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# Pinelands Rural Economic Development Pilot Program



## BOROUGH OF WOODBINE IMPLEMENTATION PROGRAM

Final Report

Whiteman & Taintor  
January 2000

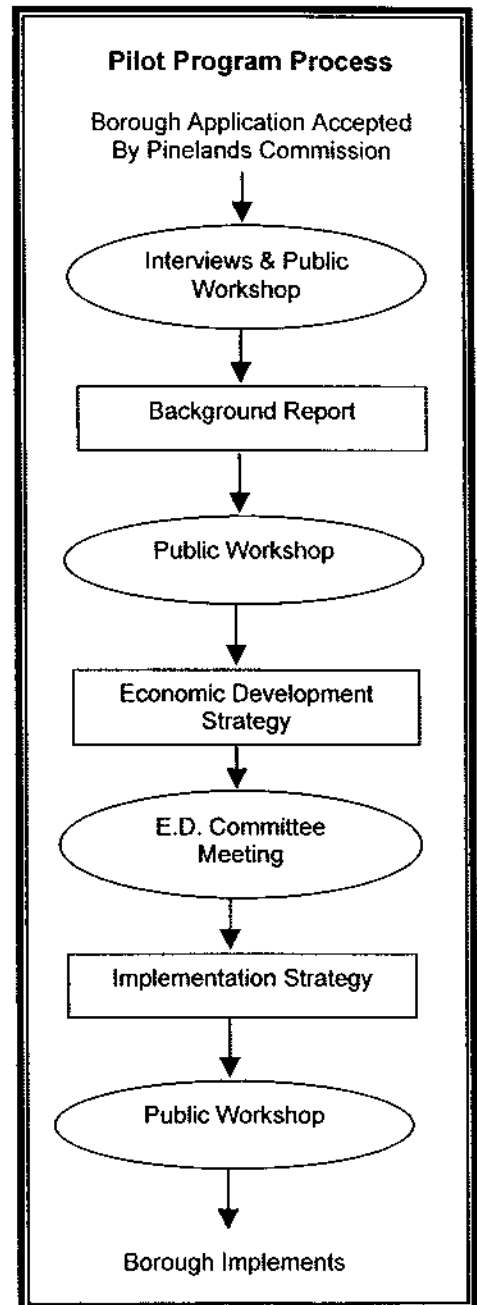
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## 1. Overview of Strategy

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



Woodbine is a community that has struggled in recent years with a declining tax base and local economy. Recently, however, the Borough has taken several actions to develop and market its airport and airport business park, and to revitalize its downtown area. Success at the airport will depend on assertive marketing and regional cooperation, along with sewer and water infrastructure investments. If these steps are taken, it is highly likely that overall growth pressures along the South Jersey Shore and the Atlantic City area will push demand for space in Woodbine's direction. A high-quality airport business park with golf course, lodging, and complementary services should succeed.

Woodbine's downtown will require public investments in streetscape improvements and business development activities. Patience will be required, as the groundwork for a successful downtown must be built both physically and in terms of consumer perceptions of Woodbine.

The following vision statement captures the potential future for Woodbine Borough that might result from full implementation of this strategy. The vision statement reflects community priorities as expressed during the course of the Pilot Program, and is followed by plans for specific actions.

## **2. A Vision for Woodbine**



If Woodbine changes in the ways designed by this strategy, what will the Borough look and feel like in the coming years?

- First, downtown Woodbine will look much different from today. Washington Avenue will be redesigned to include new sidewalks, landscaping, streetlights, pedestrian fixtures such as benches, and perhaps a landscaped median. Interpretive signs and kiosks will be placed in a few locations downtown to tell Woodbine's interesting story of Jewish settlement.
- The core business area along Washington Avenue will be lined with businesses, some new and some old. Following the construction of a small-scale wastewater treatment facility, there will be a gradual evolution in the types of businesses that invest in Woodbine's revitalized downtown. First will come small second-hand, antiques, and artisans' shops with a focus on home furnishings. The start-up of these new businesses in conjunction with the availability of wastewater treatment will lead to the opening of other enterprises such as restaurants. A few of the larger, older homes will be converted to bed-and-breakfasts.
- The initial stimulus and support for these new small shops will be provided by the publicly supported Downtown Woodbine Business Incubator. The incubator will be both a marketplace with kiosks and stall retail spaces, and an artisans' workshop where craftspeople from the area can set up shop for a day or longer in order to create and sell their products. The incubator will provide these microenterprises with the ability to establish themselves and eventually grow to the point that they relocate to other space in downtown Woodbine.
- The incubator will also lead to the creation of the Woodbine Marketplace, either in the same structure as the incubator or in a nearby one. The Marketplace will be either a publicly sponsored facility or a public-private partnership that will offer space for businesses that fit into the broad categories of crafts or home furnishings. In addition to microenterprises that have outgrown space in the incubator, businesses in the Marketplace will include regional home furnishings

manufacturers and retailers, and catalog outlets or internet kiosks for national firms.

- DeHirsch Avenue will become a multi-modal (i.e., accommodating multiple forms of transportation) corridor that links the Town Center, the State Developmental Center, and the Airport. Investments in a bikeway, a rail station near the airport for the Cape May Rail Line, sidewalks, streetlights, and small transit kiosks will encourage people to move back and forth along the corridor. New business development along DeHirsch Avenue will be carefully planned so as to enhance both the Corridor's appearance and economic health. Investments in landscaping will also help to make this a "Grand Avenue" that unites and helps to define the community.
- After wastewater treatment is provided, the Woodbine Airport, business park, and golf course will be a major economic development success for the community. Congestion and rising land costs along the Jersey Shore will push more businesses such as warehouses and office operations to seek space in locations such as Woodbine. Recent business investments in outlying areas near the Borough are evidence of this demand for space. Congestion and landing fees at the Atlantic City Airport will also make Woodbine appealing for aviators. The golf course will provide a critical amenity and attract visitors. All of these facilities will encourage the development of one or more chain motels and related visitor services such as a restaurant.
- The Borough will capitalize on its appealing village character and interesting heritage by becoming involved in the BayLands<sup>1</sup> Heritage Villages Program. This effort will work with the New Jersey Neighborhood Preservation Program, the National Trust for Historic Preservation's Heritage Tourism and Main Street Programs, and regional realtors to create a program that highlights the amenities offered by historic villages in the BayLands Area. Jointly promoting, interpreting and preserving villages such as Woodbine, Tuckahoe, Dennisville, and Dorchester/Leesburg, will create a stronger awareness among existing and potential residents of these centers. This program will naturally encourage more persons to consider purchasing a home or business in Woodbine.
- More travelers from outside of southern New Jersey will also venture into Woodbine as it participates in the BayLands Ecotourism Strategy with Dennis and Maurice River Townships. As a gateway to Belleplain State Forest, a service center for bikeway users, and a primary lodging option for visitors to the BayLands Region, Woodbine will play a key role in servicing tourists.

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<sup>1</sup> The BayLands concept is detailed in the separate Ecotourism implementation strategy prepared for Dennis and Maurice River Townships under the Pinelands Rural Economic Development Pilot Program.

- The above investments will be funded through a combination of federal and state grants and loans, as well as other sources of financial and technical assistance. Pursuit and coordination of these funding opportunities and related economic development activities will require a full-time staff person to be supported by the Borough and the Port Authority.
- Helping to support these investments will be an annual series of special events that will draw residents and visitors from around the region to Woodbine. Antique automobile and furnishings shows, and community-wide festivals will be located along DeHirsch Avenue's common/median to promote Woodbine and introduce more customers to the area.

