.

• Recognition of Subchapter S Status for Corporations

New Jersey "S" corporations are provided a reduced corporation tax rate. The law defines the amount of minimum tax imposed on domestic and foreign corporations, determination of net income and the legal requirements to become an "S" corporation.

- **Research and Development Tax Credit for Corporation Business Tax**

Businesses may be eligible for a credit against New Jersey's Corporation Business Tax liability for certain increased research expenditures in the state. The base period amounts and qualified expenditures are determined by the guidelines for the federal research credit.

- **New Jersey Limited Liability Company Act**

Effective January 26, 1994, a domestic or foreign LLC is taxed in accordance with the corresponding federal classification and provides for LLC's to follow federal treatment of certain taxpayers.

- **Business Incentive Grants**

- **Business Relocation Assistance Grants** can be made available to reimburse businesses for relocation costs associated with the creation of a minimum of 25 new full-time jobs in New Jersey. The grant can be for up to 50% of the total allowable relocation costs or \$200 per job created, whichever is less, and may not exceed 80% of the projected new income tax revenues from the jobs created.
- **Business Employment Incentive Grants** can be made available to businesses that create at least 25 new full-time jobs in an urban-aid community or at least 75 new jobs elsewhere in New Jersey. The New Jersey Economic Development Authority can enter into agreements with qualifying businesses, for up to 10 years, to make direct grants equal to 10% to 80% of the state income taxes withheld from the newly hired employees.

For details contact the New Jersey Economic Development Authority (609) 292-1800; Fax (609) 292-5722

- **Urban Enterprise Zones**

In promoting growth and development within the state's economically distressed areas, New Jersey has created 27 Urban Enterprise Zones (UEZ's). Companies that locate within one of the designated zones and create jobs are eligible for a number of benefits and zone incentives that include:

A one-time corporation tax credit of \$1,500 for the full-time hiring of residents of a city where a zone is located who have been unemployed or dependent upon public assistance for at least 90 days, or

A one-time corporation tax credit of \$500 for hiring certain full-time employees who are residents of any UEZ municipality

Subsidized unemployment insurance costs, for certain new employees

Sales tax exemptions for materials and for tangible personal property

- **Foreign Trade Zones**

New Jersey has four strategically located Foreign Trade Zones: Port Newark/Elizabeth in Essex County, Mount Olive in Morris County, Port Salem in Salem County and Mercer County Airport in Mercer County. Within these zones, which are outside U.S. Customs territory, businesses may manufacture, assemble, package, test, grade, clean, mix, process and exhibit merchandise while realizing a substantial duty and cash flow savings. No duty is required to be paid until the goods are moved in the distribution system for sale in the United States. If re-exported, no duty will be assessed on the merchandise.

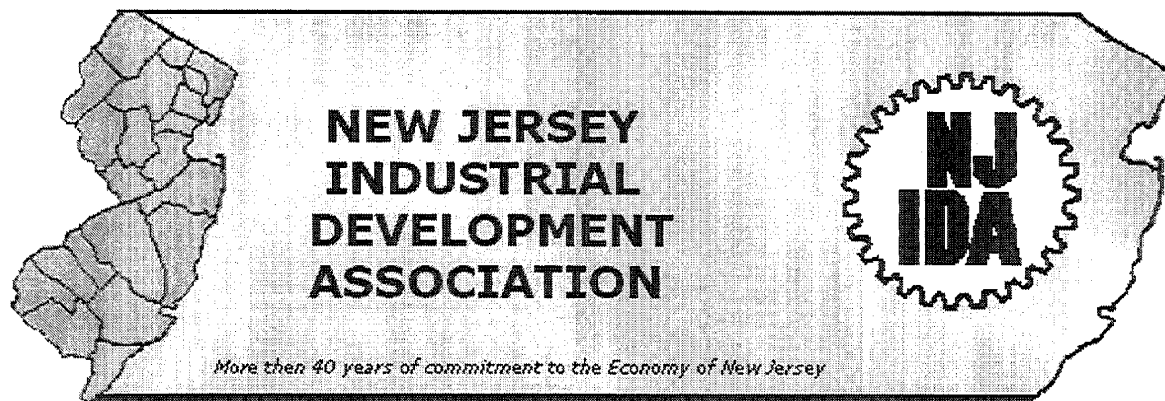
For more information, contact the Port Authority of New York/New Jersey : (212) 435-4964; Fax (212) 435-4088

- **Utility Rates**

New Jersey's major utility companies provide a number of incentives, including flex rates, energy credits and rate discounts or waivers, for businesses that build or expand facilities and create jobs in New Jersey. Certain programs encourage the utilization of vacant industrial and commercial real estate. Electric credits are provided to firms which lease or purchase, and occupy, a minimum amount of vacant space as designated by the utility. Other programs apply "off-peak employment" credits, to help those companies starting or resuming a second or third shift during off-peak hours.

[\[Atlantic Energy\]](#) [\[GPU Energy\]](#) [\[Public Service Electric & Gas\]](#)

Last Updated: August 11, 1998



[Info](#)



[Directory](#)



[Officers](#)



[Calendar](#)



[Mail List](#)



[Links](#)



[About](#)



- [NJIDA Membership Information](#)
- [Membership Directory](#)
- [Officer Information](#)
- [1998 Schedule](#)
- [NJIDA Discussion/Mailing List](#)
- [Links to Other Economic Development Resources](#)
- [About NJIDA's WWW server](#)

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Links to other Resources

Statewide Resources



- [New Jersey Data Center](#)
- [New Jersey Jobs Home Page](#)
- [PSE&G's LocationNJ](#)
- [NJ Small Business Development Center](#)
- [NJ Economic Development Authority](#)
- [New Jersey State Chamber](#)
- [New Jersey Business & Industry Association](#)
- [NJ League of Municipalities](#)
- [Port Authority of New York & New Jersey](#)
- [Technology New Jersey Home Page](#)
- [NJ Department of Commerce & Economic Dev.](#)
- [Department of Labor Information](#)

NJ Regional Resources

- [Somerset County Economic Development](#)
- [Somerset County Gov't](#)
- [The Burlingtons](#)
- [Middlesex County](#)
- [Mercer County](#)
- [Greater Mercer TMA](#)

Other

- [General Census Data and more...](#)
- [State Data Centers \(Not just NJ\)](#)
- [County & City Data Reports \(you can build & customize\)](#)
- [International Trade Data](#)
- [Electric Rate Comparisons](#)
- [American Economic Development Council](#)
- [National Association Development Organizations](#)
- [Small Business Administration](#)
- [The Northeastern Economic Developers Association](#)
- [Jobs, Discussion, News, Federal Briefing, Members](#)
- [Bureau of Labor Statistics](#)
- [Hoovers Business Database](#)
- [Dun & Bradstreet Companies Online](#)

Publications

- [Business News New Jersey](#)
- [Tri State Real Estate Journal](#)
- [Office Buildings Magazine](#)
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ECONOMIC DEVELOPMENT ASSISTANCE FOR BUSINESS

A Guide to New Jersey's Programs

produced by the New Jersey Department of Commerce & Economic Development, Division of Economic Development

DCED

[Page Index](#) [Links to New Jersey Business Information](#)

This guide provides an overview of the resources and assistance programs available through state, county and private economic development practitioners in New Jersey. For companies thinking of relocating a business to the Garden State, or firms that wish to expand or enhance New Jersey operations, a host of services are available to help meet your goals.

ABOUT THE DEPARTMENT OF COMMERCE AND ECONOMIC DEVELOPMENT:

The Department of Commerce and Economic Development is the lead agency in New Jersey state government which coordinates statewide, national and international resources within government and the private sector to provide a wide array of assistance services to the business community. An aggressive agenda is pursued to promote New Jersey as a desirable location in which to live, work and conduct business, as well as to enhance the state's position as an economic leader in the world marketplace.

PROGRAMS AND SERVICES INDEX

[Technical Assistance Programs](#)

[Financial Assistance Programs](#)

[Community College Assistance Programs](#)

[County Economic Development Programs](#)

[Utility Company Programs](#)

1. TECHNICAL ASSISTANCE PROGRAMS

[Return to Index](#)

Division of Development for Small Businesses, Women and Minority Businesses

Michael Rambert, Director (609)292-3860; toll-free (888) 239-1288; fax (609)292-9145

- Supports startup, growth and expansion of small businesses and women and minority businesses
- Provides assistance to firms with public procurement opportunities (contracting with government agencies to provide goods and services)
- Supports NJ Small Business Development Centers (SBDCs), which offer counseling and technical assistance to small businesses. Contact the central SBDC office at 201-648-5950 for details.
- Provides guidebook, "Doing Business in New Jersey", a helpful resource on starting and operating a business in New Jersey.

Division of Economic Development

Cy Thannikary, Director (609)292-7757; fax (609)777-3106

- Coordinates and directs statewide economic development activities designed to attract business and jobs into New Jersey

- Develops and administers comprehensive advertising and marketing initiatives to promote the advantages of doing business in the state
- Provides assistance services to out-of-state firms and foreign-owned New Jersey companies on a broad range of issues, including, for example: site selection for expansion or relocation, employee training and business incentives
- Provides targeted industry assistance to foster the development and expansion of specific industry sectors that have strong growth potential in New Jersey
- Serves as an information clearinghouse on licensing, registration and certification requirements for businesses and professional occupations in the state. Call toll-free within New Jersey (800) 533-0186. From out of state, call (609) 777-2642

Division of International Trade

Carlos T. Kearns, Director (609)633-3606; fax (609)633-3675

- Promotes sale of New Jersey products and services worldwide
- Sponsors conferences and seminars focusing on international trade issues and opportunities
- Sponsors foreign trade missions to enable NJ businesses to explore new markets and locate agents and distributors abroad.

Division of Travel and Tourism

Linda Conlin, Director (609)292-2470; (800)Jersey7; fax (609)633-7418

- Promotes New Jersey as a premier travel and recreation destination.
- Publishes and distributes regional and statewide information on the state's recreational, cultural and historic attractions and events, and information on the economic impacts of the state's tourism industry.

Division of Urban Enterprise Zones

Susan Rose, Director (609)292-1912, fax(609)633-8004

Certifies businesses located within one of the state's 27 Urban Enterprise Zones (UEZs) who create new employment to qualify for tax exemptions, tax credits and other benefits administered by the Urban Enterprise Zone Authority.

UEZs are located in designated portions of the following municipalities:

*Asbury Park/Long Branch (*Joint Zone), Jersey City, Paterson, Kearny, Pemberton, Bridgeton, Lakewood, Perth Amboy, Camden, *Millville/Vineland (*Joint Zone), Phillipsburg, Carteret, Plainfield, East Orange, Mount Holly, Pleasantville, Elizabeth, Newark, Trenton, Guttenberg, North Bergen, Union City, Hillside, Orange, West New York, Irvington, Passaic

New Jersey Commission on Science and Technology

Jay J. Brandinger, Ph.D., Executive Director (609)984-1671 fax (609)292-5920

- Supports research and development activities in critical fields, including health care (biomaterials, pharmaceuticals, biotechnologies, etc.); computer software/information technologies, environmental and civil infrastructure technologies, through a competitive, university-targeted grant program
- Fosters technology transfer from academia to New Jersey industries through a competitive grant program
- Supports business assistance programs, including 5 Technology Business Incubators, the Early Stage Enterprises Technology Seed Fund, and the Manufacturing Extension Program
- Operates a Technology Help Desk hotline (800-4321TEC)

New Jersey - Israel Commission

Julie Garland, Executive Director (609)633-8600, fax (609) 633-3675

- Promotes trade, investment and joint business ventures between New Jersey and Israel.
- Fosters exchanges between the state and Israel in the areas of science and technology, culture and tourism and education.

New Jersey Motion Picture and Television Commission

Joseph Friedman, Executive Director (201)648-6279, fax (201) 648-7350

- Promotes the film and television industry in New Jersey by attracting on-location film and television production
- Serves as liaison between production companies and federal, state, county and municipal government and the private sector.

Office of Accounts Management

Gerald Janssen, Executive Director (609)292-3837, fax (609)292-5509

- Coordinates services statewide to assist existing New Jersey businesses in their efforts to maintain and/or expand operations in the state.
- Account Managers with expertise in targeted industry sectors identify and facilitate resolution of problems and issues of concern to specific industries.
- Regional Economic Development representatives coordinate statewide assistance services to businesses located within specific geographic areas of the state.

Office of the Business Advocate

Connie Calisti, Business Advocate (609)777-0885, fax (609)777-4097

- Assists businesses having difficulties in dealing with state government by facilitating resolution of regulatory problems
- Steers businesses through the regulatory and permitting processes and promotes reforms that will have positive impacts on the regulated community.

Office of Maritime Resources

Frank McDonough, Executive Director (609)984-6694, fax (609) 984-1468

- Promotes growth and development of New Jersey's \$50 billion Maritime Industry, which includes 76 ports and terminals, 400 marinas, commercial and recreational fishing, marine trades and tourism.
- Assists applicants in securing dredging permits and supports environmentally sound, economical disposal of dredged materials.

Office of Sustainability

Robert F. Young, Executive Director (609) 292-3669, fax (609) 633-3675

- Promotes growth of businesses in New Jersey which are economically and environmentally sound.
- Offers technical assistance, low-interest loans and recoverable grants to companies that design their products and operations to reduce or minimize consumption of energy and resources, e.g. through recycling, reuse and energy conservation.

NEW JERSEY DEPARTMENT OF LABOR

Mel Gelade, Commissioner

Division of Field Support

J. Robert White, Director (609)292-2400

- Assists employers in establishing salary/wage schedules, reducing turnover, establishing career ladders, and identifying areas of potential growth and decline.
- Provides occupational supply and demand information
- Assists employers, through the Work Opportunity Tax Credit, to hire persons who have special difficulties in finding work. Employers may be eligible for up to \$2100 in tax credits on their

federal income tax.

Division of Workforce Development

Brian Peters, Director (609)292-6852, fax (609) 292-7667

- Provides technical assistance and matching grants for customized training to employers who create or maintain business and jobs in the state and wish to upgrade workers' skills.
- Provides grants to support occupational training programs on potential health and safety hazards.

Division of Employment and Training

Connie O. Hughes, Director, (609)984-2244

- Matches employers with qualified workers and assists in filling job vacancies with unemployed workers
- Offers free computer-assisted resume service to provide employers with a labor exchange process. This Mini Resume System serves professional, technical, managerial and high-level office and sales occupations.
- Provides job search classes, testing and assessment, career counseling, resume writing and job referrals through the state's Employment Service Offices.
- Offers both federal and state-funded training grants to disadvantaged and dislocated workers to increase their skills and employability.
- Offers an integrated statewide network to the full complement of workforce development and other related services through One-Stop Career Centers.
- Operates the Automated Labor Exchange, a service that allows employers to list job openings at Employment Service offices.
- Recruits workers nationwide for employment opportunities in New Jersey through the National Job Bank System.

2. FINANCIAL ASSISTANCE PROGRAMS

[Return to Index](#)

New Jersey Economic Development Authority

Caren S. Franzini, Executive Director, (609)292-1800, fax (609)292-5722

The New Jersey Economic Development Authority (EDA) is an independent state agency that provides business financing primarily in the form of loans, loan guarantees and tax-free and taxable bonds. The following is a sampling of assistance services:

- Loans and loan guarantees for fixed assets and working capital
- Lines of credit for pre- and post-export costs
- Business Employment Incentive Program (BEIP) provides direct grants to businesses that expand or relocate a business in New Jersey and create new jobs
- Financing for small businesses and women and minority-owned businesses
- Tax-exempt bond financing provides low-interest loans for manufactureres and certain infrastructure and utility projects known as "exempt facilities"
- Acquisition and improvement of sites (primarily in urban areas) which are offered for sale or lease to private enterprise, the state and other users
- Technical assistance for manufacturers experiencing difficulties due to foreign competition
- Development and management of the Technology Centre of New Jersey - a state-of-the-art research park offering emerging and high tech companies affordable laboratory and production facilities

NEW JERSEY REDEVELOPMENT AUTHORITY

William E. Best, Executive Director, (609)292-3739, fax (609)292-1047

- The New Jersey Redevelopment Authority (NJRA) is an independent state financing agency

- whose mission is to focus on investing in neighborhood-based redevelopment projects.
- NJRA offers low and no-interest loans, loan guarantees, equity investment and technical assistance to eligible businesses and municipalities

3. COMMUNITY COLLEGE ASSISTANCE PROGRAMS

[Return to Index](#)

New Jersey's 19 community colleges offer an array of programs designed to provide leading-edge education training and retraining for employees. Services are customized to meet the needs of individual firms and include credit and non-credit courses, classroom and on-the-job training.

For detailed information on these programs, call the Network for Occupational Training and Education (NOTE), at (800) 821-NOTE.

4. COUNTY ECONOMIC DEVELOPMENT PROGRAMS

[Return to Index](#)

New Jersey's 21 counties offer economic development assistance services designed to meet the needs of businesses located within their borders. For information on specific programs, such as loan financing and site selection assistance, contact the county economic development offices listed below:

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Bergen County (973) 646-2896

Burlington County (609) 265-5055

Camden County (609) 427-6166

Cape May County (609) 463-6415

Cumberland County (609) 453-2177

Essex County (973) 731-2772

Gloucester County (609) 384-6930

Hudson County (201) 795-6188

Hunterdon County (908) 735-0692

Mercer County (609) 989-6555

Middlesex County (732) 745-3433

Monmouth County (732) 431-7470

Morris County (973) 539-8270

Ocean County (732) 929-2054

Passaic County (973) 881-4427

Salem County (609) 935-7510, ext.533

Somerset County (908) 231-7129

Sussex County (973) 300-1988

Union County (908) 527-1166

Warren County (908) 475-6580, ext.580

5. UTILITY COMPANY PROGRAMS

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[Page Index](#) [Links to New Jersey Business Information](#)

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PROGRAMS AND SERVICES INDEX

[Technical Assistance Programs](#)

[Financial Assistance Programs](#)

[Community College Assistance Programs](#)

[County Economic Development Programs](#)

[Utility Company Programs](#)

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[Return to Index](#)

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[Return to Index](#)

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NEW JERSEY REDEVELOPMENT AUTHORITY

William E. Best, Executive Director, (609)292-3739, fax (609)292-1047

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3. COMMUNITY COLLEGE ASSISTANCE PROGRAMS

Return to Index

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Cumberland County (609) 453-2177

Essex County (973) 731-2772

Gloucester County (609) 384-6930

Hudson County (201) 795-6188

Hunterdon County (908) 735-0692

Mercer County (609) 989-6555

Middlesex County (732) 745-3433

Monmouth County (732) 431-7470

Morris County (973) 539-8270

Ocean County (732) 929-2054

Passaic County (973) 881-4427

Salem County (609) 935-7510, ext.533

Somerset County (908) 231-7129

Sussex County (973) 300-1988

Union County (908) 527-1166

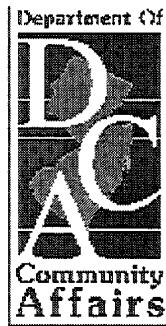
Warren County (908) 475-6580, ext.580

5. UTILITY COMPANY PROGRAMS**Return to Index**

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 - Orange and Rockland Utilities (914) 577-2940
 - Public Service Electric and Gas Co. (973) 430-6056
 - South Jersey Gas Co. (609) 561-9000
-



New Jersey Housing and Mortgage Finance Agency



Safe, decent, affordable housing is integral to personal economic health, growth and quality of life. In cities, suburbs and rural areas throughout New Jersey, rising prices, limited rentals, aging housing, and declining federal resources pose a challenge to many of our citizens.