The above changes will foster a new and positive perception among local and regional residents about the Borough. The combination of downtown improvements, new business investments downtown and at the airport, the golf course, transportation enhancements, special events, and articles in local newspapers about Woodbine's progress, will all serve to encourage people to take a fresh look at Woodbine. As the community's image improves, so will its economic health.

### **3. Implementation Strategy**

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

Before rushing to start implementation, however, all participants – from Borough officials to interested residents – should be aware of the factors that can thwart even the best of strategies. Perhaps the most critical factor for successful implementation is community involvement. While Woodbine has successfully pursued independent initiatives based on the efforts of a relatively small group of Borough and Port Authority officials, staff, and consultants, full implementation of this strategy is not likely unless a commitment is made at the outset to involve all members of the community in a productive, long-term process. This means going beyond the usual communication methods of public notices and announcements, and finding creative ways to reach out to residents, business owners, and other segments of the community such as senior citizens, students, and employees at the State Developmental Center.

Widespread community involvement not only promotes buy-in, which is essential for any actions that require expenditure of public funds and resources, but it also guarantees a flow of new ideas and energy that is needed to guard against the burn-out that results when too few people take on too much work. For these reasons, expanding and strengthening community involvement should be an ongoing, top priority for the Borough.

**Other challenges include:**

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

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

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



## **A. Staff/Organization**

### **Action Item A.1 – Form Implementation Committee**

*Rationale:* A core group of individuals is needed to initiate activity (including any revisions to this implementation strategy), designate leads for each action item (typically from among the individuals and organizations identified in the descriptions below), and monitor progress. Woodbine Borough’s existing Economic Development Committee provides a good starting point for the formation of an implementation committee, and should be expanded to include local residents and business owners to get more diverse input and foster community involvement. Considerations in designating new members include tapping individuals with positive reputations, an ability to “get things done”, and knowledge of useful networks and resources (especially to identify opportunities to spin

off projects to existing organizations).<sup>2</sup> Eventually, many of the duties of the Implementation Committee can be transferred to the Economic Development Manager hired under Action Item A.2 below. A single point of contact will facilitate coordination and accountability.

*Summary of Necessary Steps:*

1. Borough Council specifies composition of Implementation Committee (e.g., 5 existing members from the Economic Development Committee, 2 local business owners, and 1 resident). Appendix C contains helpful tips for establishing a general steering Committee that was developed by the University of Missouri Extension Service. The composition of the committee, including term lengths, is adopted by ordinance.
2. The newly formed Implementation Committee adopts a schedule of periodic, public meetings (e.g., monthly or quarterly) to initiate new actions and assess progress.

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

*Who Needs to be Involved:* Borough Council, Economic Development Committee, local business owners and residents

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

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

Action Item A.2 – Hire Economic Development Manager

*Rationale:* Implementation of this strategy will require coordinating and managing a number of economic development initiatives, including grant/loan requests and administration, marketing, special events coordination, incubator management, and general problem-solving. Hiring an economic development professional will provide the expertise needed to accomplish these activities, facilitate coordination, and reduce the time commitments of other Borough staff and consultants, and Implementation Committee members (the Committee should not be disbanded, but rather transition to more of an advisory role after a manager is hired). The position will likely require joint funding by the Port Authority and the Borough at the

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

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



outset, with new sources of funding identified in the future. The Borough may also want to discuss the possibility of expanding the range of the position to include other portions of the BayLands Region (e.g., Dennis and Maurice River Townships). A joint arrangement would reduce the financial commitment required (although the amount of time the manager devoted to Woodbine would be reduced proportionately) and facilitate a regional approach to identifying and capitalizing on opportunities.

*Summary of Necessary Steps:*

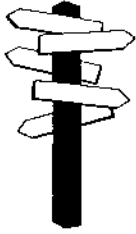
1. The Borough Council and Port Authority pass resolutions to create the new position and commit \$25,000 each to cover salary and benefits. Alternatively, the Borough discusses creation of a joint position with Dennis and Maurice River Townships and revises financial contributions accordingly.
2. The Borough develops a job description and employment announcement, with review by the Port Authority and any other municipal partners.
3. The Borough, Port Authority, and any other partners interview candidates and extend employment offer.
4. New hire applies for grants to help support the position in coming years.

*Who Needs to be Involved:* Borough Council, Port Authority, Dennis and Maurice River Townships

*Resources to Support Action Item:*

1. Financial resources are limited for non-site-specific projects, but the Borough should consult with the South Jersey Economic Development District (Gordon Dahl, Executive Director, ph (609) 794-8497) to determine if any funds may be available for staffing and/or training.
2. Funding might also be available from Rural Business Opportunity Grants, which provide funding to nonprofits and public bodies for community planning, technical assistance, and training for business development and improving economic conditions in rural areas. The program is designed to promote sustainable economic development in rural communities with exceptional needs, and will pay for professional services for planning functions. Contact: Rural Business-Cooperative Services, Specialty Lenders Division, 1400 Independence Ave, SW, Stop 1521, Washington, DC 20250-1521, ph (202) 720-1400.

*Schedule:* Manager to be hired by September 2000.



## **B. Planning and Zoning**

### Action Item B.1 – Develop Design Standards and Review Zoning

*Rationale:* In conjunction with the effort to identify a wastewater treatment strategies for designated development areas (see Action Items C.1 and C.2 below), the Borough should use design standards and zoning to guide the type of development it wishes to see. The Borough will be in a much stronger position to foster sound economic development if it sets standards for good design and a general respect for the streetscape. The existing ordinances for the downtown, airport, and DeHirsch Avenue areas should be carefully reviewed for provisions related to the following: permitted uses, lot sizes, parking, setbacks, changes of use, landscaping, and signage. In addition, rezoning options to facilitate business expansions should be considered.

#### *Summary of Necessary Steps:*

1. Coordinate with Planning Board and Zoning Board to obtain and review examples of good design for downtown and industrial areas (contact the Office of State Planning and the Pinelands Commission). The models should cover consistency of setbacks, road edge landscaping, placement and design of parking lots, signage size and design, and general design issues for buildings.
2. Draft ordinance and provide to Implementation Committee and Economic Development Manager for review. In addition to required public notice, actively solicit input from business owners in Town Center and along DeHirsch Avenue.
3. Adopt ordinance.

*Who Needs to be Involved:* Planning and Zoning Board, Implementation Committee, Economic Development Manager, Office of State Planning, Pinelands Commission, local business owners

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

1. In addition to contacting the Office of State Planning (609/292-7156) and the New Jersey Pinelands Commission, the American Planning Association (202/872-0611; [www.planning.org](http://www.planning.org)) can provide guidance documents or technical assistance, frequently for a fee.
2. Solicit funds from Rural Business Opportunity Grants (see Action Item A.2 above).
3. Contact *Main Street New Jersey* for technical assistance and overall guidance. Main Street staff are experts in downtown revitalization, can identify potential funding sources, and have training in community and public involvement strategies that will ensure local participation and support. Contact: Main Street New Jersey Program, New Jersey Department of

Community Affairs, PO Box 806. Fifth Floor, Trenton, NJ,  
08625-0806, ph (609) 633-9769.

*Schedule:* Review ordinance by December 2000; adopt amended ordinance by June 2001.

Action Item B.2 – Create a Corridor Plan for DeHirsch Avenue

*Rationale:* DeHirsch Avenue is a street with great potential. The section from the Developmental Center to Washington Avenue already contains a grand common or median park. While the design standards developed above will enhance the Avenue's appearance and help unite the eastern and western parts of the Borough, a comprehensive planning and investment strategy is needed to ensure that the entire length - from the Airport to the Town Center - reaches its potential as a distinctive and multifaceted corridor for the community. In general, the corridor plan should discourage strip commercial development and encourage light industrial investments that are well-landscaped and create a linear business park character.

A number of transportation-related objectives can also be accommodated by the Avenue, including extension of the Rail Trail to the Airport and construction of small kiosks for service by either private bus operators or regional transit lines. Also, as ridership increases along the Cape May Rail Line, the construction of a rail station near the airport would encourage tourists to stop at Woodbine. Passengers could disembark in Woodbine, rent bicycles, explore the Town Center and the State Forest, and then return their bikes to either Tuckahoe or Woodbine prior to their trip back to Cape May.

*Summary of Necessary Steps:*

1. Hold public meeting to discuss plan development and solicit input. Be sure to invite property owners along DeHirsch Avenue.
2. Work with Planning and Zoning Board to develop corridor plan. Publish plan in local newspaper and present for public comment.
3. Revise plan/ordinances as necessary.
4. Pursue funding for corridor improvements.

*Who Needs to be Involved:* Planning and Zoning Board, Economic Development Manager, Pinelands Commission, New Jersey Department of Transportation

*Resources to Support Action Item:*

1. The corridor plan could be prepared using funds from the Transportation Enhancement Program of the New Jersey

Department of Transportation, Bureau of Local Aid. This program funds non-traditional projects that enhance transportation and quality of life (e.g., streetscape improvements). The average award is about \$350,000 for each project funded, but can range from \$10,000 to \$1 million. Matching funds are not required, but they help. The application should be submitted under the categories *Facilities for Pedestrians and Bicycles*, or *Landscaping or Other Scenic Beautification*. Activities eligible for funding include streetscape projects, linear highway and interchange landscaping, historic sidewalk paving, and urban design appropriate for the community such as street-side plantings. Contact: Jim Snyder, District Engineer (Mount Laurel office), ph (609) 866-4974.

2. Funding may also be available from the New Jersey Small Cities Community Development Block Grant Program for a non-entitlement community (the 1996 eligibility list included: Buena Vista Township, Mullica Township, Dennis Township, Woodbine Borough, Maurice River Township). Contact: Roger Hoeh, Program Administrator, Small Cities Non-Entitlement Programs, Department of Community Affairs, Division of Housing and Community Resources, 101 South Broad Street, CN 806 (5th Floor), Trenton, New Jersey 08625-0806, ph (609) 633-6278.

*Schedule:* Hold initial public meeting by September 2000; complete plan by September 2001.

### Action Item B.3 – Consider Forming Business Improvement District

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

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

#### *Summary of Necessary Steps:*

1. Compile background information on the purpose and use of BIDs. Define needs and opportunities within the Borough.

2. Meet with local business owners to explain the concept and discuss options.
3. If there is sufficient interest, work with the New Jersey Department of Commerce to establish a BID.

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

*Resources to Support Action Item:*

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

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

#### Action Item B.4 – Consider Historic Designation

*Rationale:* Woodbine's Town Center has a number of historic structures, including several blocks of 19<sup>th</sup> century residences and the Brotherhood Synagogue. Preserving the character of this area is important to local residents and will help foster new investment while generally enhancing the experience of visitors. Although Pinelands' requirements provide substantial protection against overdevelopment, designating historic districts or nominating specific buildings for listing on the New Jersey and National Registers of Historic Places further assures that specific resources will be preserved and allows for local input during the process (the Synagogue is already a National Register site). An additional incentive to pursuing nomination to the National Register is that income-producing properties are eligible for substantial tax breaks. To undertake the research needed for Pinelands Designation or a successful Register nomination, the Borough should request assistance from local historic societies and/or consider hiring a consultant with expertise in historic preservation.

*Summary of Necessary Steps:*

1. Contact Pinelands Commission for baseline inventory of historic properties and general guidance on the historic designation/nomination processes.

2. Meet with local residents, historians, civic groups, and planning boards to identify potential districts and/or sites.
3. Formalize proposal and present to affected property owners and other interested residents at a public meeting.
4. Modify proposal if necessary, based on public comment.
5. Ask local historical society for help in compiling required information or consider hiring historic preservation consultant.
6. Submit a National Register of Historic Places registration form to the New Jersey Historic Preservation Office.

*Who Needs to be Involved:* Local residents, Borough Council and Planning Board, Pinelands Commission, local historic and other civic groups, New Jersey Historic Preservation Office (in the New Jersey Department of Environmental Protection, Division of Parks and Forestry).

*Resources to Support Action Item:* No special resources are required to initiate work on this action item although the Borough may want to consider hiring a consultant to help with the application process. Contact the New Jersey Historic Preservation Office for more information on the planning process and the tax benefits that follow nomination (contact Terry Karschner, 609/984-0545).

*Schedule:* Contact Pinelands Commission by September 2000; hold initial public meeting by December 2000; schedule additional meetings as needed.



## **C. Infrastructure**

### Action Item C.1 – Provide Wastewater Treatment to Airport

*Rationale:* While the Airport Business Park can begin to develop using on-site wastewater disposal systems, the resulting tenants and development pattern will be less than optimal compared with development served by a centralized wastewater treatment system. Two options appear feasible: connecting the Business Park to the wastewater treatment system at the State Developmental Center or constructing a small-scale treatment system to serve the Business Park alone. Factors to consider in deciding which option to pursue include cost, time to construct, and operation and management. The Borough has previously held preliminary talks with the Developmental Center and recently began to explore the availability of funding from the federal Economic Development Administration for a small-scale system.

*Summary of Necessary Steps:*

1. Continue discussions with the federal Economic Development Administration and the State Development Center. Identify needed approvals and likelihood of obtaining them.
2. Contact the Cape May County Utilities Authority, the New Jersey Department of Environmental Protection (NJ DEP), and the Pinelands Commission for technical and regulatory assistance.
3. Hire engineering consultant with expertise in both conventional and small-scale treatment systems to perform feasibility study, including conceptual design, and develop preliminary cost estimate for both alternatives (assuming the State Development Center remains a viable option).
4. Hold public meeting to present findings and solicit comment. Be sure to invite all affected property owners.
5. Select alternative and finalize design and cost estimate.
6. Activate Borough Municipal Utilities Authority in order to pursue funding, oversee construction, set rate structure, and operate facility (if necessary).
7. Construct treatment system/connect to Development Center.

*Who Needs to be Involved:* Borough Council, Mayor, municipal engineer, Port Authority, Cape May County Utilities Authority, NJ DEP, Pinelands Commission, local property owners and residents

*Resources to Support Action Item:* Because few grant or loan programs fund preliminary design work, the Borough may need to fund the feasibility study on its own or in conjunction with affected property owners (since their property values will presumably rise once wastewater service is established). The Borough should also contact the sources below for financial or technical assistance for planning and/or construction activities:

1. The New Jersey Clean Water State Revolving Fund Program of the New Jersey Department of Environmental Protection (NJDEP), Division of Water Quality, provides loans to local government units for the construction of wastewater treatment facilities. Municipalities, counties, and sewer and utility authorities building new or improving existing wastewater treatment or storm water management facilities are eligible. Projects are certified for funding based on ranking criteria of the Federal Priority System developed each year by the DEP. The financing program provides zero percent interest rate loans for approximately 20 years for up to half of the allowable project costs, and the rate that the State pays for the remaining allowable costs. Allowances for planning and design are also available. Approximately \$100-200 million is available per year and limited grant funds are available to small municipalities that are economically distressed. Contact: Nicholas Binder, Assistant Director, NJDEP-Municipal Finance and Construction Element,

PO Box 425, Trenton, NJ 08625-0425, ph: (609) 292-8961,  
email: nbinder1@dep.state.nj.us.