Responding to and empowering the State's residents, lenders, developers, contractors, and service providers, the NEW JERSEY HOUSING AND MORTGAGE FINANCE AGENCY (HMFA) creates housing solutions by implementing both new and proven innovative programs that:

- fund affordable home mortgages for first-time home buyers;
- promote construction and rehabilitation for rental housing;
- advance the growth and development of municipalities; and
- contribute to the quality of life of older adults, the disabled, and those with special housing needs.

New Jersey HMFA raises funds by selling taxable and tax-exempt bonds to private sector investors through the national financial markets; applying for and administering federal housing assistance programs; and fostering cooperative relationships with state, municipal and not-for-profit agencies.

Raising capital through private-sector investors enables New Jersey HMFA to meet both its administrative and operating expenses and program funding without relying on funding from the State Treasury.

The HMFA works in close cooperation with the Council on Affordable Housing and the Division of Housing and Community Resources in the Department of Community Affairs. To search for a number of programs through which these agencies provide housing assistance, please select [this link](#) to the DCA Programs Book..



NEW JERSEY DIVISION OF SMALL BUSINESS, WOMEN AND MINORITY BUSINESS DEVELOPMENT

20 W. State Street PO Box 835

Trenton, NJ 08625

Phone: (609) 292-3860

Fax: (609) 292-9145

DCED

This Division of Small Business and Women and Minority Business Development, created under P.L. 1987, Chapter 55, assists and encourages the establishment and growth of small businesses and women- and minority-owned enterprises.

As part of the Department of Commerce and Economic Development, the Division assists in the overall goal to strengthen New Jersey's economy. It accomplishes this by encouraging the start-up, growth and expansion of small and women and minority businesses by offering information, assistance and by shaping public policies that affect the small business community.

Major Functions of the Division are:

- To serve as a clearing house, information and referral center for start-up and established small businesses that employ 100 workers or less on topics from finances and franchises to marketing and management.
- To serve as a liaison to the Department of Treasury and other departments, agencies, commissions and authorities regarding procurement opportunities for small businesses, women and minority businesses.
- To provide assistance in procuring bid and performance bonds or to facilitate appropriate substitutes when appropriate.
- To create and strengthen partnerships with public and private sector organizations to create new business development and to strengthen existing firms.

Programs:

<u>Set-Aside and Certification Office</u>	Involved in procurement/bidding assistance for State and Federal contracts. <ul style="list-style-type: none"> • To apply for Certification as a Women Business Enterprise (WBE) and/or Minority Business Enterprise (MBE) download the <u>Unified MBE/WBE Certification Application</u> • To apply for Registration as a Small Business Enterprise (SBE)download the <u>Small Business Vendor Registration Form</u>
<u>Selective Assistance Vendor Information Database</u>	(SAVI-II) is a computerized central registry of certified Women and Minority Business Enterprises and registered Small Business Enterprises.
<u>Small Business Development Centers (SBDC)</u>	The Division of Small Business, Women and Minority Business Development provides funding for the SBDCs throughout the State. These SBDCs provide technical assistance to small businesses.
Procurement Contacts:	<ul style="list-style-type: none"> • <u>Cabinet Officers</u> • <u>State Purchasing Agents</u>

Publications:

- Provides the Doing Business in New Jersey Guidebook which gives a variety of information on starting and running a business in New Jersey.

DCED

**DIVISION OF DEVELOPMENT FOR
SMALL BUSINESS, WOMEN AND MINORITY BUSINESSES
SET-ASIDE AND CERTIFICATION OFFICE
(SACO)**



The State of New Jersey encourages the development of small, minority-owned and women-owned businesses. There are technical, financial, and contract assistance programs that have been established to foster their growth and development.

SACO administers:

1. NJ SET-ASIDE PROGRAM
 - DEFINITION
 - REGISTRATION PROCESS
2. NJ UNIFIED CERTIFICATION PROGRAM
 - POLICY
 - ELIGIBILITY
 - FEES
 - PROCEDURES
 - CERTIFICATION PROCESSES
 - BIDDERS LIST INFORMATION

NJ SET-ASIDE PROGRAM

New Jersey statutes require that a minimum of 25% of the total number of State contracts and purchase orders be allocated to Small, Minority and Female Businesses. The SWMB Division, in conjunction with the department of the Treasury, has defined the standards for such set-aside contracts. The SWMB Division verifies the eligibility of businesses that apply. This is intended to provide encouragement and incentive to small/minority/female business owners and to promote a spirit of active competition.

The law stipulates the following set-aside goals::

- 15% of State contracts for Small Businesses;
- 7% of State contracts for Minority Businesses;
- 3% of State contracts for Female Businesses.

DEFINITIONS

SMALL BUSINESS

A independently owned and operated, has its principal place of business in New Jersey, and has 100 or fewer full-time employees.

MINORITY BUSINESS

A business which is independently owned and operated and whose principal place of business is located in New Jersey, and at least 51% is owned and controlled by minority person(s) who also exercise control over the daily and long-term operations.

FEMALE BUSINESS

A independently owned and operated business, which has its principal place of business located in New Jersey, and at least 51% is owned and controlled by women who also exercise control over the daily and long-term operations.

INDEPENDENTLY OWNED AND OPERATED

This means that the management of a business owns at least 51% interest and is responsible for both its daily and long-term operation.

CERTIFICATION

This is the process whereby a minority-owned business or female-owned business is authenticated for participation in State Programs requiring such certification, as judged and determined by SACO. SACO only certifies qualified MBEs and/or WBEs.

REGISTRATION

This is the process by which any business can have its eligibility for participation in set-aside contracts. SACO only registers Small Business Enterprises (SBEs).

REGISTRATION PROCESS:

- To apply for Registration as a Small Business Enterprise(SBE)download the [Small Business Vendor Registration Form](#)
- There is a \$30.00 annual registration fee.

[Return to index of SACO's programs](#)

[Return to SWMB Home Page](#)

NJ UNIFIED CERTIFICATION PROGRAM:**Purpose:**

The Unified Certification Program is established to provide a uniform procedure for certifying the eligibility of businesses owned by minorities and women to bid on public contracts. It is intended to insure that only bona fide minority business enterprises (MBEs) or women business enterprises (WBEs) participate in these programs and allow MBEs and WBEs to apply for State certification through a single application and process

Partnership Development:

An important aspect of the State's set-aside contracting program is the outreach component. The State - along with its partners the Casino Control Commission, New Jersey Institute of Technology, the Regional Alliance, the New York/New Jersey Minority Purchasing Council and many other organizations are developing an aggressive, cooperative effort to identify and encourage small, women and minority businesses to compete for State procurement contracts and other bidding opportunities. This pooling of resources with these organizations insures maximum small, women and minority business participation in State contracting.

The SWMB Division also works closely with business organizations and associations, that represent the small, women and minority businesses in New Jersey. This constant interaction improves communication between the state and these business communities. These relationships also enable the division to develop statewide policies which assist in the growth and expansion of these businesses.

Authority:

This program is authorized by **New Jersey Public Law 1986 Chapter 195, Unified Certification Act, and per Regulations.N.J.A.C. 12A:11 et seq.**

The Division of Development for Small Businesses and Women and Minority Businesses in the Department of Commerce and Economic Development has exclusive authority within the State of New Jersey to certify to public agencies the eligibility of a business to bid on contracts as an MBE or WBE.

Policy:

MBEs and WBEs desiring to bid on certain State contracts must be certified by the Division. The Department of Transportation has been delegated responsibilities for certifying contractors bidding on its contracts. All businesses eligible for certification cannot be certified at the same time. Therefore, a grace period will be allowed for each business during which the business may bid on

State contracts. At the end of the grace period, the business will be either certified and continue to be eligible to bid on State contracts or not certified and therefore ineligible to bid on certain contracts requiring certification.

MBEs and WBEs desiring to do business with the State where contracts are not required or through the delegated purchase authority within the various departments and agencies of the State do not need to be certified.

The Division will compile, maintain, and make available to the public agencies lists of businesses certified as MBEs and WBEs.

The certification status of MBEs and WBEs will be reviewed annually. MBE and WBE certification determines the ethnicity and sex of the persons owning and controlling a business and does not mean that the business is capable of performing the work.

[More Certification Information](#)

[Return to SWMB Home Page](#)

Eligibility:

Any business whose management and daily business operations are controlled by one or more minorities or women who own it, and which is at least 51% owned by one or more minorities or women is eligible to participate in this program. A business may apply and be eligible for more than one status, such a minority women-owned business (MWBE) which can be certified as both MBE and WBE.

[More Certification Information](#)

[Return to SWMB Home Page](#)

Fees:

A single fee may be charged to compensate the Division for some of its cost in administering the certification process. The applicant will be responsible for reimbursing the State for costs associated with providing a site visit when necessary. The applicant will not be issued certification until it has satisfied its obligation. Associated costs shall include but will not be limited to: 1) cost of travel to the location of the site visit which is outside a 150 mile radius from the City of Trenton and 2) out of pocket per diem expenses of the State employee performing the site visit when required.

[More Certification Information](#)

[Return to SWMB Home Page](#)

Procedures:

Qualified applicants must complete a UNIFIED MBE/WBE CERTIFICATION APPLICATION which may be obtained from the:

**Set-Aside and Certification Office (SACO)
Division of Development for Small Businesses and Women and Minority Businesses
Department of Commerce and Economic Development
20 West State Street, PO Box 835
Trenton, NJ 08625-0835
(609) 292-3860**

Or you may download the [Unified MBE/WBE Certification Application](#) now.

The following certifying agencies have agreed to use the same Uniform Certification Application, in administering their certification programs and to share information with regard to applicants for certification:

- The Port Authority of New York/New Jersey (212) 435-6509

- NJ Department of Commerce & Economic Development (609) 292-3860
- NJ Department of Transportation (609) 530-3882
- NJ Transit (201) 491-8065

Other certifying agencies may be added from time to time. You may submit a copy of the completed application package to the above listed agencies.

Procurement With The State:

- After being certified, vendors should contact the Department of Treasury, Division of Purchase and Property to be put on the BIDDER'S MAILING LIST, a list that puts a vendor on the mailing list to expedite Request for Proposal (RFP) mailings and all related correspondence.
- NOTE: THE FILING OF A BIDDER'S APPLICATION DOES NOT AUTOMATICALLY GUARANTEE THE APPLICANT AN AWARD OF A PURCHASE ORDER OR STATE CONTRACT.
- To get on the BIDDER'S MAILING LIST, interested vendor must obtain a BIDDER'S MAILING APPLICATION from the Purchase Bureau at:

**State of New Jersey Department of Treasury
Division of Purchase and Property
Purchase Bureau-Bid List Management
33 W. State Street PO Box 230
Trenton, NJ 08625
(609) 292-4700
Business Hours: 8:30 a.m. - 4:30 p.m.**

More Certification Information
Return to SWMB Home Page

CERTIFICATION PROCESSES:

1. **Audit Process:** All applications will be audited and a site visit may be conducted before certification is granted. MBEs and WBEs who wish to be certified for participation in federally funded New Jersey Department of Transportation contracts, and are either located in the State of New Jersey or within a 65 mile radius of the City of Trenton, must be site visited.
2. **Right of Withdrawal:** If desired, an applicant may request (in writing) that their application be withdrawn.
3. **Appeal:** In the event certification is denied, an applicant may appeal the decision to SACO by certified mail within two weeks from the date of the notice.
4. **Period and Time of Certification:** A certified MBE or WBE is required to submit a Uniform Certification Application *every five years* after the effective date of the initial certification provided that the business:
 - submits on an annual basis not more than 20 days before or 10 days after the date of initial certification notice a Verification Statement, attesting that the ownership and control of the business on which certification was granted has not changed.
 - submits within twenty days notice of any material changes in the business whether it affects the status of the business under the act or not.
5. **Decertification:** A certified MBE or WBE may be decertified for cause, including but not limited to misrepresentation.
6. **Challenge:** Third parties may challenge the MBE or the WBE status of any business.
7. **Misrepresentation:** Any person or organization which intentionally misrepresents itself as owning and controlling an MBE or WBE for the purpose of obtaining contracts, subcontracts, or any other benefits from the State may be subject to penalties in fines up to \$100,000 or more or a jail term of between five (5) and ten (ten) years.

More Certification Information





DIVISION OF SMALL BUSINESS, WOMEN AND MINORITY BUSINESS DEVELOPMENT

SMALL BUSINESS DEVELOPMENT CENTERS



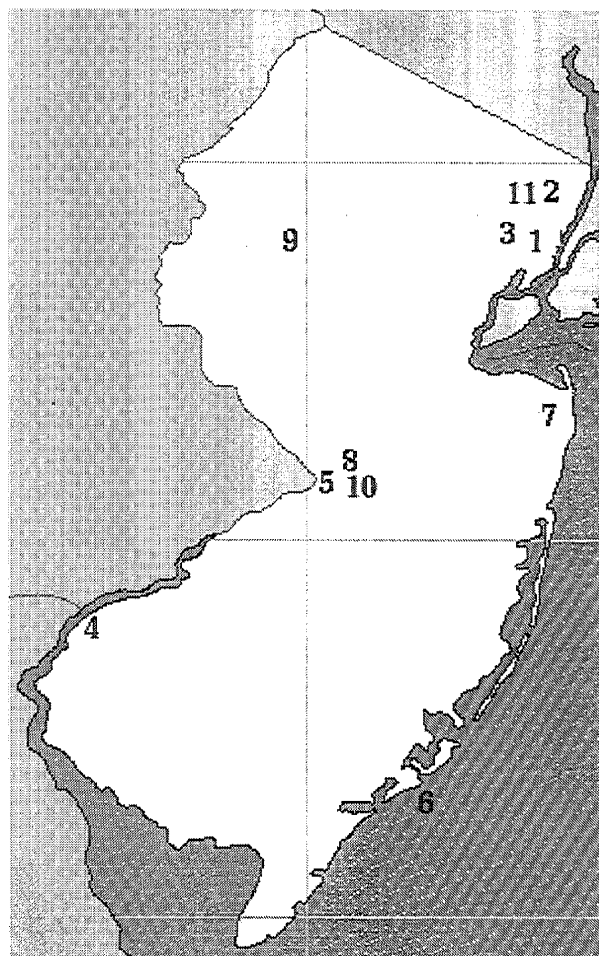
- The *New Jersey Small Business Development Centers* offer a wide range of services to the state's small business owners and to those considering starting their own business by providing counseling, workshops and seminars, and information transfer. For information or assistance, contact the SBDC office nearest you.
- The program is a cooperative effort of the private sector, the educational community and federal, state and local governments. Its purpose is to enhance economic development by providing management and technical assistance to small businesses. There is *no charge* for *NJSBDC counseling*.
- A variety of educational and business resources are used to counsel and train small business owners as they deal with financing, marketing and managing their companies. Clients are assisted in determining the feasibility of their cash flow projections, financial statements, and marketing strategies. Specialty programs are coordinated from NJSBDC headquarters and include international trade, government procurement, a manufacturing mentor/protege program, information services and technology resources.
- The NJSBDC network also provides opportunities for students to participate and to apply educational theory to actual practice under the supervision of faculty and business professionals.

OTHER RESOURCES:

- The *U.S. Small Business Administration (SBA)* organized the SBDC Program to make management assistance and counseling widely available to present and prospective small business owners. SBDCs offer "one-stop" assistance to small businesses - providing a wide variety of information and guidance in central and easily accessible locations.
- The New Jersey Institute of Technology Procurement Technical Assistance Center

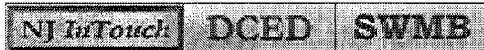
SBDC LOCATIONS:

The numbers on the map below correspond
to the centers listed below.



1	New Jersey Small Business Development Center (973) 648-5950 Rutgers Graduate School of Management University Heights, 180 University Avenue Newark, NJ 07102 NJSBDC web site	2	Bergen Community College (201) 447-7841 (Serving Bergen & Passaic Counties) 400 Paramus Road, 3rd Fl., Room A328 Paramus, NJ 07652
3	Kean College (908) 527-2946 (Serving Union & Hudson Counties) East Campus, Room 242 Union, NJ 07083	4	Rutgers, The State University of New Jersey Campus at Camden (609) 225-6221 (Serving Cumberland, Camden, Gloucester, Salem & S. Burlington Counties) 227 Penn St., 3rd Fl. Rm 334, Camden, NJ 08102
5	Trenton Urban SBDC (609) 396-7246 36 S. Broad St. Trenton, NJ 08608	6	Greater Atlantic City Chamber of Commerce (609) 345-5600 (Serving Atlantic & Cape May Counties) 1325 Atlantic Avenue Atlantic City, NJ 08401
7	Brookdale Community College (908) 842-8685 (Serving Monmouth and Ocean Counties) Newman Springs Road Lincroft, NJ 07738	8	Mercer County Community College (609) 586-4800, Ext. 3469 (Serving Mercer & N. Burlington Counties) 1200 Old Trenton Road Trenton, NJ 08690
9	Warren County Community College	10	Trenton Business & Technology Center

	(908) 689-9620 (Serving Sussex, Warren, Hunterdon, Somerset, & Western Morris Counties) Skylands Small Business Development Center 475 Route 57 West Washington, NJ 07882	(609) 396-8801 36 S. Broad St., Trenton, NJ 08608
11	Paterson SBDC (973) 754-8695 131 Ellison St., Paterson, NJ 07505	NEW JERSEY SMALL BUSINESS DEVELOPMENT CENTERS

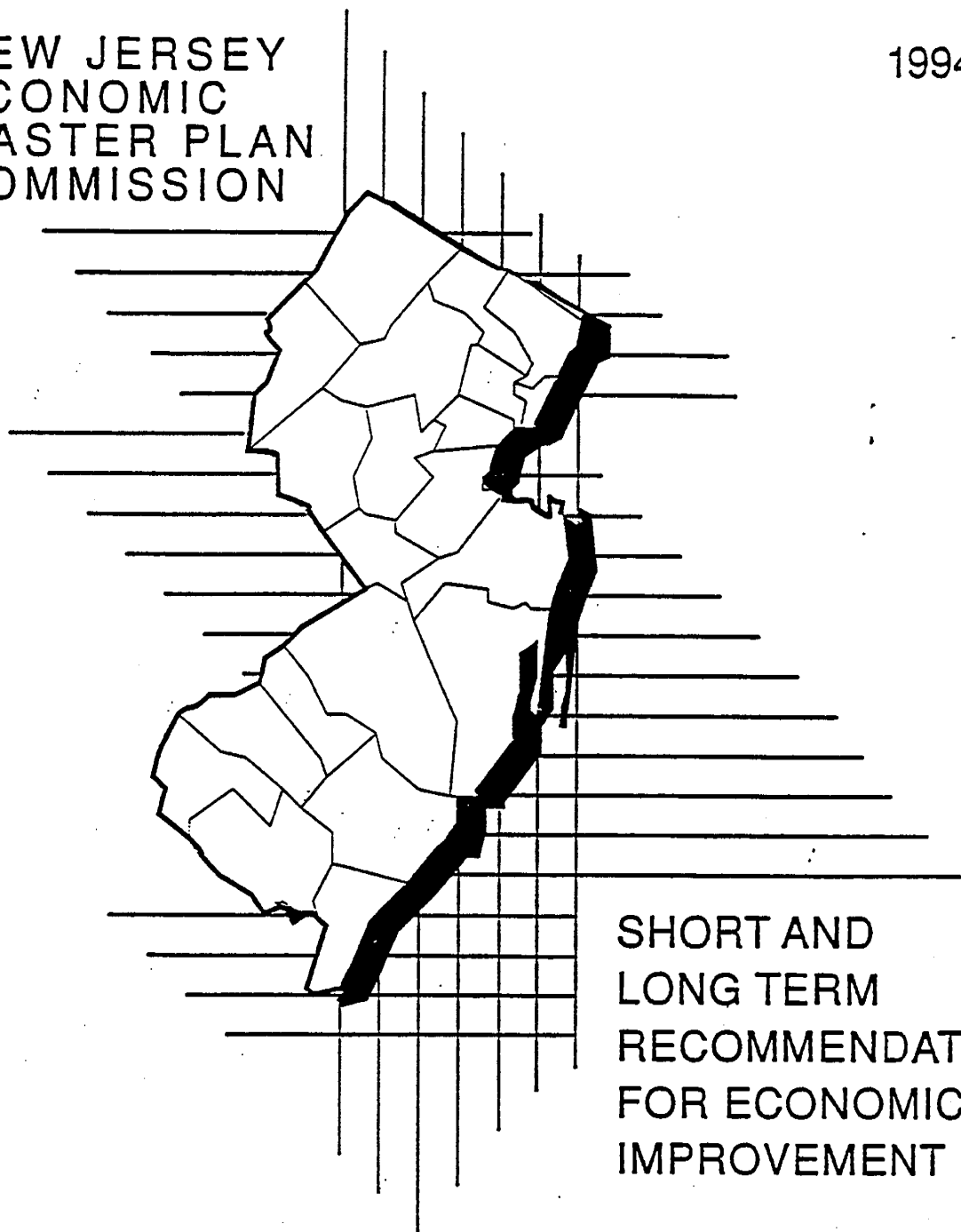


APPENDIX B

SHORT AND LONG TERM RECOMMENDATIONS FOR ECONOMIC IMPROVEMENT

NEW JERSEY
ECONOMIC
MASTER PLAN
COMMISSION

1994



SHORT AND
LONG TERM
RECOMMENDATIONS
FOR ECONOMIC
IMPROVEMENT

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President
Jersey Central Power & Light
(Small, Mid-Sized & Emerging Businesses)

Alan J. Bowers
Managing Partner - New Jersey
Coopers & Lybrand L.L.P.
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Peter Calderone
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David J. Farris
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Beneficial Management Corp.
(Financial & Business Services)

Stanley C Gale
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Lonna R. Hooks
Secretary of State

Ara K. Hovnanian
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K. Hovnanian Enterprises, Inc.
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Director
Special Projects
The Prudential Insurance Company

Consulting Support*

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Wadley-Donovan Group, Inc.