2. The Rural Development Program of the U.S. Department of Agriculture offers several different loan and grant programs. Eligible projects include water and waste disposal systems in rural areas and towns with a population of less than 10,000 (interest rates and grant amounts vary with median household income). Public entities such as municipalities, counties, special purpose districts and corporations not operated for profit are eligible. The applicant must: (1) be unable to finance the proposed project from its own resources or through commercial credit at reasonable rates; and (2) have the legal authority necessary for constructing, operating and maintaining the proposed facility or service; and for obtaining, giving security for, and repaying, the proposed loan. The average award for direct loans is \$835,188 and the average grant amount is \$601,214. There are no matching requirements in this program. Contact: Michael Kelsey, Director, Community and Business Programs, Rural Development, USDA, Mount Holly, NJ 08060; ph (609) 265-3600.
3. The New Jersey Small Cities Community Development Block Grant Program provides funding for a range of activities in designated non-entitlement communities (the 1996 eligibility list included Woodbine Borough). Contact: Roger Hoeh, Program Administrator, Small Cities Non-Entitlement Programs, Department of Community Affairs, Division of Housing and Community Resources, 101 South Broad Street, CN 806 (5th Floor), Trenton, New Jersey 08625-0806, ph (609) 633-6278.
4. The South Jersey Economic Development District coordinates funding from the federal Economic Development Administration (EDA) and other sources. Priorities for federal EDA funds include projects that are located in areas with high unemployment, are ecologically sensitive, support entrepreneurial spirit and innovative approaches to economic development, and create local partnerships that focus on regional solutions for economic development. Projects can include industrial parks, tourism facilities, business incubators, and infrastructure improvements needed for business expansion. Contact: Gordon Dahl, Executive Director, South Jersey Economic Development District, 18 North East Avenue, Vineland, NJ 08360; ph (609) 794-8497.
5. The National Small Flows Clearinghouse and the National Environmental Training Center for Small Communities have programs designed to help foster understanding of treatment technologies, planning and monitoring strategies, and regulations for wastewater "small flows" systems of one million gallons or less per day. Contact: National Small Flows Clearinghouse, P.O. Box 6064, Morgantown, WV, 26506-6064; [ph] 800/624-8301; web site - [www.nsfrc.wvu.edu](http://www.nsfrc.wvu.edu).



6. The Rural Community Assistance Program (RCAP) is a private, community-based, nonprofit organization that helps low-income, rural communities with wastewater, water supply, and solid waste management issues with a residential component. RCAP could provide assistance in identifying funding sources, appropriate technologies, and general networking as the feasibility study progresses. Contact: Candace Balmer, Northeast RCAP, 2 Malden Avenue, Saugerties, NY, 12477; ph (914) 246-0743.
7. The New Jersey Rural Water Association is a statewide nonprofit association of small water and wastewater utilities generally serving 10,000 or fewer customers. The Association could provide technical assistance and training before, during, and after completion of the feasibility study. Contact: Rick Howlett, NJ Rural Water Association, 110 W. Main Street, First Floor, Tuckerton, NJ 08087-1000; ph (609) 294-1000.
8. Convince State Legislators (adopt Borough resolution; petition Pinelands Municipal Council) to allocate additional funding for the Pinelands Infrastructure Trust Fund and expand the program to include villages and towns.

*Schedule:* Meet with State Developmental Center by March 2000; complete feasibility study and present to public by March 2001.

#### Action Item C.2 – Provide Wastewater Treatment to Town Center

*Rationale:* Small lot sizes in the Town Center presently restrict the expansion of existing businesses and development of new enterprises that would exceed standards to protect groundwater quality. Given the limited service area and the need to minimize costs to the Borough, construction of a small-scale wastewater treatment system is an option that should be further explored. Borough-owned land near the Town Center could be used to site the facility and/or dispose of treated wastewater. If the Airport Business Park does not connect to the State Development Center, another alternative would be to connect the Town Center.

#### *Summary of Necessary Steps:*

1. Consult with the Pinelands Commission, Cape May County Utilities Authority, and NJ DEP regarding technical and regulatory issues.
2. Hold a public meeting to explain the need for wastewater treatment and next steps. Be sure to invite all affected property owners.
3. Hire engineering firm with expertise in small-scale treatment systems to perform preliminary feasibility study. If State Developmental Center remains an option, initiate discussions and include in feasibility study.

4. Present feasibility study findings and cost estimates to the public.
5. Select alternative.
6. Finalize design and cost estimates.
7. Pursue funding.
8. Construct treatment system/connect to Developmental Center.

*Who Needs to be Involved:* Borough Council, Mayor, municipal engineer, municipal utilities authority, Cape May County Utilities Authority, NJ DEP, Pinelands Commission, local property owners and residents

*Resources to Support Action Item:* Because financial resources for planning are limited, the Borough should consider obtaining funds for the feasibility study from affected property owners. Other resources that might be available for planning and construction are noted in Action Item C.1 above.

*Schedule:* Hold public meeting by December 2000; complete feasibility study by December 2001.

#### Action Item C.3 – Support Off-Site Dilution

*Rationale:* Protection of the high quality of water resources in the Pinelands is achieved by limiting the intensity of development in the absence of wastewater treatment systems. In certain instances, however, it might be appropriate to allow more intensive development in an area if equivalent protection is provided elsewhere through deed restrictions. Woodbine is in an unusual situation in that the Borough owns a large amount of land in and around the Town Center. If these properties could be held open for off-site dilution purposes, then the potential for development in the Town Center would change immediately. The concept of off-site dilution has been explored previously by the Pinelands Commission but not pursued due to lack of interest on the part of potentially affected municipalities and the effort required to work out logistical details. Off-site dilution, however, should only be considered as a potential alternative for those sites outside of the planned service area for centralized wastewater treatment or which cannot be served by on-site treatment for reasons other than environmental constraints (e.g., wetlands or high water table).

#### *Summary of Necessary Steps:*

1. Borough Council adopts resolution in support of off-site dilution that identifies associated benefits.
2. Mayor petitions Pinelands Municipal Council to adopt similar resolution and encourages other municipalities to do the same.
3. The Pinelands Municipal Council and interested municipalities present resolutions to the Pinelands Commission.

*Who Needs to be Involved:* Mayor, Borough Council, Pinelands Municipal Council, Pinelands Commission

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

*Schedule:* Adopt municipal resolution by June 2000; petition Pinelands Municipal Council by September 2000.

Action Item C.4 – Improve Town Center Streetscape and Undertake Related Projects

*Rationale:* New or improved sidewalks, streetlights, landscaping, building facades, signage, parking accommodations (on- and off-street), and other physical investments such as interpretive displays and banners are critical to revitalizing the Town Center. These types of improvements send a visual message to visitors that they should slow down and look around. The Borough should continue and expand on its current efforts to fund these activities.

*Summary of Necessary Steps:*

1. Continue ongoing efforts; hold public meeting for business owners and local residents to explain current plans and future possibilities.
2. Contact graduate planning and architecture programs at regional universities about the possibility of obtaining *pro bono* assistance in developing and refining design concepts.
3. Consider establishing a local revolving loan fund, initially capitalized by business contributions, to finance façade improvements and other enhancements to privately owned structures.
4. Pursue additional sources of funding and technical assistance listed below.

*Who Needs to be Involved:* Business owners and local residents, mayor, Borough Council, Planning and Zoning Board, graduate planning/architecture programs

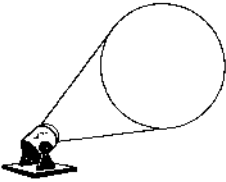
*Resources to Support Action Item:*

1. Apply for funds from the Transportation Enhancement Program of the New Jersey Department of Transportation, Bureau of Local Aid. See contact information for Action Item B.2.
2. Contact the South Jersey Economic Development District for information on funding from the federal Economic Development Administration (EDA) and other sources. Eligible projects include infrastructure improvements needed for business

expansion. Contact: Gordon Dahl, Executive Director, ph (609)794-8497.

3. Contact Main Street New Jersey for technical assistance and overall guidance. See contact information for Action Item B.1.

*Schedule:* This effort is already underway and should be continued as long as improvements are needed.



## **D. Marketing**

### Action Item D.1 – Prepare Marketing Packets

*Rationale:* Successful implementation of this economic development strategy will require both financial investments and marketing efforts. A key component of the marketing effort must be easily accessible information that describes a compelling vision for the area and presents pertinent details. If a flexible format is used, packages can be developed for a number of target audiences, including:

1. Airport Business Park/Town Center/Construction Trade businesses – For each type of business, prepare a concise brochure depicting available land, buildings, and infrastructure. The brochure should draw on the marketing and demographic information compiled during the second phase of the Pilot Program, and provide information on pricing and permitting. If available, the brochures should include architectural drawings of planned improvements. See Action Items E and F for more detail concerning targeted markets.
2. Potential funding sources – Drawing from material compiled during the first and second phases of the Pilot Program, this packet will provide the foundation for grant applications. In addition to background data and development strategies, the packet should summarize the major steps needed to achieve the overall vision (and provide graphic illustrations of that vision).

#### *Summary of Necessary Steps:*

1. Hire a consultant or solicit assistance from planning/architectural programs at regional universities to develop color sketches and graphics of Town Center, DeHirsch Avenue, and airport improvements.
2. Develop database of sites available for development, including location, acreage, frontage, and taxes. Update the database as needed.
3. Develop demographic and marketing profiles based on information compiled during earlier phases of the Pilot Program. Highlight community strengths.
4. Develop list of reasons for investing in Woodbine. Include “testimonials” from existing businesses.

5. Compile lists of key contacts and references at the local, regional, and state levels.
6. Explore availability of private-sector funding/production in return for acknowledgement of services (e.g., document and graphic design, printing). Also solicit funds from relevant organizations (e.g., the Chamber of Commerce).
7. Assemble components into packets tailored to information needs of recipient.

*Who Needs to be Involved:* Mayor, Borough Council, Economic Development Manager, local business owners, Chamber of Commerce, Port Authority, realtors

*Resources to Support Action Item:* Due to limited funding for this type of activity, the Borough should pursue funding through private-sector contributions as noted above. The Borough should also contact the South Jersey Economic Development District to explore the possibility of obtaining additional funds (Contact: Gordon Dahl, Executive Director, ph (609) 794-8497).

*Schedule:* Develop initial draft by September 2000; produce final version by January 2001; update as needed.

#### Action Item D.2 – Develop BayLands Village Promotional Program

*Rationale:* Woodbine and its neighboring communities are home to several historic villages, but currently the region has no distinct image. As described in the Ecotourism Implementation Strategy prepared for Dennis and Maurice River Townships, the term *BayLands* is recommended as a way to define and promote this area for the traveler. This same concept can be applied to a village marketing and development program. The BayLands Heritage Villages Program will highlight the appealing and historic qualities of villages and hamlets such as Woodbine, Dennisville, Tuckahoe and Dorchester/Leesburg. Each has a distinct story to tell and offers an unspoiled village environment in an appealing setting lying near the Delaware Bay. The program will establish a set of basic criteria for participation by the villages such as measures to protect historical integrity (but not on the same level as those that apply to a Historic District on the National Register) and plans to protect and improve residential quality of life.

#### *Summary of Necessary Steps:*

1. Meet with representatives from the Neighborhood Preservation Program in the New Jersey Department of Community Affairs and the National Trust for Historic Preservation to discuss options for structuring the BayLands Villages program and the types of services these programs can provide.

2. Organize a meeting of representatives from the BayLands Region to discuss the types of benefits the program might offer homeowners and municipalities, and how it might be marketed.
3. Prepare a concept paper and circulate to village homeowners, realtors, and elected officials in the BayLands area.
4. Prepare promotional materials and distribute them to area newspapers, real estate magazines, and realtors. Develop articles for placement in Sunday real estate sections.

*Who Needs to be Involved:* Economic Development Manager; Planning and Zoning Board; local homeowners and realtors; Neighborhood Preservation Program; National Trust for Historic Preservation; Dennis, Maurice River, and Upper Townships

*Resources to Support Action Item:*

1. The Neighborhood Preservation Program of the New Jersey Department of Community Affairs, Division of Housing and Community Resources, provides financial and technical assistance to municipalities to conduct activities associated with the preservation of designated neighborhoods based on strategic revitalization plans. Contact: New Jersey Department of Community Affairs, ph (609) 633-6257.
2. Main Street New Jersey, in the New Jersey Department of Community Affairs, Division of Housing and Community Resources, is a downtown revitalization program providing communities with the skills and knowledge to manage business districts, and improve the appearance and image of traditional downtowns by organizing local residents and resources. The program primarily provides technical assistance, but financial aid is available for downtown and neighborhood business development, economic development, and infrastructure improvements. Contact: New Jersey Department of Community Affairs, ph (609) 633-9769.
3. Small Cities Community Development Block Grants from the New Jersey Department of Community Affairs, Division of Housing and Community Resources, provide funds for economic development, community revitalization, and public facilities projects designed to principally benefit people of low and moderate income. Contact: Small Cities Administrator, NJ Dept. of Community Affairs, ph (609) 633-6278.

*Schedule:* Hold organizational meetings by December 2000; circulate concept paper by September 2001; Launch program in Spring 2002.

### Action Item D.3 – Develop Borough Web Site

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

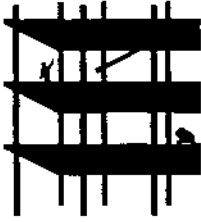
#### *Summary of Necessary Steps:*

1. Visit web sites of other New Jersey municipalities for ideas. A good place to start is part of the State's home page, [www.state.nj.us/localgov.htm](http://www.state.nj.us/localgov.htm).
2. Contact municipalities with informative and attractive web sites to find out how they were developed and financed.
3. Consult municipal staff to identify any limitations imposed by the Borough's existing computer system.
4. Explore availability of private-sector funding/technical assistance in return for acknowledgement of services on web site (e.g., web page designers, local service providers). Also solicit funds from relevant organizations (e.g., Chamber of Commerce). Dedicate municipal funds to cover any shortfall.
5. Work with a local web designer to develop content.
6. Identify important links to other sites (e.g., [www.airportbiz.com](http://www.airportbiz.com); Atlantic City sites, and web pages for regional attractions such as The Nature Conservancy and Audubon Society facilities).