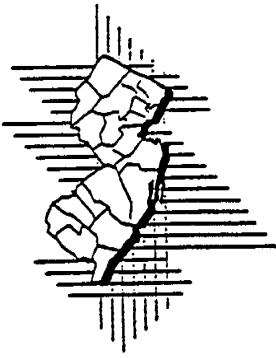
Brad McDearman
PHH Fantus Consulting

Dr. Zachary Narrett
CN Communications International

Catherine Crockett
Larry Good
David Osborne
Paul Pryde
Reinventing Government Network

* Funded with Private Sector Assistance

PREFACE	1
EXECUTIVE SUMMARY	3
Removing Barriers to Economic Growth	3
Revitalizing Our Cities and Broadening Opportunity	5
Achieving Our Economic Potential	6
Forging an Economic Growth Strategy: Prosperity in New Jersey	7
INTRODUCTION	9
Key Observations for New Jersey's Growth Strategy	9
Summary of Key Strategies	10
New Jersey's Business Environment: Obstacles and Opportunities	12
Finding Solutions	15
The Governor as Economic Leader	16
STRATEGIES	17
Removing Barriers to Economic Growth	17
Achieving Our Economic Potential: Building on Strengths and Filling Gaps	22
Revitalizing the Urban Core	35
Increasing Prosperity Through Partnership: Prosperity New Jersey	37



The report that follows seeks to capture the essential elements of what was a meaningful and in some respects, unique process — unique in terms of the degree to which the public and private sectors collaborated to develop a comprehensive plan to improve New Jersey's economic prospects. The Commission's work shows that much can be accomplished when government draws on the skills and resources of the marketplace.

The Commission's report, while important for the information it conveys, shouldn't be the only focus. Rather, this report marks the beginning of a long-term process, not simply the end of a commission's work.

The report highlights many of the important issues raised by the marketplace, without necessarily commenting on current initiatives designed to address them. Considerable progress has been made by the new administration in identifying and attempting to solve economic development problems. The Commission's recommendations are offered to support and hopefully accelerate the positive momentum that has been created.

Many thanks are in order for what has been an unprecedented undertaking: to the Governor, for convening the Economic Master Plan Commission and charging it with its critical mission; to the Commissioners for their leadership and dedication in carrying out this mission; and to many supporting colleagues who have contributed time and resources to this effort.

Respectfully submitted,

Alan J. Bowers
Chairperson

PREFACE

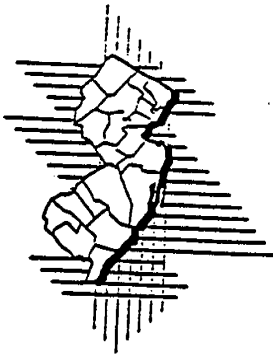
On January 18, 1994, Governor Christine Todd Whitman signaled her determination to put New Jersey's economy at the forefront of her agenda. On that day, the Governor issued her first executive order: the creation of the Economic Master Plan Commission ("the Commission"). The Commission was charged with developing strategies for removing barriers to economic growth and providing for sustainable prosperity.

This document reflects the work of the Commission over the past ten months. The Economic Master Plan ("the Plan") presents strategic recommendations to enhance the state's economic growth and prosperity, both in the short and long term. In developing the Plan, the Commission gathered information largely from those most familiar with the economy—prominent representatives from diverse industries, labor, community-based organizations and academic institutions, as well as government officials. We relied less on statistical analysis, and more on insights gained through hearings, discussions and interviews.

The Commission formed eleven task forces to survey business conditions throughout the state. Eight of these examined the situation in particular industries; three explored cross-cutting issues. The task forces were:

- Agriculture, Agribusiness and Fisheries
- Pharmaceutical and Biotechnology
- Communications/Information Technologies and Services
- Transportation and Product Distribution
- Financial and Business Services
- Higher Education and Advanced Technology
- International Trade
- Real Estate
- Small, Mid-Sized and Emerging Businesses
- Tourism, Gaming, Arts and Culture
- Urban Economic Development

This process included the active participation of more than 300 people on the task forces and related sub-committees. In addition, many more people and organizations gave input through the interviews, hearings and surveys conducted by the task forces. The Commission was also able to draw on outside consultant expertise to support and supplement the work of the 11 task forces. This was made possible through private-sector financial assistance.



While our Commission sought to obtain the broadest possible view of the economy, some issues were examined more fully than others. We did not seek to exclude any areas, but instead focused on those issues that emerged, through consensus, as the most critical. We were better equipped to address certain issues because of the specific areas of expertise of our Commission members. Other issues should be the subject of continuing scrutiny after the issuance of this report.

This is very much a work in progress. Follow-up work will be essential to ensure success. We recommend that the Commission, or another sponsoring entity, promote action on the strategies presented in this report. For the longer term, we propose a framework for an active private/public partnership, designated as Prosperity New Jersey.

We have presented our work in three volumes. Volume I summarizes the key recommendations of the Commission drawn from the task forces, consultants and other advisory groups. Volume II includes the full text of the reports of the task forces. The task force reports were not edited or separately evaluated by the full commission. Volume III is an appendix of other reports prepared for the Commission.

The Commission welcomes a full examination of its findings and conclusions. We hope the Plan will become a living document—one that leads to practical, constructive action. We ultimately hope for the active engagement of all New Jerseyans in helping to realize and sustain broad-based prosperity for our state.

EXECUTIVE SUMMARY

As New Jersey approaches the 21st century, we have many strengths on which to build and sustain our economy. Prominent among them are our pharmaceutical and telecommunications industries. Forty-five percent of the world's pharmaceutical research and development takes place here. New Jersey is likely to be the first state wired for fiber optic cable.

New Jersey is an ideal headquarters location—adjacent to the world's financial capital and a gateway to major international trade and investment through our airport and seaport facilities.

Our 127 miles of beaches and Atlantic City's casinos anchor a \$19 billion tourism industry, providing diverse recreational opportunities while helping to drive our state's economy.

Despite these and other significant advantages, New Jersey is just pulling out of the state's worst recession since the Great Depression. From 1989 to 1992, New Jersey lost 262,000 jobs, half of which have now been regained.

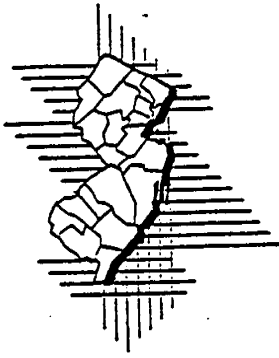
While the recession was due partly to national and international conditions beyond the control of New Jersey's political and business leaders, the severity of the 1989-92 recession was partly of our own making.

Over-regulation, high taxes and hostility or indifference to business, combined with a high cost-of-living, threaten to outweigh our advantages as a place for business. Many New Jersey firms and entrepreneurs—expected to create at least 80 percent of new jobs—voice fundamental concerns about the state's business climate and question our commitment to improving it. They are heartened by the new approach to business by the Whitman administration, but are looking for more.

REMOVING BARRIERS TO ECONOMIC GROWTH

Business confidence is rising because of Governor Whitman's tax cuts as well as her overall business-friendly approach. The Governor and the Legislature must continue their commitment to reducing the overall tax burden that saps New Jersey's competitiveness and to moving ahead with income and other tax cuts, while finding ways to help municipalities hold down property taxes. Tax policy, though complicated in its effects on economic activity and also with respect to who ultimately pays a given tax, should be guided by principles of both equity and efficiency. The entire tax structure should be continuously reviewed to ensure the maximum benefit to the State's economy of any change in tax policy.

The focus should be on those taxes that dampen the state's economic growth. For example, the Governor and the Legislature should cut the tax on telecom-



munications services. In an information age when products are as likely to be shipped by fax as by truck, these services are vital to business development.

As important as tax reform is, it must be coupled with practical reforms that reduce the time, cost and uncertainty involved in trying to steer through New Jersey's regulatory process. For example, in state energy policy, two immediate changes that would enhance economic development relate to streamlining the rate-setting process and providing utilities more flexibility in dealing with changing markets and customer demands.

From the private sector's viewpoint, the regulatory climate is the number-one barrier to economic growth in New Jersey. This problem must be addressed immediately and decisively. At the outset, we must work to end the antagonistic relationship that has pitted business people against environmentalists and to apply sound management practices to the administration of regulations.

We can reduce regulatory barriers and protect the environment. As North Carolina's "Gold and Green" study recently demonstrated, a safe, clean and healthy environment is an important element of economic prosperity. A useful point of comparison may also be provided by the Netherlands, which like New Jersey, has a heavy concentration of industry and people in a small gateway location. A high-level New Jersey delegation recently toured the Netherlands to learn more about that country's innovative "Green Plan." Developed through a process of consensus, this plan integrates a streamlined environmental policy with the requirements of a sustainable economy. Such a partnership is possible in New Jersey.

While there is great attention paid to the level of regulation—that is, the substance of the rules—our Commission learned that the administration of regulations is at least as big an issue. The multi-level, cumbersome and complex regulatory climate in New Jersey demands re-engineering. This will involve a comprehensive analysis of process and procedures at all levels—and will take time. Nevertheless, specific immediate actions can be taken:

- The Governor should establish a Regulatory Council that brings business leaders, environmentalists, labor, consumers and other groups, together with government, for a nine-month period, to recommend the elimination of a package of overlapping or unnecessary regulations. This Council could also drive the longer term re-engineering process that is required.
- One-stop permitting should be instituted across the state. It could begin on a pilot basis in several municipalities, with full implementation occurring thereafter. In these pilot efforts, state, county and municipal officials will develop one common set of permits to be administered at the level closest to the market. An example of what is possible is the DEP's recent success in issuing the first facility-wide permit in the nation for a manufacturing facility.

- Statewide, time deadlines should be established for permit approvals, particularly in the Department of Environmental Protection (DEP). Money-back guarantees should be implemented to encourage compliance with deadlines.
- "Red teams," coordinated by the business ombudsman and keeping the Regulatory Council informed, should be established to track permitting and regulatory progress on important projects.

At least part of the business community's concern stems from a lack of awareness of the DEP's change in focus under its new leadership. The DEP should strive to educate all interested parties of the progress it has made in balancing economic and environmental concerns.

The Department of Environmental Protection, under the leadership of Governor Whitman and Commissioner Shinn, has made progress in working with the business and industrial community toward the common goals of environmental and economic health. Our focus is to propose recommendations meant to continue and accelerate the positive changes underway in the DEP.

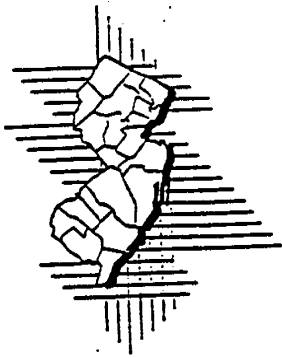
In the process of removing barriers and re-designing procedures, a shift in attitude is required. Business friendly philosophies should cut across all government departments and drive a customer service approach. This will be significant particularly in the government's business retention efforts. This customer service approach can be driven by a domestic Business Ambassadors and Account Management program to focus attention on New Jersey's existing base of business.

REVITALIZING OUR CITIES AND BROADENING OPPORTUNITY

From a regional as well as statewide economic perspective, the importance of New Jersey's cities cannot be overstated. Urban revitalization is vital to New Jersey's prosperity. The Commission's urban task force concluded that grassroots, locally-directed initiatives offer the best approach to spur the economies of our cities.

Comprehensive, top-down urban strategies have failed. We must empower neighborhood groups to rebuild their cities house by house, block by block, corner store by small factory.

- We urge the Economic Development Authority ("EDA") to sponsor financing mechanisms targeted to urban businesses. We believe that a revitalized Urban Development Corporation ("UDC") can promote statewide support to locally directed initiatives. At the time of this writing, the Commission and EDA are working with the private sector to recapitalize the UDC or fund another statewide entity to direct investment dollars into urban area banks.
- We must amend our environmental regulations to enable businesses to clean up older industrial sites. A partial cleanup, consistent with projected future use, that



returns a property to the tax rolls is much better than leaving a building vacant and contaminated forever because no one can afford the cost of meeting state cleanup standards.

- We must match inner-city job training programs to the needs of those businesses that are looking for workers.

The findings of our urban task force can support the work of the Urban Coordinating Council, which the Governor established to focus on urban needs.

Urban economic issues require particular emphasis, but they must not be viewed in isolation. The other recommendations in this report are intended to have a broad, beneficial impact on economic development in the cities as well as in all regions of the state.

ACHIEVING OUR ECONOMIC POTENTIAL

While the immediate need to reduce barriers through streamlining regulations and reducing taxes is clear, we must also do more to capitalize on New Jersey's potential. Governor Whitman recognized this when she asked this Commission to develop a strategic economic plan for the state.

Economic development is not only government's responsibility. It is the responsibility of business and government, universities and labor, environmentalists and consumers—all working together—to create opportunity and lasting prosperity and to build a New Jersey in which we all want to live and work.

Other states are showing what can be done. North and South Carolina are aggressively pursuing economic excellence. New partnerships between business and government are being built not only in the Carolinas, but in Sunbelt states like Florida and Tennessee, and next door in Pennsylvania, with the Ben Franklin Partnership.

New Jersey must also achieve a greater degree of private/public cooperation and interaction in economic development. The private sector must play an important public role in formulating and carrying out New Jersey's economic plan. The private sector is closest to and most knowledgeable about market conditions and opportunities. If the private sector is unwilling to participate in and help underwrite the costs of specific economic development programs, then those programs are probably not relevant.

Following Governor Whitman's lead, New Jersey must continue its current positive attitude toward business if we are to prosper in an increasingly competitive world. Like her counterparts in North Carolina and South Carolina, Governor Whitman must continue to be an aggressive champion and promoter of economic growth. Her leadership can provide the platform to enhance and market New Jersey as a

"business-friendly" state. The legislative leadership must also be involved in a bipartisan way to provide for continuity in economic policy as administrations change.

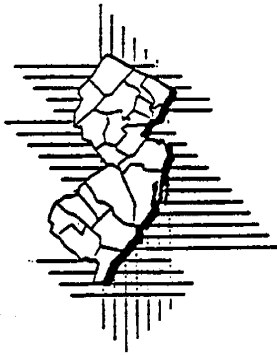
FORGING AN ECONOMIC GROWTH STRATEGY: PROSPERITY NEW JERSEY

We are proposing the formation of a private/public partnership—Prosperity New Jersey—to bring government and business, labor, civic and academic leaders together under one umbrella to forge sustainable economic development strategies throughout the state. Prosperity New Jersey will continue the work of the Commission. It will be the sustaining process for continuous, market-based economic policy.

This partnership should be chaired by the Governor, with the Commerce Commissioner and a private-sector executive as co-chairs. It would serve as a steering mechanism for an array of relevant, market-focused initiatives led principally by the private sector. These initiatives would address marketplace opportunities in prominent or emerging industry sectors and geographic regions as well.

We expect that Prosperity New Jersey initiatives will form to address needs identified by the Commission as well as other needs not yet envisioned. Marketplace-led sub-groups could be organized by Prosperity New Jersey to focus on the following areas:

- A telecommunications strategy group would plan how New Jersey can be positioned not only as the first state wired for fiber optics, but as the worldwide leader in telecommunications technologies. Representatives from large and emerging entities from across the spectrum of information technology would participate.
- Similarly, a strategy group would ensure that New Jersey is well positioned to take advantage of the national focus on health care. Already seen as the nation's medicine chest, New Jersey should take a strategic view of all its health-care assets to attain national leadership as a provider of health-care products and services.
- An international trade partnership to help ensure that New Jersey takes advantage of the GATT and NAFTA treaties to substantially increase exports and foreign investment. An international Business Ambassadors program would be sponsored by this group.
- A technology partnership that would work to expand the availability of seed capital to fill the funding gap between the current Commission on Science and Technology and private venture capital.



- A FOODPLEX group to bring together agriculture, food processing and aquaculture for the first time, to plan ways to strengthen a sector that is important to New Jersey's economy and its quality of life.
- A cultural tourism group would determine how New Jersey can best develop and market its historic sites, science centers and arts facilities to enhance this growing sector of the economy.

Prosperity New Jersey should not however be the short-term focus. Over the next several months, the state should strive for real improvement in the specific areas contained in this report and further detailed in Volume II.

INTRODUCTION

New Jersey faces an economic challenge as great as any in its history. This challenge is not marked by upheavals of the type associated with a depression or the sudden collapse of a mainstay industry. Nevertheless, it has alarming implications for our long-term prosperity and economic well-being.

This challenge was clearly expressed in the findings of the Commission's task forces: while progress has been made, New Jersey does not yet have the business-friendly climate necessary to retain and attract the high-quality jobs of the future or to sustain economic growth. In an economy marked by ever-increasing competition on a national and global basis, New Jersey risks falling behind.

There is much that state government can do to foster a better business climate and promote broad-based economic opportunity. State government has a legitimate economic role—one that is particularly important in education, transportation, the environment and other areas associated with our overall quality of life. The challenge is to define this role so that government encourages, rather than impedes, the creativity and vital energy of the marketplace.

KEY OBSERVATIONS FOR NEW JERSEY'S GROWTH STRATEGY

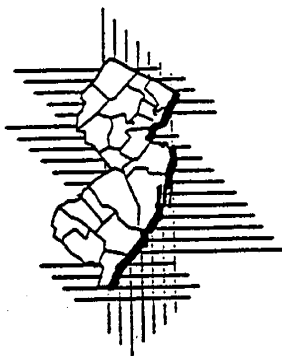
Three key observations emerged from our study—observations that are fundamental to an economic growth strategy for New Jersey:

The private sector is pivotal.