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

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

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



## **E. Site-Specific Development**

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

*Rationale:* Woodbine should work with the Pinelands Commission to create a pre-approval process for projects within targeted business development areas in the Borough. Existing business owners and developers seek as much certainty as possible in the regulatory review process. As part of the Pilot Program, the Pinelands Commission has offered to take an up-front, in-depth look at large development sites that will be serviced by centralized wastewater treatment systems in order to develop a "pre-approval" process for development applications. This streamlined approach would involve compiling information on key parameters affecting development such as the presence of wetlands, threatened and endangered species, and historic resources, in order to pre-approve sites for certain intensities of development (requirements for storm water retention, however, cannot be addressed until a specific use is proposed). In conjunction with the revised design and zoning requirements developed under Action Item B.1 above, pre-approval will provide the community with more information and confidence in how development will proceed. The pre-approval process should initially focus on the airport business park before extending to other parts of the Borough.

#### *Summary of Necessary Steps:*

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

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

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

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



Action Item E.2 – Create a Home Furnishings and Crafts Incubator in the Town Center

*Rationale:* Incubators are publicly subsidized buildings that offer below-market rents and typically a range of support services (e.g., receptionist, photocopying, faxing) to help small businesses get started and succeed. After an incubation period (e.g., 2-3 years), the businesses must relocate to private spaces to function on their own. This incubator would be a retail facility with stalls and workspaces that would complement the home improvement/furnishings niche, which has been identified as a target market for the Borough (see Action Item F.1 below). The incubator would immediately act as an anchor in the Town Center and provide a marketable shopping experience that will begin the process of increasing traffic to the Town Center. Ultimately, the incubator will lead to the development of a larger Woodbine Marketplace (in either the same or a different structure), which would offer space to businesses that have outgrown the incubator and other regionally oriented enterprises.

*Summary of Necessary Steps:*

1. Survey Town Center and identify existing buildings that could house a small incubator. The building at the corner of Washington and DeHirsch Avenues, for example, has potential and an excellent location.
2. Meet with regional economic development agencies to review the concept and get input on subsequent steps and financing.
3. Prepare a brief business plan that outlines the existing market for crafts and home furnishings, presents findings from a limited number of interviews or focus groups with potential tenants, and lays out a plan for investment and operations. Seek assistance from local business owners, the Chamber of Commerce, regional colleges, and/or retired executives in preparing the plan.
4. Seek funding during the year 2000 to begin operations in the year 2001.

*Who Needs to be Involved:* Local business owners, property owners, Borough officials, Economic Development Manager, Planning and Zoning Board, regional economic development agencies, Chamber of Commerce

*Resources to Support Action Item:* Incubators are an established economic development tool. As such, funding sources recognize their value and provide financing to support their construction and operation. Possible resources include:

1. The New Jersey Economic Development Authority provides financial assistance for a variety of projects, including facility expansions, capital improvements, new product development, and real estate development. Special programs are available for

small, minority, and women-owned businesses. Contact: Adam Mukerji, Director, Commercial Lending Division, NJ Economic Development Authority, P.O. Box 990, Trenton, NJ 08625; ph (609) 292-0187.

2. The South Jersey Economic Development District has information on federal Economic Development Administration (EDA) assistance and other potential funding sources. Eligible activities include business incubators. Contact: Gordon Dahl, Executive Director, South Jersey Economic Development District, 18 North East Avenue, Vineland, NJ 08360; ph (609) 794-8497.
3. The Public Works and Development Facilities Program of the Economic Development Administration (EDA), U.S. Department of Commerce, funds a wide range of projects including water and sewer facilities primarily serving industry and commerce; access roads to industrial sites and parks; and business incubators. Applicants may be a state, political subdivision of a state, special purpose unit of state and local government, or a public or private non-profit organization or association representing an EDA Redevelopment Area. The Fiscal Year 1997 average grant amount was \$886,031. Adequate local funding must be demonstrated for approval. This grant could be used for business incubator facilities in Woodbine Town Center or for sewer service in that area. Requests for federal EDA funds should be coordinated through the South Jersey Economic Development District (see above).
4. Rural Business Enterprise Grants from the Rural Business Cooperative Service (RBS) of the U.S. Department of Agriculture (USDA) finance and facilitate the development of small and emerging private business enterprises located in rural areas. Eligible activities include starting and operating revolving loan funds, business incubators, and industrial parks. Eligible costs include acquisition and development of land; construction of buildings, plants, equipment, access streets, roads, parking areas, and utility and service extensions; refinancing; fees for professional services; technical assistance and training; startup operating costs and working capital; and providing financial assistance to a third party. Non-profit organizations and rural municipalities are eligible to apply. Contact: Michael Kelsey, Director, Community and Business Programs, USDA Rural Development, Tarnsfield Plaza, Suite 22, 790 Woodlane Road, Mount Holly, NJ, 08060; ph (609) 265-3600.

*Schedule:* Meet with funding agencies and owners of existing businesses by June 2000; identify suitable site by December 2000; begin to pursue funding by June 2001 (note: construction of this facility can only proceed once a wastewater treatment system is in place per Action Item C.2).

### Action Item E.3 – Create a TradesPark for the Construction, Renovation, and Artisan Sectors

*Rationale:* While the crafts incubator would have a retail orientation, this facility would serve a variety of trades and building firms seeking affordable space away from the coast. Along with the traditional trades associated with home construction, other potential tenants include firms involved in set construction for casinos, boat repair and building, and aviation services. Unlike the airport business park, targeted tenants are not firms seeking a campus-like setting with a golf course; instead, tenants will be small- to medium-sized companies (between 5 and 200 employees) seeking low overhead and good access to their customers. While many trades businesses consist of two to three people and a pickup truck, some larger firms located along the coast will eventually need more space to keep pace with the construction boom, and will find it more economical to operate from a slightly inland location such as Woodbine. This means that the TradesPark should consist of flexibly designed, low cost spaces, including room for outside storage of equipment. The facility should be located on a site of at least 50 acres that can accommodate adequate parking, lighting, and joint facilities. Possible sites include Borough-owned land with convenient highway access or parcels along DeHirsch Avenue near the airport.

In addition to construction-related opportunities, the mixture and proximity of a number of different trades to the developing Airport Business Park will create useful business-to-business opportunities for tenants as they require support services for various projects. And in conjunction with the home furnishings and crafts incubator, the presence of the TradesPark will offer consumers a full range of home improvement products and services - all within Woodbine.

#### *Summary of Necessary Steps:*

1. Interview larger trades firms in the region to define their space needs and potential for growth.
2. Meet with regional economic development agencies to review the concept and get input on subsequent steps and financing.
3. Identify candidate parcels and needed infrastructure improvements.
4. Undertake any necessary rezoning.
5. Apply for funding for basic infrastructure.
6. Hire engineer/contracting firm to construct.
7. Market to regional economic development officials and coastal trades firms.

*Who Needs to be Involved:* Regional trades firms, Planning and Zoning Board, Economic Development Manager, regional economic development agencies, Chamber of Commerce

*Resources to Support Action Item:* See resources listed under Action Item E.2.

*Schedule:* Meet with funding agencies and interview firms by September 2000; identify suitable site by March 2001; begin to pursue funding by June 2001; open facility in 2002.