Any sound economic strategy must be rooted primarily in the private marketplace—in the activities and decisions of thousands of individuals and businesses that sustain New Jersey's prosperity. Government can work with the private sector to create a framework that promotes broad, statewide growth; but it must not get into the specific business of choosing winners and losers by substituting its judgment for that of the marketplace.

Business retention is essential.

Just as our work made clear the primacy of the private sector, it also underlined the overriding importance of business retention to the prosperity of New Jersey. National studies have indicated that more than eighty percent of new jobs are generated by existing businesses through expansion or spin-off activities. Equally important is simply maintaining the state's business base. Few business stories capture more headlines than the relocation of an out-of-state company. While such relocations are important, the retention and expansion of businesses within the state have an even more fundamental significance.



We must act while the window of opportunity remains open.

The ever-increasing competitive challenge—both on an international and domestic basis—requires innovative, responsive economic policy. We cannot afford to delay fundamental change. The Commission has sought to offer recommendations as to how government and the private sector can work together to achieve a fundamental growth strategy. It seeks to establish a guide for action over the short and the long term.

SUMMARY OF KEY STRATEGIES

What, then, can New Jersey do—through the cooperative efforts of the private and public sector—to strengthen New Jersey's competitive position in the global economy, to retain and attract high-quality jobs, and to ensure its long-term prosperity? The Commission has identified four key strategies:

1. Removing Barriers to Economic Growth

Government can remove many barriers to economic growth without compromising its legitimate oversight activities. In addition to proposing specific steps to streamline regulations, revise tax and legal policy, and improve overall government efficiency, the Commission firmly believes that an overall shift in attitude is essential—from one that treats the private sector as an adversary to one that recognizes the importance of a constructive partnership. Government must develop and implement a customer-service focus.

We recommend action on three major fronts:

- Streamlining the Regulatory Process
- Embedding a Customer Focus in all Levels of Government
- Revising Tax and Legal Policy

2. Achieving Our Economic Potential: Building on Strengths and Filling Gaps

In addition to removing barriers, we can enhance New Jersey's economic competitiveness by building on strengths and filling gaps.

Building on Strengths

New Jersey must build on the existing strengths it has in the marketplace. These strengths can be viewed as areas of comparative advantage—as assets which can serve as magnets for business retention and expansion. The Commission has identified four sectors in particular that can emerge as broad channels of growth:

- telecommunications
- health care/pharmaceuticals/biotechnology
- tourism
- international trade

Knowledge-based industrial growth has been and will remain a key asset to New Jersey's economic development. The state's research infrastructure is embodied in the human and physical capital of its industries and universities. These act synergistically to discover the new knowledge, the new products, and the new technologies from which commercial development and economic growth follow.

Filling Gaps

New Jersey must address economic deficiencies if we are to make the most of our market opportunities. We have identified several areas which need attention:

- workforce training
- infrastructure improvements
- financing for business start-ups

New Jersey *can* meet the challenge of transforming these gaps into opportunities. Our state's economy has shown remarkable resilience and flexibility over the past several decades, in which New Jersey transformed itself from a bastion of old-line manufacturing to a leader in the production of value-added goods and services.

New Jersey's economy has also maintained a healthy diversity—a diversity that provides balance and helps cushion our state against the shock of an economic downturn in any particular sector. This diversity is reflected in the prominence of such varied economic sectors as business and financial services, chemicals, real estate and agriculture. Each sector itself contains a wealth of diverse business opportunities.

It is important that this balance be nurtured and developed. The task forces of the Commission have developed specific recommendations to strengthen the major economic sectors that sustain this balance. These recommendations are presented in detail in Volume II.

3. Revitalizing the Urban Core

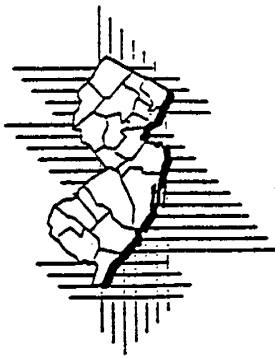
New Jersey's economic prosperity and quality of life ultimately depend on the opportunity it affords all its citizens to develop their full potential. The state cannot be said to be truly prosperous as long as a gap persists between suburban affluence and urban decay. Once the economic engines of the state, the older cities can recapture their economic vitality through creative policies that draw directly on the skills of their people.

These policies will differ from the well-intentioned efforts of the past by the degree to which they will rely on, and encourage, initiatives at a local, hands-on level. Three basic approaches are recommended:

- fostering local initiatives through a statewide network of urban councils
- promoting job training and skills development
- providing financing mechanisms to spur new business development

"Urban areas represent a valuable asset. They reflect substantial prior investments; occupy strategic geographic locations; provide more efficient land-use patterns; and contain significant, yet often untapped, human potential."

*Urban Economic
Development
Task Force*



4. Increasing Prosperity Through Partnership: Prosperity New Jersey

Over the longer term, the state's diverse economic sectors can all benefit from a market-driven private/public partnership that draws on the skills of people in business, labor, government, academia and a broad range of civic organizations.

Led principally by the private sector, "Prosperity New Jersey" will serve as the vehicle to sustain the state's economic growth strategy. It will only achieve full private-sector support, however, if concrete, immediate steps are taken to create a positive business climate in New Jersey. That is where immediate effort must be. Formation of Prosperity New Jersey will follow these accomplishments.

Over the long term, Prosperity New Jersey will function as the statewide coordinating council of the state's economic growth strategy.

- It will continue the work of the Commission, encouraging implementation of the Commission's recommendations, monitoring feedback as well as refining the growth strategy in light of new conditions.
- It will seek to stimulate the formation of business development networks to serve the economic development needs of particular regions, industries or communities within the state.
- It will leverage state resources so that business has an even greater incentive to innovate, expand and create jobs.

NEW JERSEY'S BUSINESS ENVIRONMENT: OBSTACLES AND OPPORTUNITIES

New Jersey's current business climate does not effectively position the state for success in the global economy. Instead, it imposes substantial obstacles that undermine our competitive advantages and threaten our ability to achieve long-term growth.

Some obstacles are beyond our immediate control, the result of national and international economic developments that have compelled widespread industry restructuring and downsizing. Others are the direct result of the state's burdensome regulatory structure and processes, which have deepened the negative impact of broader economic developments.

The Whitman administration has defined and begun to implement a new approach to governing that is friendly to business and economic development. In an increasingly competitive global economy, it has no viable alternative. This competition will only intensify in the years ahead. It comes not simply from low-cost alternatives; it results more and more from aggressive initiatives that other jurisdictions are taking to improve their infrastructure, train their workforce and encourage economic development.

Barriers to Economic Growth

The Commission identified a number of barriers to economic prosperity. The most significant can be described as follows.

The regulatory environment

No issue emerged more sharply or more universally across Commission task forces than the burdens and costs imposed on businesses and the public by the state's current regulatory maze. The intensity of concern was striking. The Commission's Financial and Business Services Task Force found that more than 90% of surveyed companies would expand their business in New Jersey if regulatory obstacles were mitigated.

Substantial evidence was cited concerning the cost and delay of duplicative regulatory and permitting requirements imposed by a variety of government agencies at the state, county and municipal level:

- New Jersey requires over 150 different permits to construct a development in the state, compared with nine in Texas, 27 in North Carolina, and 51 in Florida. As a result, the typical time required to get development approval in New Jersey is three years, compared with just six months in Texas, 12 months in North Carolina, and 18 months in Florida.
- Fees alone account for about 11 percent of the cost of a home.
- New Jersey spends three times as much to regulate twelve casinos as Nevada does for all of Las Vegas.

Inefficient government

New Jersey, like most states, has an inefficient government. While steps are currently being taken to address this situation, much work is still needed to make state government more productive. This is especially important in a time of limited fiscal resources. While state employees are able and dedicated, they work within a system that needs to sharpen its customer focus.

A burdensome legal and tax structure

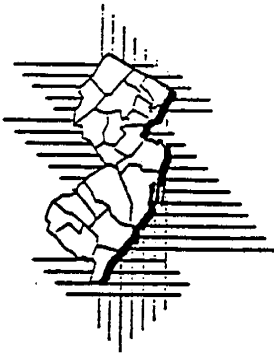
The legal environment and tax structure in New Jersey have negatively affected the business climate. While tax reform is essential, there is an equally pressing need for tort reform that will establish rational bounds to liability exposure.

New Jersey's overall tax burden is the seventh highest in the country. In addition, particular taxes are a barrier to development in areas or industries which the state should be encouraging:

- The urban task force found that municipalities' over-reliance on the property tax impedes the economic revitalization of the cities.
- Several task forces identified the sales tax on telecommunications as a key obstacle to attracting communications-intensive businesses, such as financial services and brokerage firms.

"The price of housing in New Jersey is among the highest in the nation. In 1960, the actual hard building construction costs accounted for 70% of the cost of a home. Today, it stands at about 42%. The fees alone account for about 11% of the cost of a home."

*Real Estate
Task Force*



"NJ has and will continue to have an above-national average number of trained, degree-holding technical persons (24.8% with Bachelor degrees and above vs. 20.3% nationally.) While this resource will serve as a positive feature for location of technical business ventures in the state, retraining, and other incentives could make this resource even more attractive."

*Biotechnology and
Pharmaceutical Industry
Task Force*

"New Jersey is a leading state in corporate R&D with more scientists and engineers per capita than any other state and consistently ranks 3rd or 4th in the number of patents per capita. Companies based in the state spent 10 to 11% of the total dollars spent on industrial research in the country, a percentage exceeded in only one or two other states."

*Higher Education and
Advanced Technology
Task Force*

Disparities in educational achievement and workforce preparation

Our state has a higher proportion of college graduates than the nation as a whole, yet many New Jerseyans are not being prepared for the jobs of the future. Additionally, the high school drop-out rate remains alarmingly high, particularly in the state's urban centers.

Disparities in economic performance

The state's standard of living and quality of life are diminished by wide, persistent gaps in economic performance between suburban areas, and many of its older cities and outlying rural areas. The concentration of poverty in the urban core, in particular, presents a significant drain on the state's resources and discourages economic development.

The high cost of living

The high cost of housing and commercial property impedes economic development. It raises the cost of doing business in New Jersey and acts as a deterrent to property ownership. While this factor cannot be addressed solely through government action, there are several ways in which government can help. For example, by streamlining the inter-governmental planning, zoning and regulatory processes, the time and cost of residential and commercial construction would be significantly reduced.

New Jersey's Competitive Strengths

New Jersey has significant strengths on which to build. These assets—which in some cases are unique—are a source, or potential source, of competitive advantage and long-term economic growth. Among our advantages are:

A solid and diversified business base

While the importance of the service sector has increased substantially, New Jersey continues to have a significant manufacturing and agricultural base.

A strong technology infrastructure

New Jersey has a large concentration of technology firms, including the largest concentration of R&D in the pharmaceutical and telecommunications industries in the country. Over the past ten years, the state has made specific investments in its universities to foster economic development in science and technology.

A highly skilled entrepreneurial, professional, scientific and engineering workforce

New Jersey's outstanding presence in telecommunications, pharmaceuticals and other technology-based businesses, along with the state's considerable research and development network, have formed a base for a technically superior workforce. This base supports and contributes to new technology ventures.

Access to Markets

New Jersey has a good transportation infrastructure, including air, highway, rail, and ports, as well as a strategic coastal location in the Northeast Corridor in immediate proximity to New York's capital markets.

**"New Jersey is a small state
with giant tourism oppor-
tunities — an old state with
great untapped potential."**

*Tourism, Gaming, Arts
and Culture
Task Force*

Quality of life

New Jersey is a diverse state which offers abundant cultural and recreational opportunities. It is the only state completely designated as metropolitan by the census, yet few states have such a variety of natural beauty within a small geographic expanse. In addition to having its own rich cultural resources, New Jersey is also within easy reach of New York City and Philadelphia.

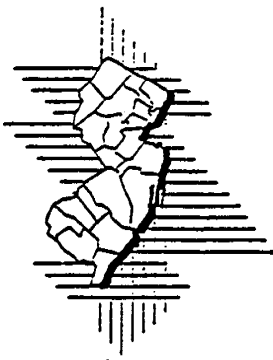
FINDING SOLUTIONS

The strategies presented in this report are designed to establish a vibrant business climate in order to foster broad-based, long-term economic prosperity. They take as their starting point the removal of barriers to growth. But the removal of obstacles is not enough. The state also must build on its core strengths if it is to realize its full potential and strengthen its position in the competition for investment, business growth and good jobs.

Guiding Principles

In formulating an economic growth strategy for New Jersey, the Commission has considered the lessons learned by economic development efforts within the state, across the nation, and abroad. The most successful development programs have generally adhered to certain key principles. In establishing priorities, we took as a starting point the following principles:

1. **Market Driven:** An economic development initiative must improve the effectiveness of the marketplace, rather than simply create public services. The goal is to affect thousands of private-sector decisions.
2. **Regionally and Sectorally Driven:** State economies are made up of multiple regional economies and business sectors. Economic development must involve ownership and implementation at the regional and sectoral levels so initiatives can be tailored to the different needs of regions and industries.
3. **Self-Sustainability and Flexibility:** Economic policy must demonstrate the ability to endure through political and fiscal changes, and it should be structured to allow change as the marketplace changes.
4. **Customer Focused:** Economic development initiatives must carefully identify customers, focus on delivering services that meet the needs of these customers, offer choices and distinguish customers from constituencies.
5. **Private Ownership:** When private organizations (businesses, unions, non-profit groups, etc.) control an economic development initiative, they take it far more seriously than if it is publicly owned and controlled. The most effective programs are often those run by the private sector.



6. **Scale:** To make a difference, an initiative must have a significant impact on the mainstream economy, rather than operate on the margin.

THE GOVERNOR AS ECONOMIC LEADER

We propose that the Governor continue her primary leadership role in forging New Jersey's economic growth and development. We urge that, with the support of key aides and departments, she continues in several highly visible roles: advocate for needed legislative and regulatory changes; convenor of private/public partnerships; and marketer of the state both domestically and internationally. Coordinating the diverse and myriad policies and activities of state government in order to promote economic growth for the benefit of all New Jerseyans can be best achieved by the active and consistent efforts of the Governor. Accordingly, the Governor should routinely convey to all the departments of state government the importance of providing a receptive environment for business investment and job creation.

This is not a specific recommendation as much as it is a framework for leadership. Governor Whitman has shown strong leadership in these areas, and we support her continuing these efforts.

This is also not limited to the current Governor. In fact, it is intended to provide continuity in the implementation of an economic growth strategy from one administration to the next.

Advocate for legislative and regulatory changes

Working closely with the legislature, the Governor can actively encourage important legislative and regulatory changes that improve the business climate in New Jersey.

Convenor of private/public partnerships

The Governor can effectively reach out to the state's leaders to engage them in a shared strategic partnership for planning and investment in the form of Prosperity New Jersey. Once the partnership is convened, it is equally important that the Governor should give it autonomy. Doing so encourages the involvement of the private sector and helps ensure that each new venture runs like a business.

Marketing the state

No one is better positioned than the Governor to market New Jersey to domestic and international employers. Changes in perception won't happen overnight, but the Governor can deliver a persuasive message that New Jersey is once again a profitable place in which to do business.

The Governor's ability to play a leadership role is dependent upon high-quality staff support. The Commissioner of Commerce and Economic Development should play an essential role in developing and managing the agenda outlined above. The role of the Department of Commerce and Economic Development should change, not shrink. It should help ensure that public investments are leveraged strategically with private ones as strategies emerge from the private/public partnership.

STRATEGIES

REMOVING BARRIERS TO ECONOMIC GROWTH

New Jersey will not be able to sustain long-term prosperity unless it removes existing barriers to economic growth. The Commission has focused its recommendations on three key areas where positive action is most needed:

- Streamlining the regulatory process
- Embedding a customer focus in all levels of government
- Revising tax and legal policy

Streamlining the Regulatory Process

Two broad principles guide the Commission's recommendations for streamlining the regulatory process:

- Processes that involve hundreds of regulations and dozens of agencies, at all levels of government, must be simplified, streamlined, and made more efficient.
- A high quality of life is a competitive advantage that must be maintained and enhanced.

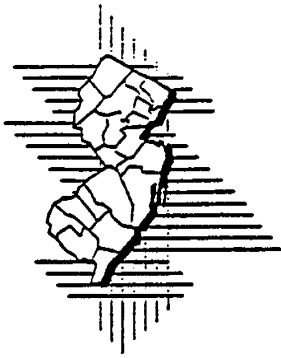
Regulations in the area of environmental protection were the most frequently cited barriers to economic growth. There was also a strong recognition that protection of the environment is essential. The Commission firmly believes that the goals of economic growth and environmental protection are not mutually exclusive. But the redundancy and inefficiency in the process of protecting the environment clearly deter investment in the state and dampen economic growth.

There are other examples of over-regulation or inefficient regulation. To the industries involved, these problems are just as severe as those related to environmental regulation. The Commission identified areas for streamlining here also.

The task forces identified forty recommendations to help streamline the regulatory process. In general, the recommendations in this area focus on outcomes rather than procedures. They are fully listed in the matrix summary within this volume and are detailed in the reports of each task force included in Volume II of this report.

At least part of the business community's concern stems from a lack of awareness of the DEP's change in focus under its new leadership. The DEP should strive to educate all interested parties of the progress it has made in balancing economic and environmental concerns.

The Department of Environmental Protection, under the leadership of Governor Whitman and Commissioner Shinn, has made progress in working with the



business and industrial community toward the common goals of environmental and economic health. Our focus is to propose recommendations meant to continue and accelerate the positive changes occurring in the DEP.

Recommendations

Establish a Regulatory Council to drive the entire regulatory review process.

The Regulatory Council would be empowered by the Governor to identify unnecessary and duplicative regulations. The Council would be expected to present its package of recommendations within nine months of starting its work. It would be composed of members from the private sector, environmental community, state regulatory officials from the relevant departments and legislators. The Council would first examine environmental regulations. Thereafter, other departments and areas would be considered in the same process.

All regulations should include a sunset provision and should undergo re-evaluation every three to five years.

The Commission believes the very formation of the Council will have a positive effect on the regulatory process. The results of the Council's efforts should represent a major step forward in putting New Jersey on a more competitive footing. Eventually, the Council will become part of Prosperity New Jersey.

Continue the re-engineering of permitting processes within the Department of Environmental Protection to simplify and speed up permitting.

DEP has already worked with the plastics industry to re-engineer the regulatory process, with significant success. We recommend that it continue this process in other areas and with other industries. The first step should be an inventory of all state environmental permits.

The goal is to make permitting more user-friendly. This should involve eliminating steps and forms, redesigning work processes, introducing new information technologies, and moving to "permit by rule" for some minor sources of pollution.

Create regulatory "Red Teams" to address regulatory bottlenecks for significant projects

This concept is used in other states with a history of regulatory barriers not unlike New Jersey. The "red teams" would help businesses efficiently resolve all kinds of regulatory problems. The teams should be composed of members from different state agencies as well as the private sector, and would work to prevent a business from being bounced between different agencies with conflicting rules. These teams will have the ability to cut through bureaucratic red tape and across state agencies.

These teams are meant to focus and heighten the visibility of the Business Ombudsman's efforts in regulatory reform. The team's activities would be coordinated by the Ombudsman while keeping the Regulatory Council informed.

"The inefficiencies in New Jersey's regulation of development are truly extraordinary, estimated in one study to add in excess of twenty-five percent to the cost of new construction in New Jersey."
Real Estate Task Force

Establish time deadlines for regulatory action and return permit fees when these deadlines are not met

The penalty part of this recommendation should apply to both "missed" deadlines as well as "forced" extensions. A monitoring program and reporting schedule on deadline adherence should be established.

The penalty for failing to adhere to the time deadlines is the return of the permit fee to the applicant. This threat of fee return is a strong incentive to the regulator to comply with the deadline. Consideration should also be given to automatically approving applications pending beyond the deadline. In states utilizing this approach, it has not proven necessary to hire additional personnel to comply with the time deadlines.

It is clear that the DEP is working to improve permitting turnaround times, with success noted in air permitting. We were informed that wetlands permits not resolved in 90 days are automatically approved. We applaud the DEP's initiative and encourage it to continue its improvements.

Develop and implement one-stop permitting that combines all levels of government

The multiplicity of permits (with similar reviews by different levels of government) was cited by the task forces as a major regulatory barrier. Combining all permits dealing with land uses or facility siting into one center for issuance and processing of permits will solve this problem. Much of the time in issuing permits is spent in sequential processing of the same information by various layers of government, from local to county to state. Often, one government agency will require a minor revision to plans that will necessitate an additional check by an agency which has already reviewed the plans.

The Commission has identified several recommendations to implement one-stop permitting:

- A fundamental reform of the permit and approval process should be achieved for land use applications that consolidates the approval authority for all layers of government under the jurisdiction of one licensed review official at the local level.

The licensed local review official will process and coordinate the review of all permits previously reviewed by the county and state government. Where necessary, the local official will contract out certain reviews to private consulting professionals, whose competence and independence will be certified by state officials.

- Municipal planning boards should define their roles in terms of planning, rather than reviewing the technical engineering details of site plan applications



The technical review should be left to the licensed and qualified professionals. Public involvement in the land use process would be focused on the "big picture" issues of municipal master plans and zoning, rather than on the specifics of individual conforming applications.

- A one-stop permit location for businesses in the biotechnology and pharmaceutical industries could be implemented for business start-up, construction permitting and hazard/pollution regulation.

The Commission has identified these industries as assets of the state that should be strengthened. Removing the regulatory barrier to the start-up and expansion of these core industries is essential. Combining the one-stop permitting location in the Department of Environmental Protection with the one-stop land use permitting process described above would greatly expedite the ability of these important industries to grow.

Direct all fees and fines collected by state regulatory agencies to the General Treasury, rather than to individual department budgets, and fund these agencies through the General Treasury

The call for a renewed customer focus by state government cannot be accomplished while retaining the current system of funding agency budgets through fees and fines. This shift of fees away from each department should help ensure that the cost of those fees reflects only the actual costs of processing applications. With the current system, the temptation is great to increase the fees to help fund the agency's activities without demonstrating the need to cover the costs of the program being administered.

While much attention has been given to avoiding increases in local taxes as a substitute for reduced state taxes, similar attention has not been focused on the tendency of public agencies to increase fees to offset cuts in general revenues. Fees can rise in a number of ways, some highly visible such as increases in rates or schedules, some less visible such as increases in the frequency of reviews or inspections or through the imposition of expanded regulatory requirements, which bring with them new applications, reviews and inspections, and thus attendant fees.

Embedding a customer focus in all levels of government.

In the process of removing barriers and re-designing procedures, a shift in attitude is required. Business-friendly philosophies should cut across all departments and drive a customer service approach. This will be significant particularly in the government's business retention efforts. This customer service approach can be driven by a domestic business ambassadors and account management program to focus attention on New Jersey's existing base of business.

- Initiate a Domestic Business Ambassadors program led by the Governor and Commerce Commissioner to manage the state's relationship with existing businesses.

- Support the Business Ambassadors with a specific Account Management program to resolve voiced issues.

Examine the 1985 State Planning Act and recommend how New Jersey can advance the twin goals of statewide planning and economic growth.

The 1985 State Planning Act requires triennial revision of the State Plan.

Much has changed in the decade since the State Planning Act was adopted. Other states with statewide planning have shown that transforming the intended benefits of statewide planning into reality requires experimentation, flexibility, and a willingness to adapt to experiences gained over time.

The Commission recognizes that much apprehension continues to exist about the State Plan and urges that any review undertaken consider the concerns of all interested parties.

Revising Tax and Legal Policy

Several steps can be taken to create a fairer, more competitive tax and legal environment for private enterprise in New Jersey. The most significant measures are:

- Achieve substantial tort reform
- Repeal the sales and use tax on telecommunications
- Allow the double-weighted sales factor
- Allow consolidated returns
- Eliminate the "regular place of business" requirement

Estimates of the annual cost implications of the tax recommendations are noted in parentheses following each specific recommendation. These estimates were provided, where possible, by the New Jersey Department of the Treasury.

Achieve substantial tort reform

The cost of business is substantially increased by an inefficient and unfair tort system. It is important to enact such specific remedies as the elimination of joint and several liability; the limitation of punitive damage awards; and stricter requirements to discourage unwarranted lawsuits.

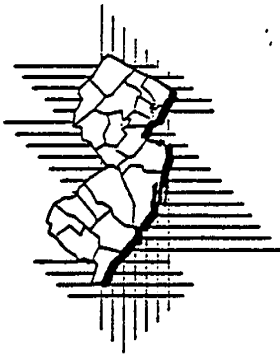
Repeal the sales and use tax on telecommunications (est. cost: \$350 million)

A repeal of the sales tax on telecommunications will benefit the broader state economy as well as a core industry critical to New Jersey's long-term competitiveness and technological leadership. It will stimulate job growth and reinvestment, encourage business development and expansion and finally, make New Jersey a more attractive state as a site for companies seeking a new location.

"Pharmaceutical manufacturers view tort reform as one of the most important issues facing the industry.

The upward spiral of litigation costs is increasingly viewed as a major factor impacting not only the industry's current bottom line concerns, but the long-term health of the industry."

*Biotechnology and
Pharmaceutical Industry
Task Force*



This tax has deterred business—especially those service industries that are telecommunications intensive—from moving to New Jersey. The state tax on telecommunications services is levied in addition to the current 3% federal excise tax. Thus, New Jersey's tax on telecommunications services constitutes double taxation, while most services are not taxed at all.

The sales tax could be phased out over an 18-month period. If a phase out is implemented, the proceeds of the tax could be used to establish a Telecommunications Trust Fund. (This alternative is discussed more fully in the report of the Communications/Information Technologies and Services task force.)

Allow the double-weighted sales factor (est. cost \$30 million)

The business allocation factor should be modified to allow "double-weighting" the sales fraction of the formula. Double-weighting would be particularly beneficial to corporations with headquarters locations in New Jersey or companies with major facilities, e.g., manufacturing or research in New Jersey, since the New Jersey property and payroll percentages are typically higher than their New Jersey sales percentages.

Allow consolidated returns (est. cost \$100-300 million)

Currently, New Jersey does not allow the filing of consolidated returns for the corporate business tax (CBT). Each corporation having a taxable presence within New Jersey must file a CBT return on a separate company basis. Some form of consolidation would properly reflect the modern tendency to conduct business through an affiliated group of corporations and eliminate some of the duplication and other inefficiencies which arise as a result of the separate return requirement.

Eliminate the "regular place of business" requirement (less than \$30 million)

The current allocation standard should be amended to eliminate the requirement that a corporation must maintain a "regular place of business" outside New Jersey before it is entitled to allocate income under the business allocation factor. New Jersey is virtually alone among the states in imposing this strict prerequisite, which can work rather harsh results on a corporation with headquarters in New Jersey which conducts a multi-state business. The current administrative remedy, which provides for a credit for taxes paid to other states, is inadequate.

**ACHIEVING OUR ECONOMIC POTENTIAL:
BUILDING ON STRENGTHS AND FILLING GAPS**

Building on Strengths

The Commission's task forces have presented specific recommendations to strengthen the competitive position of key sectors of New Jersey's economy. In this section, the Commission has focused on four key industries that are vital to any growth strategy:

- Telecommunications
- Health Care/Pharmaceuticals/Biotechnology

- Tourism
- International Trade

An additional key component of New Jersey's economic development strategy must involve leveraging research/technology resources built up at the state's research universities over the last decade under the aegis of the New Jersey Commission on Science and Technology. This is not only important in telecommunications and in health care/pharmaceuticals/ biotechnology, but in several other critical areas as well.

The university-based centers are actively engaged in scientific research and technology development, and have developed partnerships with industry which have the potential of spawning or enhancing business activity, and have done so in many areas, creating jobs in the process. In addition, the university-based research has created a portfolio of patents and patentable ideas, which must be managed as intellectual capital.

Described below are steps that can be taken to facilitate the further development of these core growth areas. Similar initiatives should be developed in many other areas that are vital to New Jersey's economy.

Telecommunications

Information and communications have merged to become New Jersey's key strategic industry, as important to society and commerce as we approach the next century as canals, railroads and highways have been in the last three. Ours has become a "knowledge economy," where information is golden and success is measured by our ability to acquire, apply and manage information in all its forms.

A state-of-the-art telecommunications infrastructure will guarantee leadership in national and global markets, foster economic growth and deliver overall social benefits, such as improved health care and education, stimulate the state's economy and serve the needs of New Jersey's consumers, businesses and government.

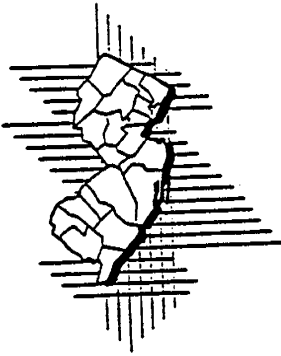
Recommendations

Establish a statewide focus on enhancing New Jersey's leading-edge position in telecommunications and information technologies through an advisory panel on telecommunications.

We should strive to make New Jersey a "telecommunications mecca" by investigating ways to support telecommunications companies and developing plans and policies to create an advanced telecommunications infrastructure that attracts businesses and jobs, and ensures continued growth and national pre-eminence. A sophisticated, statewide telecommunications network should be coordinated as part of the implementation of the National Information Infrastructure (NII), with the support and assistance of the state.

To spearhead this effort, we recommend the appointment of a New Jersey Advisory Panel on Telecommunications to ensure that the task force recommendations are

"Ours has become a knowledge economy, where information is golden and success is measured by our ability to acquire, apply and manage information in all its forms."
Communications/Information Technologies and Services Task Force



enacted and provide oversight and direction for the development of an "information infrastructure."

The chair of the panel should be someone who has regular contact with and who can advise the Governor on telecommunications issues. This panel should consist of high-level executives from a limited number of companies and organizations (four to six) and report, through the chair, directly to the Governor. The Advisory Panel should promote activities to strengthen New Jersey's position as a center of excellence in telecommunications and information technologies. It would also promote a level playing field for all segments of the industry.

The Governor's Chief of Policy and Planning should appoint a Chief Technology Officer (CTO) who will participate in the Advisory Panel. The CTO will be charged with ensuring that New Jersey's extensive technology businesses are considered in cabinet-level planning and budgeting, fostering business development and creating a forum in which the Governor and technology business leaders can exchange ideas and discuss initiatives.

The Advisory Panel's responsibilities would include: providing policy recommendations on aspects of telecommunications; identifying barriers to the use of modern telecommunications services and technologies; acting as an information clearinghouse; coordinating public-sector initiatives and demonstration projects.

The panel should have broad authorization to explore and recommend communications solutions and innovative programs that set New Jersey apart from other states as the communications mecca. In working toward that goal, the panel should utilize the capabilities of the distinguished research facilities in the state.

As Prosperity New Jersey comes on line, the Advisory Panel would become part of it.

Phase out the tax on all telecommunications services and develop a Telecommunications Trust Fund.

The sales tax should be phased out and a Telecommunications Trust Fund should be developed to provide funds on a prudent basis, at little or no interest, for applications such as distance learning, library automation, medical learning, fully distributed computing, etc. This fund will be financed through the appropriation of a portion of the sales tax on telecommunications services.

Establish New Jersey in the top quartile of the nation in the use of telecommunications to improve K-12 education.

Partnerships between educational institutions and the private sector can help ensure the teaching of appropriate skills. A Committee of Educators should be established to develop a strategic plan to achieve the overall educational goal. Task force members could provide volunteers with the appropriate level of expertise. The Telecommunications Trust Fund would be utilized to finance the development of a

competitive proposal to implement telecommunications technologies in the classroom.

Health Care/Pharmaceuticals/Biotechnology

With its prominent base of pharmaceutical companies, academic institutions and care-providing organizations, New Jersey has an extraordinary opportunity to attain long-term leadership in the burgeoning market for health products, education, care, research and training.

Pharmaceutical research and product development undergird the state's strength in this area. After a long period of extraordinary growth, the pharmaceutical industry has recently undergone a process of retrenchment in response to new realities in both the marketplace and public policy. In the past year, seven of the sixteen largest pharmaceutical manufacturers reported lower domestic sales, and the industry's workforce experienced an unprecedented contraction. Nevertheless, the pharmaceutical industry continues to be New Jersey's premier manufacturing industry segment, employing one out of every ten people working in manufacturing today.

While the traditional pharmaceutical industry is mature and highly developed in New Jersey, biotechnology has huge potential for growth. New Jersey should seek to build on and to strengthen the existing academic infrastructure in the life sciences, to foster university-industry partnerships in biotechnology involving both existing and start-up biotechnology companies, and to stimulate and attract firms involved directly in molecular biology research for commercial applications, as well as companies that support or complement the biotechnology industry.

More broadly, the biotechnology/pharmaceuticals/health care industries remain a significant source of new jobs. Even during the recession of 1989 to 1992, employment in the health-care field continued to expand, and in the long-term, the industry will benefit from the expanding needs of an aging population. In some estimates, the health-care industry will be New Jersey's largest employer by the year 2000.

Recommendations

Retain and maintain the dominant research and headquarters role that New Jersey enjoys in the pharmaceutical industry by:

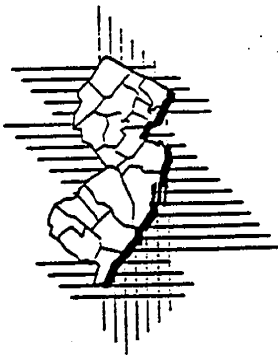
- enacting measures such as tort reform that would improve the climate for the industry; and
- opposing proposals, on both a national and state level, that would be harmful (such as measures to impose price controls).

Position New Jersey as a national and international leader in health care

With its base of quality research, education, care and training programs, personnel and facilities, New Jersey has enormous potential as a national and international leader in health care. To develop this potential, we recommend:

"The State needs to recognize that the five major research Universities form the heart of the machinery that can generate and support the development of new ideas that will create new businesses and jobs."

*Biotechnology and
Pharmaceutical Industry
Task Force*



Explore the concept of establishing a Life Sciences Center

The Life Sciences Center concept can link existing business, industries and non-profit R&D facilities throughout the State. In exploring this concept further, the state can utilize numerous existing UMDNJ facilities and can build on the work undertaken by the New Jersey Commission on Science and Technology, which supports a joint UMDNJ-Rutgers Center in Advanced Biotechnology and Medicine in Piscataway.

National Institutes of Health (NIH) in Washington, D.C. should be carefully considered for establishing linkages with New Jersey's mission to establish a Life Sciences Center. With the revolution in information sciences, an NIH "satellite" or "experimental station" might well be made a high priority in the strategy to develop a Life Sciences Center.

Tourism

Tourism is a vital component of our state's economy. As a leading industry and top employer, tourism brings nearly \$20 billion to the state in income through tourist expenditures, \$3 billion in tax revenues, and almost 500,000 jobs.

New Jersey's tourism industry is a major contributor to the state's economy. The most recent figures, which are included in the Longwoods International Travel Research Program report for 1993, indicate that tourism expenditures reached \$19.8 with \$2.9 billion collected in revenues from direct and indirect taxes. The industry also provided 473,000 jobs with a payroll of \$8.5 billion. In addition, for every one dollar spent promoting the state, more than \$100 was reaped in economic benefits. The gaming industry, which is included in the Travel and Tourism profile, is one of the strongest industries in the state in its own right.

Recommendations

The Commission recommends that no new tourism taxes or expansion of taxes be imposed.

Several proactive steps are recommended to enhance New Jersey's attractiveness as a tourist location:

Promote business development partnerships to create and expand tourism opportunities

Partnerships and cooperative programs involving businesses and government can help develop new, untapped tourism opportunities. In the area of cultural tourism, for example, activities could focus on further developing the potential of communities that can serve as magnets to draw visitors from out-of-state and abroad as well as from within the state. Cape May, Princeton, Morristown, Waterloo Village, Wheaton Village, Clinton and Newark (especially with the completion of the Arts Center) could each develop or expand these partnerships.

Develop a five-year, comprehensive State Tourism Master Plan

This comprehensive master plan would encompass gaming, culture, outdoor recreation and related activities for the first time. The plan should be reviewed every two years.

The master plan is supposed to be done every year, but has not been done in 14 years. The plan would provide a systematic approach toward improving the return on investment of state dollars that go to tourism.

Identify and meet infrastructure needs to increase tourism

Tourism is heavily dependent on New Jersey's facilities infrastructure for its success. The state's attention to the improvement and maintenance of services such as roads, signage, visitor centers and public transportation greatly affects the quality of the product it is able to deliver. The Coastal Heritage Trail, Scenic By-ways, the Beach Replenishment Program, the expansion of the Atlantic City and Newark International Airports and other projects are enhancing New Jersey tourism.

Continue and enhance efforts at shore protection

The \$15 million annual stable funding program for shore protection and preservation should be continued in order to make available matching funds for major U.S. Army Corps beach restoration projects, and to pay for state and local coastal area initiatives. Well-established, engineered beaches are necessary for two important reasons: to provide meaningful storm protection to upland areas, and to provide added recreational opportunities for residents and visitors alike.

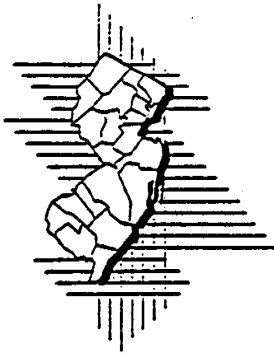
Enhance the marketing of New Jersey as a tourist attraction

Advertising and publicity efforts should be enhanced to increase awareness of New Jersey's open spaces, beaches and other outstanding tourism attributes. Such efforts can continue to be implemented on a statewide basis, with the Governor serving as the principal marketer and spokesperson for the state. They can also be supported through private/public partnerships which extend to the regional and local levels. The work of the regional tourism councils is important in this regard.

International Trade

International trade is a significant, growing sector of New Jersey's economy. Exports, which now generate approximately \$14.5 billion per year, are directly responsible for 290,000 jobs and indirectly for another 464,000 jobs. Total export-related employment can be conservatively estimated at 754,000 jobs, or 18.3% of the state's employment base.

If our efforts could result in increasing New Jersey's exports at a modest rate of only 5% per year above historical standards, in the next five years we could increase our exports by \$4 billion and create 80,000 direct and 128,000 indirect jobs, for a total impact of 208,000 new export-related jobs.



"Our State's export promotion efforts are an important element in New Jersey's economic development program, export promotion cannot stand alone. It must be supported by other resources and methods of assistance if international trade is to reach the economic development potential which it has attained in other states and countries around the world."

*International Trade
Task Force*

New export markets are emerging around the world. We need to ensure that New Jersey companies have the government support and financial tools to compete effectively with U.S. and foreign producers. Reverse investment (that is, investment by foreign companies in New Jersey) should also be encouraged.

The Governor should personally forge a partnership with industry, the financial community and academia to foster an environment to increase international trade and the globalization of New Jersey's economy.

By creating a more conducive environment for international trade and investment, New Jersey will realize increased growth in trade, new job formation, new foreign capital investment, and an expanded tax base. The state should seek to increase exports by at least 5% per year above historical standards.