## **F. Targeted New Uses**

### Action Item F.1 – Develop Home Furnishings/Improvement Theme for Town Center

*Rationale:* Once streetscape improvements are made and wastewater service is provided, development of the Town Center can be encouraged to evolve toward a higher value and in a more successful manner if a niche strategy is pursued. Just as any business will better grow if it follows a plan that acknowledges the market's opportunities, so can a business district best succeed if it grows with a clear strategic intent. Review of the regional retail and service market around Woodbine identified the home improvement and furnishings market as a good niche strategy.

While it is unlikely that Woodbine will become the home of national chains that seek regional shopping malls and easy interstate access (e.g., Ethan Allen or Home Depot), the Borough can offer a location for smaller retailers and craftspeople who would benefit from an agglomerated setting (i.e., lots of similar businesses grouped in one place), without the high overhead and large spaces found in commercial shopping centers. For example, consignment and second-hand shops are often a first step for villages that are attempting to revitalize themselves. Taking that concept a step further opens the door for the Borough to try to attract artisans, specialty home improvement businesses, decorators, tradesmen, antiques and appliance dealers, and other similar firms. When combined with the large home improvement and construction market that exists along the Jersey Shore, Woodbine may be able to attract both regional residents and visitors.

#### *Summary of Necessary Steps:*

1. Identify buildings and sites within the Town Center and existing business areas that would lend themselves for use by small-scale artisans, craftspeople and home furnishing retailers. Assemble information on rental rates and space inventories.
2. Prepare a simple business plan/strategy description of the concept to use when talking with potential participants.
3. Identify antique and other small-scale home furnishings businesses in the greater South Jersey market and interview

owners to discuss their needs and interest in participating in this strategy.

4. Assemble information on business development and financial programs to assist participants.
5. Pursue development of an incubator facility (See Action Item E.2).

*Who Needs to be Involved:* Local business owners, property owners, Borough officials, Economic Development Manager, regional economic development agencies, Chamber of Commerce

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

*Schedule:* Perform parcel inventory by December 2000; conduct interviews by March 2001; assemble information by June 2001.

#### Action Item F.2 – Target Construction and Renovation Trades

*Rationale:* Along with general efforts to promote the Borough's assets to potential businesses, it will benefit Woodbine to target its business attraction efforts toward one or two sectors. In addition to the home improvement and furnishings niche strategy, review of the regional market around Woodbine identified opportunities in the construction and renovation trades and related sectors. It should be noted that pursuing a targeted strategy does not rule out attracting other types of firms or shifting the strategy in coming years.

#### *Summary of Necessary Steps:*

1. Develop a complete list of construction, renovation and related firms for the greater South Jersey area (names and addresses of these firms can be obtained from either professional associations or from list vendors).
1. Seek the assistance of a graduate business school program or regional economic development agency to help survey these firms as to their needs regarding location, space, overhead costs and ancillary services.
2. Based on the findings from the survey, prepare a marketing plan that includes any zoning changes and infrastructure investments needed to attract these businesses, as well as other public sector investments and marketing actions.
3. Pursue development of Construction TradesPark (See Action Item E.3).

*Who Needs to be Involved:* Economic Development Manager, Planning and Zoning Board, regional businesses, Chamber of Commerce, graduate business program

*Resources to Support Action Item:* Contact business departments of local colleges for assistance performing the survey (e.g., Rowan University Graduate Business Program, 856/256-4050; Richard Stockton College of New Jersey, Business Studies Graduate Program, 609/652-4519). Also contact the Service Corps of Retired Executives for survey assistance/business plan development (800/634-0245).

*Schedule:* Perform survey by December 2000; prepare marketing plan by June 2001.

### Action Item F.3 – Target Light Industrial and Office Uses for Airport Business Park

*Rationale:* Along with the Home Furnishings and Construction Trades, the Airport Business Park is the other key component of future economic development in the Borough. Specific audiences to target include:

1. **State and regional economic development agencies** – These organizations must be totally convinced that this site offers a competitive location compared to sites outside the Pinelands, because they are often the points of first contact for businesses interested in moving into the region. As such, this site must be “top-of-mind” for these professionals, and they must be kept informed of progress in providing wastewater treatment, other infrastructure, and a pre-approval process for permitting. Understanding the types and timing of planned improvements will enable these agencies to become advocates for the Business Park. Personal contact and brief, one-page updates are the best means to communicate with this audience.
2. **General Commercial Realtors in Southern New Jersey** - This is a small audience and personal contacts by the Economic Development Manager will be the best means to reach these professionals. They should also be provided with a package of information that describes key characteristics including infrastructure, land prices, and permitting. In addition, this information should be sent to other real estate professionals including attorneys specializing in real estate, appraisers, developers, and designers (i.e., architects, landscape architects and engineers.) The names and addresses for these individuals can be obtained from either professional associations or from list vendors.
3. **Potential Tenants** - Warehousing and business service firms in coastal areas of southern New Jersey with more than 10 employees should be contacted via a mailing. The mailing should include a 1-2 page color brochure that announces the opening of the Park and a standardized cover letter. Small firms should also be included in the mailing because growth is most likely to occur in small- to medium-sized firms. Again, a list vendor can provide the mailing labels for this project. In addition to the direct mailing, public relations articles should be placed in the

regional business sections of newspapers and in publications such as the *Philadelphia Business Journal* (do not bother with national publications such as *Site Expansion*; out-of-state businesses tend to initially contact state or regional development agencies, not specific municipalities). Contact the business writers at these publications and provide them with a few story lines. As tenants move in, keep a steady flow of press releases going to business editors.

4. **Aviators** – The aviator market generally lies beyond the scope of this strategy. Reaching this audience will fall under the Port Authority's general public relations and marketing programs once improvements are complete. All efforts that make pilots and aviation-related businesses more aware of the Airport will also have positive impacts on the Business Park. One low cost action would be to link the Borough's web site to *Airport Business* magazine, which offers free links to their web page.

Marketing efforts for the Airport Business Park will need to continue until 100% occupancy is achieved.

*Summary of Necessary Steps:*

1. Continue work on infrastructure improvements while initiating marketing efforts.
2. Prepare a marketing package that includes a site inventory, land prices, infrastructure plans and availability, travel times to interstates and metro areas, and a description of the airport facilities and proposed golf course.
3. Meet with state and regional economic development officials to review business park plans and marketing materials.
4. Call on major realtors in South Jersey.
5. Send out a mailing to real estate professionals, developers, designers and other key individuals who might have a client interested in space at the park.
6. Send out a mailing to targeted firms in South Jersey with potential expansion needs.

*Who Needs to be Involved:* Port Authority, Economic Development Manager, regional and state economic development agencies, area real estate professionals

*Resources to Support Action Item:* The Borough should explore the possibility of receiving financial support from the Port Authority, the South Jersey Economic Development District, and private sector sources per Action Item D.1.

*Schedule:* Prepare marketing by December 2000 and initiate contacts mailings in 2001. Ongoing marketing will be needed on an annual basis after that time.

#### Action Item F.4 – Attract Chain Hotel to Airport Business Park

*Rationale:* As business increases at the Airport and in the surrounding region, there will be a stronger market for one or two chain lodging establishments to seek sites in the area around Woodbine. The Airport Authority and the Borough should work together to present a package of information on the community and the Airport Business Park to a number of lodging chains and meet with their regional site selection representatives. The Borough should not necessarily take the first bid that comes along if it is issued by a lower tier franchises. Instead, the Borough should seek a mid-range chain with an image and reputation for higher service, but affordable prices. This type of facility will meet the needs of both the business and family traveler.