Recommendations

Form the New Jersey International Trade Partnership

The New Jersey International Trade Partnership would harness the talents of New Jersey's experienced international business community. This collaborative business, government and education partnership would further strengthen the state's international resources by providing business-to-business networking and educational services of the highest caliber. The Partnership would establish the New Jersey World Trade Center as an autonomous World Trade Center Association franchise.

The Partnership, which would operate as a component of Prosperity New Jersey, would be co-chaired by the Commissioner of Commerce and Economic Development and by a private-sector executive with substantial international stature from a company headquartered in New Jersey.

Ideally, the Partnership would reside in a donated facility, identified as the New Jersey World Trade Center, which would offer reception, modest meeting and briefing facilities, along with general office and administrative space. It would engage in a range of activities:

- develop, administer and manage a major annual statewide conference on international trade, as well as forums and "roundtables" where companies and trade officials would share their knowledge on particular foreign markets, industry sectors and other specific trade issues;
- coordinate a response-oriented information service of data and commercial intelligence sources;
- help coordinate and provide information about the existing pre-export development activities of Trade Link - NJ, the Export Hotline and other programs, including those of the Chambers of Commerce, the Service Corps of Retired Executives (SCORE), the District Export Council (DEC), and Small Business Development Centers (SBDC); and

educational initiatives related to international trade.

- Investigate international trade finance alternatives. Consider the impact of allowing foreign banking in the state. It seems clear that foreign banking would be attractive to foreign business owners who would otherwise go to New York for services.

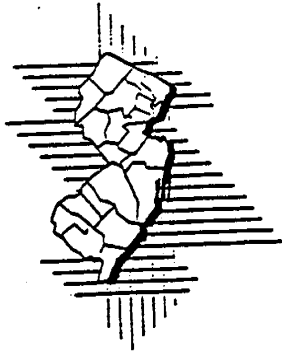
Establish Ambassadors programs to promote international trade

Ambassadors programs provide an innovative vehicle to broaden New Jersey's links to international centers of commerce with little actual expenditure of funds. They extend networks that are helpful in cultivating international trade and investment by utilizing the reservoir of good will that New Jersey has already created through business relationships. Business people in different stages of career development would participate in the programs:

- **The Trade Ambassadors:** This program recruits recent foreign graduates of New Jersey universities who have returned to their home countries to pursue their careers. The recruits seek to build business relationships between their home country and New Jersey.
- **Executive Ambassadors:** This group would include leading New Jersey-based executives of large and mid-sized companies. The executives would work to form stronger ties with the peers abroad.
- **Develop initiatives to enhance exports of New Jersey-based firms as well as investments by foreign businesses in New Jersey**

Several innovative approaches should be considered to encourage export growth and reverse investment. These include:

- A funding mechanism could be established to provide a revenue stream for trade development. Legislation should be considered to identify and segregate state corporate income tax revenues derived from the export sales of small and mid-sized businesses that exceed 5% of the previous year's export sales. One half of these revenues would be dedicated to export development, promotion and financing.
- Reverse investment marketing should be expanded through business development partnerships. This could include an expansion of reverse investment missions as well as the development of retention programs focused on existing New Jersey-based foreign subsidiary operations.
- An expansion of Economic Development Authority programming should be considered to enhance loan packaging activities. EDA should establish strategic alliances with the Export-Import Bank, the SBA and the venture capital community.



University Based Research/Technology Resources

Establish business and other intellectually based industries development partnerships to spur the development of the biotech industry, and other technology based industries

These partnerships will provide excellent vehicles to enhance the growth of the biotech industry through diverse initiatives, which may include:

- the creation of incubator space for product development;
- the expansion of seed funding mechanisms for business start-ups;
- technology transfer and spin-offs from university-based research centers;
- an inventory of university programmatic and physical assets to identify resources that could benefit incubator tenants;
- a comprehensive review of policies and regulations regarding intellectual property at the state's research universities, with a focus on eliminating those which inhibit new venture development from university-based research; and
- a comprehensive statewide technology extension and training program.

These activities should be closely coordinated with the programs of the New Jersey Commission on Science and Technology and the Economic Development Authority.

B. Filling Gaps

Workforce Training

In today's global economy, in which the only component of production that cannot be moved overseas is the workforce, the most important factor in New Jersey's competitiveness is the skill level and productivity of its employees. Nearly every task force of the Commission recommended some form of workforce improvement.

To create an environment in which workers and firms constantly invest in upgrading their skills, New Jersey must not establish more programs, but should create a marketplace in which workers and employers find it easier to obtain the information and resources necessary to invest in upgrading their skills. A growing number of states have begun to shift from funding more programs to making markets function better. Two states in particular have advanced this concept: Michigan and Massachusetts.

This market-oriented program should:

Revitalize the Employment & Training Commission by increasing its membership from the private sector and by redefining its mission as the engine which drives New Jersey's workforce development efforts

New Jersey has created a national model for a cross-cutting state commission to guide public investments in job training. The Employment & Training Commission is noted for its efforts in reframing how to manage programs better. We propose to build on that success.

We believe the Employment & Training Commission should become the workforce policy arm of Prosperity New Jersey, with its focus shifting from incrementally improving program management to making the workforce marketplace function more efficiently. It should also focus on the needs of all employers and all workers, not just those involved with traditional government programs. The Commission can be a vehicle for at least two different market-management functions: raising awareness and defining employer skill requirements.

Establish a state system of Individual Training Accounts through which people and companies can save for investments in lifelong skill improvements

ITAs bear a strong resemblance to Individual Retirement Accounts. They are portable accounts through which workers (and/or their employers) can deposit funds to spend on education or training.

The ITAs should be made available for all adults in New Jersey, with a tax credit offered to encourage deposits. Low-income people and others with special needs would have public funds deposited into their ITA, rather than channeled to a specific categorical program. We recommend beginning by shifting only a few categorical programs into ITA mode, then gradually bringing in other programs. A third source of deposits into ITAs would be employers who saw them as good investments. Matching programs could also be created, as is done with retirement savings at many firms.

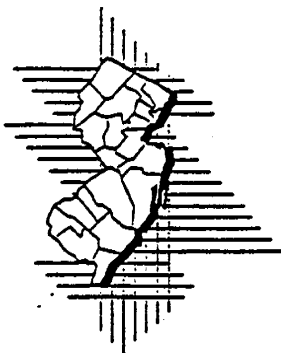
Experiments are now underway in several states, including Pennsylvania and Iowa. They focus on dislocated workers and welfare recipients. The U.S. Department of Labor is expected to pilot career management accounts early in 1995.

Create one-stop career centers, through which both employers and individuals can get the information, advice, and—in some cases—resources they need to make intelligent choices in the labor marketplace

If we shift some categorical funds into ITAs, encourage employers and individuals to buy more training, and help individuals organize funds to pay for it, the missing link remains good information about what to purchase.

The U.S. Department of Labor is already funding states to develop such career centers. It just issued the first round of implementation grants to six states. New Jersey did not receive an implementation grant, but did obtain a \$400,000 planning grant to be used in 1995 to develop a strategy for implementation. As a result, New Jersey has an excellent chance to win a three-year, \$10 million implementation grant a year from now.

We recommend strongly that New Jersey take this opportunity to build a market-oriented system as well as enhance existing programs, such as the Customized Training Program, which have proved highly successful in retaining and creating jobs.



"The growth in transportation infrastructure needs have outpaced the growth of available funding.

Ensuring an effective intermodal transportation network requires partnerships to manage the cost of both private and public investment in infrastructure."

*Transportation and
Product Distribution
Task Force*

The one-stop career centers could also serve as an implementation point of the \$37 million federal School-to-Work Opportunities Grant. This program is a major component of New Jersey's workforce development policy.

Expand and enhance the teaching of economics in K-12 education

An understanding of how our economic system functions and an ability to use basic economic reasoning are absolutely necessary if our young people are to be prepared for the jobs of the future. Several steps should be considered to expand and enhance the teaching of economics in elementary and secondary education:

- provide teacher-training workshops throughout the state whereby K-12 educators receive a solid grounding in basic economic concepts and skills, along with instruction on economic teaching strategies and available curriculum materials/programs;
- require all teachers certified after December 31, 1995 to have six credits in basic economics; and
- require the state Department of Education to develop and implement curriculum requirements and strategies to meet the National Goals for including economics as a core academic subject for all students.

Improving Infrastructure

As a corridor state, New Jersey is especially reliant on its transportation and product distribution network. The following recommendations represent two important steps that can be taken to address the state's infrastructure needs:

Reauthorize the Transportation Trust Fund

A healthy trust fund is vital to New Jersey's future. The \$565 million in state financing generated annually through the trust fund enables New Jersey to capture \$900 million in federal aid. A vibrant capital program ensures steady job creation in the construction industry and enables the state to undertake essential public works projects such as bridge repairs, highway reconstruction and new rail service extensions.

Renewal of the trust fund, which is due to expire on June 30, 1995, is essential to maintain the safe and dependable transportation system New Jersey needs to stimulate overall economic growth.

The Commission recommends that the Transportation Trust Fund be renewed, but the diversion of funds to general purposes be prohibited.

Promote the development of a national policy on port dredging and waste disposal

Dredging of the berths and navigational channels in the Port of New York and New Jersey is impeded by the lack of adequate disposal options to handle the volume of material that is removed during dredging. This is because a substantial amount of the material is chemically contaminated.

Some ports have channels and berths that require annual dredging. If channels and berths fill, the obvious outcome is that commerce is slowed, costs increase and the traffic shifts to another port or even another country.

The commission recommends that New Jersey and New York work together, with their congressional delegations toward a comprehensive policy regarding dredging and disposal.

Financing Mechanisms

While the New Jersey Economic Development Authority (EDA) has made substantial progress in addressing a multiplicity of gaps in the capital markets, there is a significant need for innovative, sound financing mechanisms to stimulate business start-up activity. We recommend that the following approaches be considered to catalyze new business development:

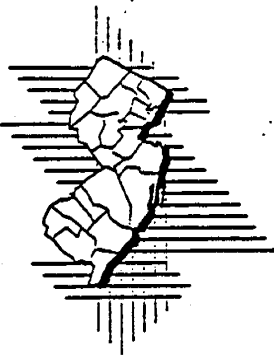
Early-Stage Venture Capital

To spotlight and seize early-stage venture capital opportunities in New Jersey, two complementary strategies can be pursued.

- First, Prosperity New Jersey, in cooperation with the EDA, can support expansion of individual investor activities through associations such as the New Jersey Private Investor Network and the New Jersey Venture Forum, building on models such as the Texas Capital Network and Access in California.
- Second, Prosperity New Jersey, working with EDA, can create one or more New Jersey-based early-stage venture capital funds. These funds will be focused on the unique comparative advantages of the state such as communications and health services, and will be equipped to invest in early stage as well as follow-on financings. They will aggressively interact with Prosperity New Jersey and with other market-based activities that foster entrepreneurship in the state.

Loan Availability

The growth of small firms is often hindered by lack of credit. There are two principal causes. The first is risk. To take one example, commercial banks consider small, relatively new firms to be more risky than larger, better established companies. The second is cost. Extending credit requires investors and lenders to incur the expenses associated with evaluating the borrower, negotiating loan terms, structuring the credit transaction and administering the loan after it is made. Because these expenses do not vary directly with the size of the loan—the costs of making a \$5,000,000 loan may be identical to those associated with a \$500,000 one—loans to, and investments in smaller firms tend to be less profitable than those to larger companies. To address these risk and cost problems, we recommend two new market mechanisms administered by EDA to make, guarantee and create liquidity for small business loans.



A New Jersey Capital Access Program

Pioneered in Michigan, Capital Access Programs (CAPs) now operate in 19 states and localities. In Michigan, the program has generated \$157 million in bank loans to more than 3,000 borrowers, mainly for small businesses. CAP is a loan portfolio insurance program which establishes loan loss reserve accounts in the name of participating banks. For each loan made under the program, the bank and the borrower contribute 5 to 7.5 percent of the principal amount.

The state matches these contributions, creating reserve protection equaling 10 to 15 percent of the loan. The total balance in the loan loss reserve account is then available to pay any combination of losses incurred in the bank's special loan portfolio. As conservative lenders, banks typically experience a default rate on a portfolio of commercial and industrial loans of about 1.5 percent.

By providing protection against loss levels seven to ten times greater than normal, CAP enables participating banks to make somewhat riskier loans than they would normally extend. In addition, because the bank still assumes most of the default risk with each loan, CAP requires no state underwriting and minimal oversight.

The CAP rewards banks for increasing the volume of their small business lending. The EDA should develop a CAP as a useful addition to New Jersey's small business credit support arsenal.

Business and Industrial Development Companies (BIDCOs)

Small business capital access problems persist despite evidence that financial markets consistently under-allocate capital to young, growing firms. For example, while mezzanine, or near-equity, capital is widely available to large companies, it remains a highly difficult form of finance for small and mid-sized companies to find nationwide.

Based on a careful evaluation of market opportunities in New Jersey, Business and Industrial Development Companies (BIDCOs) could be designed. BIDCOs would be publicly chartered, but privately capitalized and managed lenders organized to provide a combination of financial and management assistance to small businesses located within the state. They would be organized to finance promising firms that cannot offer the high returns demanded by venture capitalists and do not meet the conservative lending criteria of commercial banks. In Michigan, 11 BIDCOs have made \$65 million in loans to 150 companies. As a way of inducing private investors to create BIDCOs, some states match private capital contributions with public funds.

A BIDCO might specialize in relatively large (i.e., \$750,000 or larger) equity-oriented loans to a small number of portfolio companies. Such a BIDCO would earn returns much as a venture capitalist would—by selling stock back to owners or another investor at a later date, after a period of successful growth or restructuring. A BIDCO might also function more as a finance company, making large numbers of relatively

small loans. For these BIDCOs, participation in the proposed Capital Access Program would be a way of reducing the risk and increasing the profitability of their lending activities.

A BIDCO program should be created within and administered by the Department of Commerce and Economic Development.

REVITALIZING THE URBAN CORE

Both the state and federal government have struggled for decades to find solutions to the problems of New Jersey's cities. Unfortunately, many of the citizens of New Jersey's cities are worse off today than they were thirty years ago.

The urban flight to the suburbs has left behind a population that feels abandoned. Vacant stores, deteriorating properties, an eroding tax base, an inadequate educational system, and a growing fear of crime, perceived or real, have created barriers to stimulating business growth.

Does this indictment mean that we should abandon our cities? On the contrary, we must develop innovative approaches to restore their vitality— approaches that are firmly rooted in the communities themselves.

We are recommending that New Jersey use its tax, spending and regulatory powers to establish market-based solutions to these problems.

Recommendations

Establish a state-level Urban Council to facilitate private/public partnerships

An Urban Council will bring together representatives from key departments of state government to encourage market-based, local initiatives in New Jersey's cities. To be effective, this process must be replicated on the local level, and must include city planners, community-based representatives, and local business owners.

Work through local and neighborhood development organizations to attract private and public funding for revitalization activities and planning

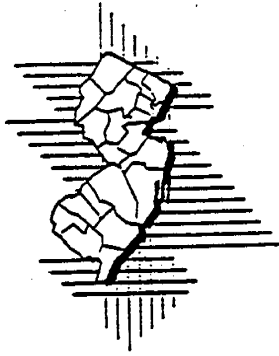
Local Urban Council members will utilize a "bottom-up" approach to partnership development. They could facilitate the use of local and neighborhood development corporations to attract private and public funding, and to create innovative private/public partnerships for revitalization activities.

Encourage the creation of ownership in the cities through lending mechanisms and investment opportunities designed on the local level with state government and the private sector to create pride and stability in neighborhoods and provide incentives for business development

- Develop public/private funding mechanisms and incentives to stimulate capital formation within urban communities
- Micro-Loans

"The State has got to provide resources, but to do so in a way that respects the ability of these communities to set their own priorities, plan their own strategies, and carry them out. The State has to be a partner, not a ruler."

*Urban Economic
Development
Task Force*



"If we are serious about urban area development, the private financial sector must be enticed by public sector programs to lend, or at least consider more seriously and frequently, the investment projects presented to them."

*Urban Economic
Development
Task Force*

Micro-loans can be expanded by (a) making character-based loans more attractive to public and private lending institutions, and (b) by amending the enabling legislation to expand EDA's funding capability using Casino Reinvestment Development Authority funds beyond the Atlantic City region. A successful model for micro-loan funds is the Cooperative Business Assistance Corporation (CBAC) in Camden. EDA should pay the CBAC to develop a micro-fund lending manual for others to emulate.

Urban Development Corporation (UDC)

The EDA should expand the scope of the Urban Development Corporation. The UDC would make strategic investments in community development finance institutions, Specialized Small Business Investment Companies, small business incubators, technical assistance and other market-oriented local business development and investment programs.

Capitalization of the Urban Development Corporation

The UDC could employ a variety of funding sources to finance its activities—corporate investments, federal and state contracts, Community Development Block Grant funds, foundation grants, and individual contributions.

The commission is presently working with the EDA and the private sector to develop an urban investment fund primarily funded by the private sector. In this proposal, the state would commit \$10 million, over five years, to be matched on a 3-to-1 basis by private industry.

Establish an Enterprise Loan Marketing Program

If banks and community development finance institutions could resell the business loans they make in urban centers, they would make more such loans. The federal government long ago pioneered this method of increasing the supply of mortgage loans, through the Federal National Mortgage Association (FNMA). "Fannie Mae," as it is known, buys loans from mortgage lenders and packages them for sale, as securities, to private investors. Using an Enterprise Loan Marketing Program, the Economic Development Authority should do the same for business loans in urban communities.

The EDA would package, guarantee, and resell loans made by banks, community development corporations, micro-loan programs, SSBICs, and others. First, it would establish standards to which these lenders would have to adhere to sell their loans. Second, it would pool loans and package them as securities, to be purchased by institutional investors such as pension funds, corporations, and commercial banks. And third, it would provide technical assistance and consulting services to lenders to help them meet the loan origination, underwriting, and service standards. The result would be a significant increase in lending to small businesses in New Jersey's cities.

Tax Increment Financing (TIF)

Tax Increment Financing recaptures, for a time, all or a portion of the increased tax revenue that may result if redevelopment stimulates private investment. That "increment" is diverted to a special fund that can only be used to pay off any bonds or debt incurred by the locality to finance or leverage the redevelopment. This approach does not require developers to pay any more in local property taxes than would otherwise occur under traditional practices.

TIF may be particularly interesting to developers since their property taxes are being used to finance development costs at lower, tax-exempt interest rates. Consideration of TIF at this time is important when hard-to-redevelop urban sites are being promoted and when government assistance is severely limited.

Promote Workforce Training and Development

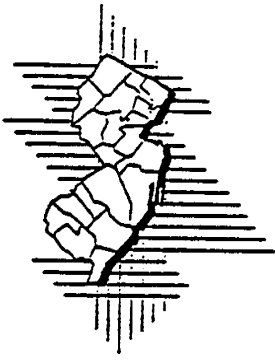
The Urban Councils can stimulate the development of private/public partnerships that place a strong emphasis on literacy and work ethic/life skills training to prepare urban unemployed and under-employed for gainful employment in a competitive job market.

- The community colleges should serve as workforce readiness centers responsible for maintaining urban job banks and providing training. These efforts should work in collaboration with those of the one-stop career centers described in the Workforce Training section of this document. The community colleges should build on their existing relationships with local church and community groups—important sources for the recruitment of workers.
- In addition to promoting the best programs offered by both the state and the private sector, the Urban Councils should encourage innovative programs proven successful in other states. Neighboring states are successfully mainstreaming urban unemployed into the job market through private industry relationships. An example to be considered is "America Works", a for-profit enterprise. New Jersey should model these innovative programs, in addition to capitalizing on those programs (public, private and non-profit) that have a proven track record in New Jersey.

INCREASING PROSPERITY THROUGH PARTNERSHIP: PROSPERITY NEW JERSEY

The Commission has focused on three major thrusts to improve New Jersey's long-term economy and climate for business and job growth:

- Removing barriers to make the marketplace work better and be more competitive
- Building on New Jersey's strengths and its potential for economic expansion in such areas as telecommunications, health care, tourism and international trade
- Creating a strategic framework for decision-making and action that will help achieve and maintain economic vitality



State government cannot achieve these goals alone. Most decisions that affect New Jersey's economy are made in the private sector. Therefore, a shared vision and strategy can best promote economic development efforts. Prosperity New Jersey is proposed as the vehicle to link the investment resources of the private, civic and public sectors and to support business development and regional partnerships throughout the state.

The Commission urges the Governor to create Prosperity New Jersey as a statewide strategic economic partnership to continue the marketplace focus of the Commission in a more sustainable form. This new partnership will be charged with implementing the strategic plan developed by the Commission. The first priority of Prosperity New Jersey will be to ensure the continued, consistent implementation of regulatory reform to create a more competitive business environment.

Prosperity New Jersey will seek to promote action on several other major fronts to strengthen the overall business climate in New Jersey. These areas would involve:

- Catalyzing the creation of business development networks by region or industry, in particular, the initiatives discussed elsewhere in this report.
- Strengthening and expanding workforce training options
- Revitalizing our urban centers

Action on each of these priorities will leverage limited public resources by encouraging and supporting initiatives by the private, academic and voluntary sectors.

Prosperity New Jersey will help to galvanize as well as extend a broad framework for cooperation between the private and public sectors. As an independent organization, it will be positioned to survive electoral terms and economic cycles to ensure that New Jersey is a place where businesses and individuals can compete in the world marketplace at their maximum potential.

Partnerships such as Prosperity New Jersey operate best at the "wholesale" level. That is, they do not work directly with businesses to provide economic development services, but work through local, industry or resource-specific "retailers." The Partnership expends financial resources, disperses resources according to a tight strategic plan, measures performance and shifts resources based on performance.

Prosperity New Jersey, with a small, highly qualified staff, will serve as a funnel. It will infuse regulatory, tax and expenditure actions of government—as well as the private sector—with a single, shared economic development strategy and with measurable economic development results.

The budget for the first full year of operation will be less than \$250,000. Whenever possible, Prosperity New Jersey should seek to accomplish its goals by making

better use of existing expenditures and investments in the private, public and education sectors, rather than seeking new funds. Self-sufficiency for general operations should be accomplished within five years.

Prosperity New Jersey must operate as a private, not-for-profit cooperation to allow it maximum independence in its decision-making processes. Its board will be composed of top CEO-level leadership from across the state, with a majority of private-sector members.

The Governor will chair Prosperity New Jersey. A private-sector member shall serve as vice chairman and CEO. The term of office of the CEO will extend over gubernatorial terms to maintain the vision and continuity of Prosperity New Jersey. The Governor will be encouraged to appoint a member of her Cabinet (such as the Commissioner of Commerce and Economic Development) to serve as an additional vice chairman to manage the state's participation in Prosperity New Jersey. Committees of the Board will be formed as necessary to facilitate the initiatives suggested in this report.

The success of Prosperity New Jersey can only be measured by the success of the New Jersey economy. The organization's strategic plan will build on the vision established by the New Jersey Economic Master Plan Commission, and, on an annual basis, define this vision in terms of specific tasks, each closely linked to measures of bottom-line performance.

Promoting Specific Growth Initiatives: Business Development Networks

To monitor progress in removing barriers and to promote market-based business retention and expansion, we recommend that Prosperity New Jersey should catalyze the formation or growth of independent business development partnerships or networks.

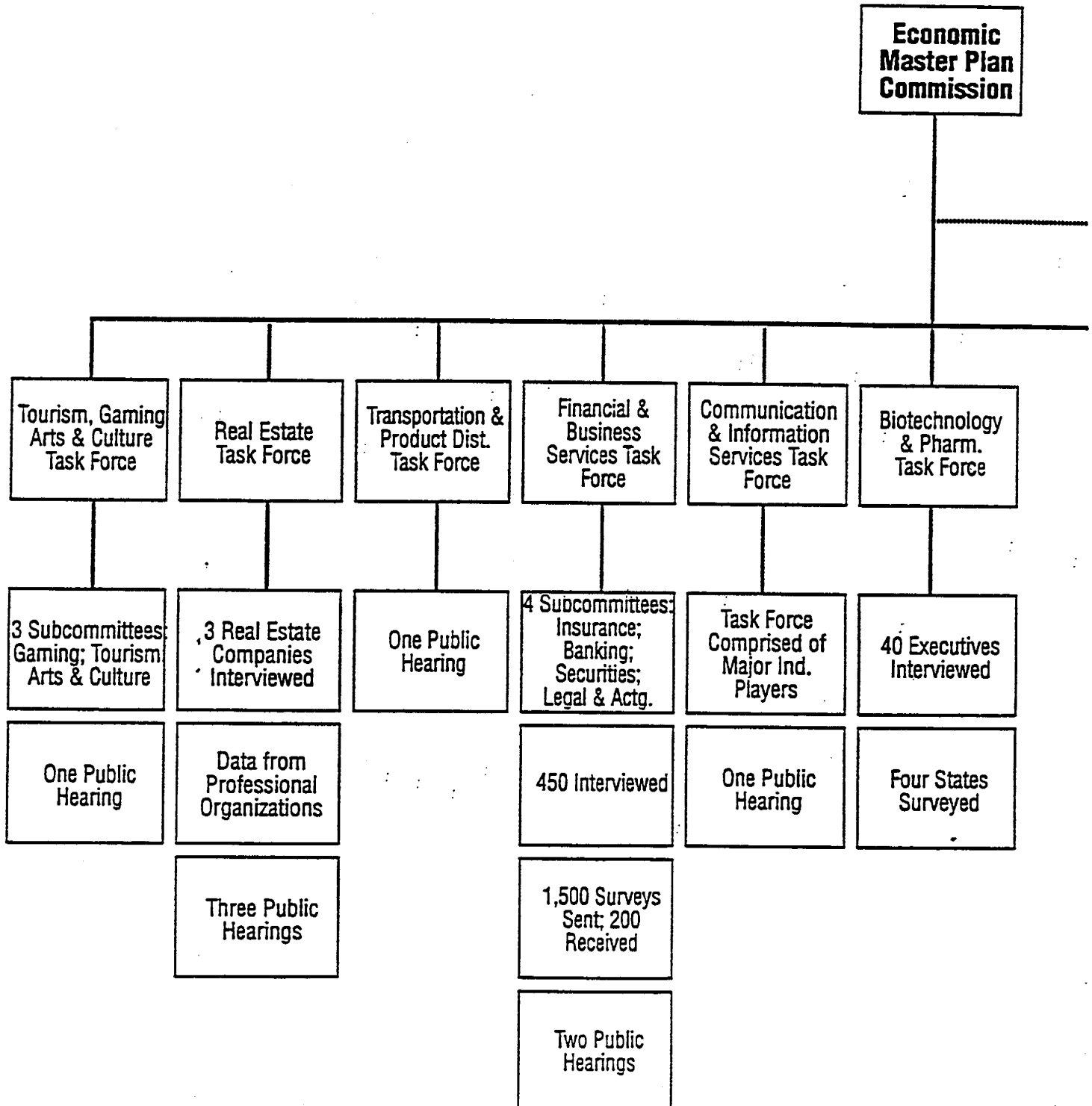
Under this initiative, Prosperity New Jersey would use a financial carrot to promote the development of these networks. The networks would be formed or expanded in specific industries (telecommunications, health care, etc.), in regions (the greater Newark region, the greater Trenton region), or in regional industrial clusters (industries concentrated in one region, such as gaming in Atlantic City).

The networks should be developed in coordination with existing programs, such as those of the Commission on Science and Technology, as well as with PSE&G's Industry Specialization Program. Both have complementary missions and at least nascent networks already in place.

The following pages summarize the findings of each task force, with a cross reference to the related report.

The opinions and recommendations contained in the eleven task force reports reflect the wide diversity of backgrounds, experiences and perspectives of the members of each task force. Although the opinions and recommendations expressed herein do not necessarily reflect the consensus view of the full Commission, they have been included for purposes of further consideration, reference, and completeness.

Economic Master Plan Commission Organizational Overview



(Advisory Group)

Tax Advisory
Group

Best Practices
Report

New Jersey
Strategy
Report

Urban Economic
Development
Task Force

International
Trade Task
Force

Small, Mid-Size
& Emerging Bus.
Task Force

Higher Ed. &
Advanced Tech.
Task Force

Agriculture,
Agribusiness &
Fisheries Task
Force

Interviewed 28
Individuals with an
interest in Urban
Development

5 Subcommittees
Internatl. Trade
Dev.; Reverse
Investment;
Internatl. Trade
Finance; Internatl.
Trade Promotion;
Internatl. Resource
Promotion

13 Small, Mid-
Sized & Emerging
Bus. Interviewed

10 Universities
Interviewed

Data From Other
Working Groups

Three Public
Hearings

Three Public
Hearings

Two Public
Hearings

Three Public
Hearings

Economic Master Plan Commission Summary of Task Force Reports

Task Force Report	Removing Barriers to Growth		Achieving our Economic Potential	
	Streamlining Regulations	Tax Policy, Incentives	Education/Training	Building Core Competencies
Biotechnology & Pharmaceutical	<p>Streamline building regulations by one stop approach for bus. start-up, construction permitting and hazard/pollution regulation (B-6/18)</p> <p>State policy should be adopted to make fed regulations the state norm, & avoid development of local regs beyond state and federal regs. i.e. safety/environmental. (B-6/11/12/18)</p> <p>Develop a policy for medical waste/low-level radioactive materials removal using a cite within the state. (B-6)</p> <p>Support trip reduction program (B-18)</p>	<p>Modify Cap gains provisions to provide for invest. in emerging high risk/growth segments of the State (B-5)</p> <p>Provide manufacturing investment cr. and provision for abatement of property tax (B-5)</p> <p>Provide tax incentives to large firms who provide space to developing firms. (B-7/18)</p> <p>Provide incentives/tax relief for new hires relocating into the state (B-10/14).</p> <p>Avoid the enactment of a unitary tax system. (B-18)</p>	<p>Provide teacher training & local incentives for the introduction of biotech into all levels of education. (B-7)</p> <p>Match "downsized" personnel to the needs of biotech industry, creating advantages for both companies. (B-7) Could be tax incentives.</p> <p>Continue to provide consistent support to our Universities, Advanced Tech Centers and Tech Transfer Centers. (B-7/11/12)</p> <p>Provide adequate budgets to NJ institutions of higher ed. (B-9/12)</p>	<p>Provide space for biotechnology incubation. (B-7/11)</p> <p>Undertake aggressive State program to convert blighted areas into attractive and productive development opportunities. (B-10)</p>
Small Mid-Sized & Emerging Businesses	<p>Eliminate at least 15% of all state regulations. Beginning with those standards that exceed or duplicate federal standards. (S-13)</p> <p>Form Regulatory Relief Commission to identify the regulations that should be eliminated and present them to legislature for a "one-time" vote. (S-13)</p>			<p>Direct all fees & fines collected by state agencies to the General Treasury, rather than to individual department budgets. (S-13)</p> <p>Institute a "one-stop shop" to assist business in locating state-funded assistance programs. (S-13)</p>
Tourism, Gaming, Arts & Culture	<p>Regulatory agencies develop a more realistic fee & time schedule. (T-8)</p> <p>State should consider the effects of regulatory issues that have an effect on tourism, such as gasoline taxes, changes in benefit programs, etc. (T-8)</p>	<p>Integrate a state tax incentive into development planning to preserve historic sites, buildings, etc. to aid urban development. (T-7/14)</p> <p>No new tourism taxes (T-6)</p>	<p>Assist and support individuals who want to pursue a career in tourism by utilizing cooperative programs, internships and an employment data base. (T-10)</p>	

Urban Initiative

Prosperity New Jersey

Funding/Capital Access	Infrastructure	Planning For Sound Growth	Marketing The State	Public/Private Partnerships/Privatization
<p>Provide seed money for developing firms with a provision for returning a fraction of royalties, license or income. (B-3/11/12/14)</p> <p>Use the state pension funds at a capped level for general support of high tech ventures. (B-8)</p> <p>The state should fund the Science & Tech Commission at a high level. (B-9/12)</p>		<p>Establish an advisory group to advise the governor on issues regarding current development & industry issues.(B-17)</p>	<p>Market the state through aggressive campaigns (B-17)</p>	<p>Public/Private partnership to provide funding for developing firms (B-8).</p>
				<p>Privatize state government functions, such as motor vehicle inspection, fire & safety regulations. (S-13)</p>
<p>Improve the funding support for tourism. (T-9)</p>	<p>Provide for the continuation of the contribution for shore protection and preservation beach restoration. (T-11)</p> <p>Expand/improve existing visitor centers and create new ones in key locations (T-11)</p> <p>Improve signage for all places of interest. (T-11).</p>	<p>Reduce & Cap the total combined commission & division budgets. (T-9)</p> <p>Fund a 5-year, comprehensive State Tourism Master Plan, incorporating gaming, arts, history, humanities, etc. (T-10)</p> <p>Coordinate and support statewide efforts to help bring about urban revitalization and reinvestment into older cities and other tourism attractions. (T-11/13)</p>	<p>Provide for greater advertising and publicity efforts to increase awareness of NJ's open spaces, clean beaches and tourism attributes. (T-12)</p> <p>Improve states image and identity as a tourism destination, and promote this image. (T-14)</p>	<p>Privatization of agencies that are self sustaining from "fees & penalties". (T-8)</p> <p>Blue ribbon council for history and arts. (T-14)</p>

Economic Master Plan Commission

Summary of Task Force Reports

Task Force Report	Removing Barriers to Growth		Achieving our Economic Potential	
	Streamlining Regulations	Tax Policy, Incentives	Education/Training	Building Core Competencies
Tourism, Gaming Arts & Culture				
Transportation & Product Distribution	<p>Development of a comprehensive national policy regarding dredging and disposal. This would serve as an example of regulatory reform at state and local level. (D-23)</p> <p>Convene a regulator summit with all decision making regulators to emphasize the need to consider economic development in all regulatory decisions. This should be held by the Governor and also at a local/regional level. (C-25)</p> <p>Governmental managers should be required to ensure that economic impacts are considered in every regulatory decision.(D-25)</p> <p>DEP should prioritize its environmental mission across program areas (i.e. waste water, stream encroachment) and communicate this information to all those making regulatory decisions. (D-25)</p> <p>Develop programs to reduce the impact of noise around airports by other methods than reducing the noise (i.e. grants to sound proof buildings, schools, etc. or to buy houses and resell as commercial property that are related to airports). (D-25)</p> <p>Eliminate the institutional, procedural and legal barriers which are identified as road blocks to economic development. (D-35)</p>	<p>Repeal 2 cent aviation fuel tax to attract more tourism. (D-30)</p> <p>Make corp. tax credits available to companies relocating jobs into designated transportation-friendly urban areas. (D-36)</p>		<p>Waive state environmental clean-up liability for business investors in designated urban areas. (D-36)</p> <p>NJT could offer customized transit routing for company employees in designated areas. (D-36)</p>

Urban Initiative		Prosperity New Jersey		
Funding/Capital Access	Infrastructure	Planning For Sound Growth	Marketing The State	Public/Private Partnerships/Privateization
		<p>Strategic Planning and action to establish Atlantic City International Airport as a regional airport (T-12)</p> <p>Construct an Atlantic City Convention Hall, and the Corridor Project. (T-12)</p> <p>Continue Development of CRDA projects in Atlantic City (T-12)</p> <p>State lease program give priority to historic buildings.</p> <p>Revise Tourism Advisory Council (T-8)</p> <p>Exclusive gaming to Atlantic City (T-9)</p>		
	<p>Urban transportation planning needs better consider societal demands for the transportation of goods. (D-27)</p> <p>Encourage consistent rezoning in strategic transportation centers. (D-28)</p> <p>Expand interstate linkages increase and redistribute economic development (D-31)</p> <p>Support continued improvement of access between the airport, seaport and the Turnpike. (D-32)</p> <p>Create a food distribution center to expand ports shipping of food products. (D-33)</p> <p>Improve information by updating commercial truck network map, trailblazers and commonly used truck route signs. (D-33)</p> <p>Implementation of a "smart highway" system (ITS) to make NJ a national leader in designing, manufacturing and implementing this tech. (D-34)</p> <p>Restrict overweight containers, which potentially can cause damage to highways so one jurisdiction gains a commercial advantage over another. (D-29)</p>	<p>Coordinate DEP and DOT, and have DOT maintain a detailed list of all projects submitted for DEP review, which is reviewed monthly to identify problems. (D-24)</p> <p>Reauthorize the Transportation Trust Fund including dedicating existing and further increases in the gas tax to the fund, as well as other financing (D-27).</p> <p>Encourage people to use mass transit through use of incentives. (D-28)</p> <p>Promote intermodal transportation to help states and regions meet air quality goals by reducing congestion. (D-30)</p> <p>DOT ascertain leasing opportunities on state owned right-of-way (highway & rail) for telecommunications or other industries (D-35)</p> <p>DOT should draft a product distribution statement and create an infrastructure/capital investment agenda to support that policy. (D-37)</p>	<p>Market need for capital improvements to the aviation community and secure FAA funding to maximize the use of federal program dollars. (D-31)</p>	<p>NJT continue its contract for service policy and explore the possibility to increase the number out for bid (D-25)</p> <p>Develop a policy for the allocation of public assets to private bus operators to promote competition. (D-26)</p> <p>Use private vendors to design and build, and possibly operate transportation facilities. (D-33)</p> <p>Create public/private partnerships for toll and "free" roads. (D-34)</p> <p>Form Product Distribution Council. (D-36)</p>

Economic Master Plan Commission

Summary of Task Force Reports

Task Force Report	Removing Barriers to Growth		Achieving our Economic Potential	
	Streamlining Regulations	Tax Policy, Incentives	Education/Training	Building Core Competencies
International Trade		Offer a corporate income tax incentive to small and medium sized NJ firms to increase export sales. (I-20)		Reexamine and redesign the EDA international loan making and international packaging policies. (I-21) NJEDA should establish a strategic alliance with the Export-Import Bank, Small Business Admin (SBA), & other government programs, and venture capital network. (I-22) Benchmark EDA export financing performance. (I-23)
Urban Economic Development	Amend the NJ Development Authority's enabling legislation to expand its funding capability to areas outside of the Atlantic City region. (U-11) Establish revised DEP standards for urban site development/ remediation that consider the historical condition of urban cities, cost of compliance and future use property. (U-18) Revise DEP regulatory practices to focus on verifiable outcomes rather than procedures using such techniques as up-front conceptual approvals for clean-up and construction, and sign-off commitments once an outcome is agreed upon. (U-19) Establish special urban rehabilitation/building codes. (U-20)	evaluate the financial/local tax incentives for hiring local workers in the NJ Urban Enterprise Zone program for the purpose of simplifying and making the paper-work associated with these job credits more user friendly. (U-9) Reinstate and expand Tax Increment Financing (TIF) legislation. (U-14) Reduce reliance on property tax. (U-21)	Place strong emphasis on literacy and "work ethic/life skills" training for urban unemployed and under-employed. (U-6) Establish community colleges as workforce readiness centers responsible for maintaining urban job banks and providing training. (U-7) Expand and/or model financed linked training programs after the Entrepreneurial Training Institute. (U-15) Establish a training program through the Office of Customized Training for non-profit loan officers in the areas of credit evaluation and loan processing. (U-16)	Establish urban enterprise zones for urban areas for flexible rates and service options to encourage new business to locate in urban areas. (U-22)

Urban Initiative		Prosperity New Jersey		
Funding/Capital Access	Infrastructure	Planning For Sound Growth	Marketing The State	Public/Private Partnerships/Privatization
			<p>Establish Trade and Executive Ambassadors Program. (I-16)</p> <p>Convene an annual New Jersey International Trade Conference (I-17)</p> <p>Inventory and promote export related services available throughout NJ. (I-18)</p> <p>Coordinate and endorse the existing pre-export development activities of Tradelink, NJ, Export Hotline and other supporting programs resident in Co/C. (I-19)</p> <p>Dedicate 50% of the proposed income tax or on sales to fund trade promotion, trade development & other trade finance and development initiatives. (I-24)</p>	
<p>Provide operating funds in the form of matching grants and/or loans to community development corporations and economic development corporations as an incentive to start micro-loans funds. (U-13)</p>		<p>Provide incentives to local private/public organizations to engage in formal economic and community development action planning. (U-2)</p> <p>Provide urban areas with greater latitude to develop and implement local incentives for economic development, such as tax abatements, environmental cleanup and rehabilitation reg's. (U-4)</p> <p>The Governor's Urban Coordinating Council should give highest regard to locally defined problems and solutions and create forum. (U-5)</p> <p>Conduct an audit of the Office of Customized Training to determine if it is meeting the needs of its clients. (U-8)</p>	<p>Expand Governor's "What a Difference a State Makes" campaign to highlight the state financing programs. (U-17)</p>	<p>Encourage use of local and neighborhood development corporations to attract private and public funding and to create innovative public/private partnerships for revitalization. (U-3)</p> <p>Create Venture Capital Funds- develop public/private partnerships to fund medium risk business with a high growth potential. (U-10)</p> <p>Encourage public/private lending institutions throughout the State to participate in, guarantee, or buy character-based loans made by Community Development Corporations. (U-12)</p>

Economic Master Plan Commission Summary of Task Force Reports

Task Force Report	Removing Barriers to Growth		Achieving our Economic Potential	
	Streamlining Regulations	Tax Policy, Incentives	Education/Training	Building Core Competencies
Urban Economic Development portfolio				
Real Estate	<p>A nine-part fundamental reform of the permit and approval process for land development. (R-1)</p> <p>DEP bring regulations on fresh-water wetlands into conformity with 1987 statute regarding grandfather clauses. (R-3)</p> <p>Create an independent fee review authority whose responsibility will be to ensure that fees reflect only those costs of processing applications; fee-financed programs are efficient and effective; and to the maximum extent possible, fee-financed programs should be privatized. (R-11)</p> <p>Enact appropriate legislation to remove the "presumption of validity" accorded municipal agencies and state departments in land use matters. (R-12)</p> <p>Encourage state energy policy to provide added incentives for utilities to operate efficiently and reduce costs by removing regulatory barriers that are not performance driven and that do not foster economic development. (R-16)</p>	<p>Legislation be enacted to permit the filing of consolidated corporate income tax returns like most other states so that losses from one subsidiary can be offset against profits from another subsidiary. (R-8)</p> <p>Any tax payer appealing their local property taxes should only have to pay tax up to the amount of the prior year's tax until the dispute is resolved; alternative dispute resolution be used for tax appeal disputes; and interest be paid at a rate equal to the cost of the tax payer's funds. (R-6)</p> <p>The Governor direct the Council of Economic Advisors to report on whether her goal or reducing the state's tax burden cannot more efficiently and equitably achieve through a program of tax reform that would align the state's tax structure in ways that would complement other public policy goals and stimulate private economic initiative. (R-4)</p> <p>Adopt tax increment financing as method of funding investments in designated areas. (R-10)</p> <p>Investment tax credit for rehabilitation of older commercial buildings. (R-9)</p>	<p>Forge more effective link among county colleges, technical schools and industry. (R-17)</p>	<p>Transportation Trust Fund be renewed prior to June 30, 1995, but the diversion of funds to general purposes be prohibited. (R-15)</p>

Urban Initiative		Prosperity New Jersey		
Funding/Capital Access	Infrastructure	Planning For Sound Growth	Marketing The State	Public/Private Partnerships/Privatization
		State programs should integrate consumer driven evaluations and where possible, peer reviews among local organizations. (U-23)		
	<p>Transportation Trust Fund be renewed prior to June 30, 1995 but the diversion of funds to general purposes be prohibited. (R-15)</p> <p>Create low cost financing to fund built-out of waste-water infrastructure. (R-14)</p>	<p>The Governor and Legislature jointly appoint an independent review body to examine the State Planning Act, its experience to date and how NJ can advance the goals of statewide planning. (R-5)</p> <p>Governor should rescind Executive Order 114 and in its stead, direct state agencies to publish a schedule of actions, associate fiscal requirements, necessary to implement the State Development and Redevelopment Plan. (R-5)</p> <p>Creation of a fiscal watchdog, with access to and support from the Commissioners of Economic and Community Affairs, whose purpose will be to monitor and report to the public. (R-7)</p> <p>The State Planning Commission reiterate that the 1992 State Plan was intended to be advisory only and that, in 1995, it intends to undertake a fundamental review of the assumptions, approaches and alternatives to achieving the goals of the State Planning Act. (R-5)</p> <p>State sewer plans and municipal sewer plans and State Development & Redevelopment plan should coordinate so that areas approved for sewer match with areas designated for development. (R-13)</p>	<p>Improve efforts in attracting new business to NJ through promotion by Department of Commerce and Economic Development. (R-18)</p>	

Economic Master Plan Commission Summary of Task Force Reports

Task Force Report	Removing Barriers to Growth		Achieving our Economic Potential	
	Streamlining Regulations	Tax Policy, Incentives	Education/Training	Building Core Competencies
Higher Ed & Advanced Technology			<p>NJ's comprehensive economic development plan should fully embrace the resources offered by the state's colleges and universities, as well as the state's installed base of major corporations, transportation and export facilities, and small business. (H-V)</p> <p>Higher education should recognize faculty activities that contribute to intellectual property development, small business formation, business-university cooperation, product commercialization, and downstream research in its faculty evaluation and reward system. (H-VI)</p> <p>NJ should make the investment necessary to make its colleges & universities institutions of choice for residents and non-residents. (H-VI)</p> <p>Efforts should be made to accelerate the development of partnerships among secondary schools, colleges, and industry to establish work-based technical learning opportunities. (H-VI)</p> <p>Industry should provide leadership in defining what specific career opportunities are likely to be available, and in updating such information on a timely basis. Higher Ed should use this information to develop relevant programs. (H-VI)</p> <p>Colleges & universities should inventory their programmatic and physical assets to identify resources that could benefit incubator tenants in a manner consistent with institutional priorities. (H-VII)</p> <p>The State should fully implement Network New Jersey by establishing a comprehensive statewide manufacturing extension and training program with the primary mission of revitalizing the state's small manufacturing firms and assist defense dependent firms. (H-VIII)</p>	<p>The state should increase its support for the protection of patents and copyrights held by faculty and staff of NJ's public universities, and should support the marketing of these valuable discoveries to NJ firms. (H-VII)</p> <p>The state's research universities should collaborate in conducting a comprehensive review of policies and regulations on intellectual property. (H-VII)</p> <p>The state should support the research universities' capacity to assist NJ businesses in developing international technology transfer agreements and international markets for their products. (H-VIII)</p>

Urban Initiative		Prosperity New Jersey		
Funding/Capital Access	Infrastructure	Planning For Sound Growth	Marketing The State	Public/Private Partnerships/Privateization
<p>Increase State investment in the NJ Commission on Science & Technology and the existing Advanced Technology Centers. (H-VII)</p> <p>The budget of the NJCST should be augmented to permit at least a doubling of the number of university based incubators and incubator businesses served within the next 3 years. (H-VII)</p> <p>NJCST "bridging" grant program is an effective approach to support small start-up firms and should be continued. (H-VII)</p> <p>The state should support policies that encourage the formation of new businesses, the development of new products, and the transfer of technology to the marketplace. Four options were presented.</p>		<p>NJ should measure its own progress and levels of activities against the standards set by competing states. (H-VI)</p>		<p>The State should develop policies which explicitly encourage partnerships among schools, colleges, and employers. (H-VI)</p>

Economic Master Plan Commission Summary of Task Force Reports

Task Force Report	Removing Barriers to Growth		Achieving our Economic Potential	
	Streamlining Regulations	Tax Policy, Incentives	Education/Training	Building Core Competencies
Higher Ed & Advanced Technology			<p>The state should increase support for community college programs that will help create and maintain a workforce capable of making NJ businesses and industries competitive in the global marketplace. (H-VIII)</p> <p>The state should provide seed funding and other incentives to develop at least two additional research parks affiliated with cooperating research universities. (H-VIII)</p>	
Communication/Information Technologies & Services	<p>Encourage a regulatory mindset and policies that advantage all competitive services and companies uniformly. (C-5)</p> <p>Develop a strong public policy strategy that fosters fair and open competition. (C-5)</p>	Elimination of sales tax on all telecommunications services. (C-4)	Establish a Committee of Educators to develop a strategic plan to achieve the overall educational goal. (C-5)	
Agriculture, Agribusiness & Fisheries	<p>Evaluate the merits of statutes, policies and regulations that may harm agriculture and recommend policies that may enhance agriculture. (A-7)</p> <p>Facilitate permitting process and establish a mechanism for conflict resolution. (A-8)</p> <p>Develop guidance documents to provide guidelines for active and potential aquaculturists and regulators. (A-8)</p> <p>Conduct a thorough review of regulations that restrict commercial aquaculture development and make regulations more amenable to agriculture. (A-8)</p> <p>Give public policy priority to removing impediments to existing processing plants in order to facilitate industry maintenance and expansion before attempting to recruit new industries to the state. (A-8)</p>	<p>Develop tax and other financial incentives to attract and support agribusiness and to encourage tourism development. (A-7)</p> <p>Mount a coordinated effort to mitigate regulations and revise tax programs to enhance the competitiveness of NJ farms. (A-7)</p> <p>Conduct a thorough analysis of the state's tax structure and its impact on the viability of agriculture and develop proposals to improve real estate, inheritance and other taxes. (A-7)</p> <p>Assess the effects of revisions to farmland tax assessment. (A-7)</p> <p>Develop a series of tax and other incentives to enhance growth and investment in the industry. (A-9)</p>	<p>Improve coordination between leadership and commodity groups and develop leadership and planning training sessions. (A-7)</p> <p>Convene an annual agriculture policy conference to review short and long term issues. (A-7)</p> <p>Assist seafood processors in adopting state-of-the-art technologies. (A-9)</p>	Provide technological and scientific assistance for the development of gear with could increase harvest. (A-11)

Urban Initiative		Prosperity New Jersey		
Funding/Capital Access	Infrastructure	Planning For Sound Growth	Marketing The State	Public/Private Partnerships/Privatization
<p>Create a Telecommunication Trust Fund to finance the development of a competitive proposal to implement telecommunications technologies in the classroom. (C-5)</p> <p>NJCAT should be considered as the Administrator for the Fund to evaluate proposals on the strategic benefits to education & technology advancement. (C-9)</p>		<p>Appoint the NJ Advisory Panel on Telecommunications by the end of the first quarter 1995. (C-3) This Panel should develop strategies to market NJ, design and implement a statewide info system, form a Telecommunications Trust Fund, develop an open network telecommunications system, establish benchmarks and incentives to develop modern infrastructure and establish a fully competitive</p>	<p>The task of focusing public and private sector attention and activities on establishing NJ as the telecommunications research and development mecca should be the responsibility of the Dir. of Policy and Planning in the Governor's Office. (C-4) The director should appoint a CFO to head an office of Technology Business Development. (C-4)</p>	<p>Develop a private/public entity that provides "one-stop shopping" and functions as a "super incubator" geared to advancing the development, manufacture and commercialization of telecommunications businesses. (C-4)</p> <p>The NJ Corp. for Advanced Tech (NJCAT) should be expanded to include telecommunication considerations to facilitate new business listing telecom. in NJ. (C-9)</p>
<p>Establish mechanisms to assist potential aquaculturists in gaining access to capital and to educate the lenders about the industry. (A-8)</p> <p>Develop statewide strategies to restructure outstanding capital debt and create a longer term buyout/capacity reduction program. (A-11)</p>	<p>Invest in environmental infrastructure. (A-9)</p>	<p>Enhance the ability of the NJDA and Cook College to collaborate in policy research, workshops and conferences. (A-7)</p> <p>Improve production efficiency through long term Agriculture Economic Growth and Investment System and tax credit program that would provide loans and other incentives for beginner farmers and encourage investments, increase funding for biotech and policy research, training and group rates for new/simple technology. (A-7)</p> <p>Support the development of all forms of aquaculture and related industries through the passage of the NJ Aquaculture Act. (A-8)</p> <p>Develop mechanisms whereby aquaculturists receive all of the benefits traditionally available to farmers. (A-8)</p> <p>Develop a mechanism facilitating appropriate industry technology transfer programs. (A-8)</p>	<p>Improve institutional marketing and market development/promotion capacities of NJ agriculture as well as farmers marketing skills and incomes. (A-7)</p> <p>Improve available info about farmland preservation tools. (A-7)</p> <p>Expand ties of the state's non-farm public to agriculture by educating the public about the benefits of agriculture. (A-8)</p> <p>Institute a promotional/marketing campaign to stress the origin and positive aspects of cultured products. (A-8)</p> <p>Institute marketing and programs focused on the underutilized species available to NJ harvesters. (A-11)</p>	

Economic Master Plan Commission Summary of Task Force Reports

Task Force Report	Removing Barriers to Growth		Achieving our Economic Potential	
	Streamlining Regulations	Tax Policy, Incentives	Education/Training	Building Core Competencies
Agriculture, Agribusiness & Fisheries Industry (Continued)	Simplify operating environmental regulation compliance. (A-9)			
	Review the regulations affecting Review the regulations affecting revisions. (A-9)			
	Review laws pertinent to the industry in the context of compatibility with present and pending technology and reform those retarding the implementation of such technologies. (A-10)			
	Examine the potential impacts of future attempts to increase the minimum wage in light of the dependency of the industry on low wage workers. (A-10)			
	Examine regulatory and enforcement programs impacting commercial marine fisheries. (A-11)			

Urban Initiative		Prosperity New Jersey		
Funding/Capital Access	Infrastructure	Planning For Sound Growth	Marketing The State	Public/Private Partnerships/Privatization
		<p>Conduct a study to examine the linkages and potential market opportunities. (A-3)</p> <p>The state should sponsor a study examining the causes of high insurance rates in the state and alternative methods of reducing these costs. (A-9)</p> <p>Conduct a study on: assessing the impact of industry consolidation on the food wholesale industry; the nature and effect of the regulatory environment faced by the food wholesale sector; ways of reducing costs and increasing competitiveness in the industry. (A-9)</p> <p>Expand the electronic benefits transfer program throughout the state. (A-10)</p> <p>Improve the business environment so that it is amenable for light food processors to locate in N.J. (A-10)</p> <p>Develop a statewide plan for marine fisheries. (A-11)</p> <p>Identify the direct economies and employment impacts of changes in marine fisheries. (A-11)</p> <p>Develop strategies viewing agriculture & aquaculture as an integral component of the "FOODPLEX"</p>	<p>Include fishery products in the Jersey Fresh program. (A-11)</p>	

Economic Master Plan Commission

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Tax Advisory Group		<p>Consolidated Return Elections (T-7)</p> <p>Double weighted sales factor. (T-6)</p> <p>Eliminate the "Regular Place of Business" Requirement. (T-4)</p> <p>Eliminate the disallowance of the interest expense deduction owed to shareholders. (T-8)</p> <p>Conformity to the Federal Income Tax System. (T-8)</p> <p>Repeal the Sales and Use Tax on Telecommunications. (T-14)</p> <p>Create an exemption for Pollution Control Equipment. (T-16)</p> <p>Transfer the administration from municipalities to the State (Regionalization). (T-17)</p> <p>Reduce or eliminate the reliance on payroll taxes for funding hospital charity. (T-19)</p>		

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Financial and Business Services	<p>Legislation should be enacted to strengthen penalties for insurance fraud. (F-2)</p> <p>The insurance Commissioner should establish & work with an "Industry Advisory Group" to further review NJ regulatory requirements and processes. (F-7)</p> <p>The Governor should establish a Commission to review the regulatory requirements of all State Departments & Agencies to eliminate conflicting requirements & duplication of responsibilities. (F-8)</p> <p>Change regulations requiring the refund of all fees collected from the applicant of a mortgage loan if it is rescinded within 72 hours to allow for the refund of fees collected which are over and above any costs incurred in connection with the processing of the application. (F-10)</p> <p>Change regulations to allow for accelerated transfers in foreclosure in order to allow for capital recovery of bad debts.</p>	<p>Provide for corporate tax reporting on a combined/consolidated bases. (F-15)</p> <p>Eliminate tax at the corporate level on Subchapter S Corporations. Corporate rate of tax is higher than individual rates at comparable levels. (F-16)</p> <p>Homestead Tax Rebate Program should be changed for payment of benefit by making the rebate a refundable cr. against the NJ Gross Income Tax. (F-17)</p> <p>Eliminate the sales tax on telecommunications. (F-18)</p>	<p>Require all teachers certified after December 31, 1995 to have 6 credits in basic economics. Further, require NJS Department of Education to develop & implement a curriculum and strategies to meet the National Goals for including economics as a core academic subject for all NJ students in grades 1-12. (F-19)</p>	<p>No department, sub-department, or agency or the state should be funded by revenues generated from fees, fines, or penalties assessed by that body and outside of the General Fund. (L-13) The Department of Environmental Protection should be funded out of the General Fund, and all fees, fines, penalties, and interest, should be recorded as Revenue in the General Fund. (F-14)</p>

B - Biotechnology & Pharmaceutical
S - Small, Mid-Sized & Emerging Businesses
T - Tourism, Gaming, Arts & Culture
D - Transportation & Product Distribution

I - International Trade
U - Urban Economic Development
R - Real Estate
H - Higher & Advanced Technology

C - Communication/Information Technologies & Services
A - Agriculture, Agribusiness & Fisheries
T - Tax Advisory Group
F - Financial and Business Services

Urban Initiative		Prosperity New Jersey		
Funding/Capital Access	Infrastructure	Planning For Sound Growth	Marketing The State	Public/Private Partnerships/Privateization
		<p>The Insurance Department should publish a uniform practice and procedure standards for licensing, rate applications, and policy form approvals to include fixed time periods for review, denial, and approval. (F-1)</p> <p>The Commissioner of Insurance should immediately end the one hour a day restriction on calls from insurance industry to insurance Department personnel. (F-3)</p> <p>The Governor should state or restate her philosophy & standards with respect to State Departments & Agencies' support of the industries & market places they serve. (F-4)</p> <p>The Commissioner of Insurance should communicate the Governor's standards to the employees of the Department & revised departmental procedures to implement these standards. (F-5)</p> <p>The Insurance Commissioner should work with industry in support of legislation to streamline department procedures and codify unpublished Insurance Department policies. (F-6)</p> <p>Create an agency where issues move towards resolution faster by: (1) Creation of an Ombudsman at the Asst. Commissioner level (2) Imposition of deadlines for actions by DEP beyond which they would have no right to stop a project (3) Statutorily mandated review of all Environmental ACTS to determine if they should be amended, renewed, or should sunset. (F-12)</p> <p>Establish two branches of economic development. One for businesses already resident in NJ seeking to expand or upgrade, and the second expressly for solicitation of out-of-state companies seeking to locate in NJ. (F-19)</p> <p>Engage organized labor to take an active role in business development programs. (F-20)</p> <p>Act as a facilitator of a business mentoring program. (F-21)</p>		