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

1. Assemble basic data on traffic patterns, plans for airport and business park development, and regional tourism promotion and development plans (including the BayLands strategy).
2. Contact New Jersey's Economic Development Authority for assistance in preparing the materials and contacting chains.
3. Contact established chains and meet with regional reps.

*Who Needs to be Involved:* Economic Development Manager, Planning and Zoning Board, Port Authority, New Jersey Economic Development Authority

*Resources to Support Action Item:* The Borough and Port Authority should contribute funds for the development of a few high-quality graphics.

*Schedule:* This activity is best implemented after a wastewater strategy is selected, beginning in Spring 2001.



#### **G. Partnerships**

##### Action Item G.1 – Continue to Support Regional Organizations

*Rationale:* The Borough's future is closely intertwined with two entities: the Port Authority and the State Developmental Center. The Port Authority has been successful in seeking and acquiring funds for airport improvements that have both quality-of-life and economic development benefits. The Developmental Center is not only the Borough's largest employer, but also is an important resource for the facility due to its campus-like setting and wastewater treatment plant. The Borough has enjoyed good



relationships with both of these organizations in the past and should ensure that they continue.

*Summary of Necessary Steps:*

1. Continue to invite representatives from the Port Authority and the State Developmental Center to sit on Borough committees and attend periodic meetings.
2. Support/endorse future funding requests prepared by the Port Authority.
3. Work with the State Developmental Center to secure the facility's future: find ways to involve residents in community activities and suitable work opportunities; identify productive, self-sustaining uses for buildings that may be deemed redundant by the State; explore a partnership to access the Center's wastewater treatment system; identify options for joint projects to serve Center employees and Borough residents (e.g., a fast food restaurant); and generally work to make the Center a more visible part of the community's identity.
4. Consult with the Port Authority and Developmental Center managers to identify the various types of services and goods they need. Try to match their needs with existing local suppliers, or if none are available, use this information to guide business recruitment efforts (i.e., try to attract a firm that might benefit from obtaining some or all of the business that is currently going to firms outside of the community). Also target firms that might be able to employ Developmental Center residents.

*Who Needs to be Involved:* Port Authority, State Developmental Center, Economic Development Manager, Chamber of Commerce

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

*Schedule:* Maintain ongoing communication; schedule a meeting to discuss specific needs after Economic Development Manager is hired (by September 2000).



## **H. Education and Outreach**

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

*Rationale:* As noted previously, an active and informed public is critical to the success of this implementation strategy.

Placing public notices and waiting for people to show up at a meeting will not be sufficient to ensure public support and supply the effort needed to cover all of the actions called for by this strategy. The Borough must take a proactive and creative approach to involving its residents. Appendix C contains recommendations on involving the community from the University of Missouri's Extension Service.

Additional suggestions include setting limited objectives in terms of scope or time for volunteers to minimize burnout, recognizing and learning to address “problem” volunteers (e.g., naysayers, worst-case specialists, and turf protectors)<sup>4</sup>, and providing transportation for poor and elderly citizens to attend meetings<sup>5</sup>.

*Summary of Necessary Steps:*

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

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

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

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

*Schedule:* Hold joint Borough meeting by February 2000 and begin implementing ideas immediately; hold ongoing community development meetings over the course of the next five years.

<sup>4</sup> From Phillips, Phillip D., *Economic Development for Small Communities and Rural Areas*, Office of Continuing Education and Public Service, University of Illinois at Urbana-Champaign, 1990.

<sup>5</sup> From *Measuring Community Success and Sustainability: An Interactive Workbook*, North Central Regional Center for Rural Development, Iowa State University, 1999.

## Action Item H.2 – Institute General Business Outreach Program

*Rationale:* There are a number of small steps that the Borough can take to improve the overall business environment for both existing companies and potentially interested firms. Among the easiest and most important activities is establishing a business visitation program to ensure that current needs are being met and to identify ways in which businesses can remain long-term members of the community. The Borough should also hold an economic summit/open house as a sort of “show-and-tell” for state and regional officials. Other helpful activities include providing networking opportunities for small and home-based businesses, leveraging free sources of technical assistance (e.g., local college business programs and the Service Corps for Retired Executives), and establishing a local revolving loan fund for use by Borough businesses.<sup>6</sup>

### *Summary of Necessary Steps:*

1. Hold brainstorming session with Implementation Committee, Economic Development Manager, and local business owners to identify activities of interest.
2. Prepare database of existing businesses.
3. Begin business visitation program. Develop a newsletter (printed or electronic) for all businesses on upcoming events or new programs.
4. Hold periodic Mayor’s Business Breakfasts to discuss problems and opportunities.
5. Arrange economic open house.
6. Implement other activities as appropriate.

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

*Who Needs to be Involved:* Implementation Committee, Economic Development Manager, local business owners, state and regional development officials, Chamber of Commerce

*Resources to Support Action Item:* Discuss activities with regional development agencies, including the South Jersey Economic Development District (Gordon Dahl, Executive Director, ph 609/794-8497). Approach business departments of local colleges for advice and assistance (e.g., Rowan University Graduate Business Program, ph 856/256-4050; Richard Stockton College of New Jersey, Business Studies Graduate Program, ph 609/652-4519). Contact the Service

<sup>6</sup> From *Harvesting Hometown Jobs, The New Small Town Guide to Local Economic Development*, National Center for Small Communities, Washington, DC, 1997

Corps of Retired Executives to learn more about their services and locate volunteers to work directly with Borough businesses (ph 800/634-0245).

*Schedule:* Hold brainstorming session by June 2000; organize business visitation program by September 2000; begin Mayor's Breakfasts by December 2000; hold economic open house by March 2001; implement other activities as needed.

### Action Item H.3 – Provide Information to Visitors

*Rationale:* Woodbine's past and future are of interest to visitors – from the story of Jewish settlement to the development of new attractions such as the bike path, crafts incubator, and golf course. Visitors, including shoppers, airport users, and tourists on their way to other destinations, will be more likely to linger and explore the area if they are provided with useful and interesting information.

#### *Summary of Necessary Steps:*

1. Install visitor information kiosks at the Town Center, Borough Hall, and airport. Consult with local historians and long-time residents to identify themes and presentation options. Include map of the Borough and information on businesses providing visitor services.
2. Add visitor information to the web site developed under Action Item D.3.
3. Install directional signage to local attractions and information kiosks.

*Who Needs to be Involved:* Borough Council, local residents, local businesses

*Resources to Support Action Item:* Solicit funds from local businesses that will benefit from increased visitation. Also seek funding under NJ DOT's Transportation Enhancements Program for visitor information kiosks and signage (see Action Item B.2).

*Schedule:* Identify themes and attractions by September 2000; apply for funds by June 2001.



## **I. Events**

### Action Item I.1 – Schedule Calendar of Small-Scale Festivals and Special Events

*Rationale:* DeHirsch Avenue provides Woodbine with a setting exceptionally well-suited to holding special events such as antique shows, flea markets, and heritage/community festivals. These types of events are not only appealing to residents, but introduce residents

and visitors from throughout the region to Woodbine. Because special events can be difficult to implement when no well-funded organizations are in place to sponsor them, the Borough will have to assemble a team of dedicated volunteers to identify opportunities and plan accordingly.

*Summary of Necessary Steps:*

1. Contact the New Jersey Division of Travel and Tourism to sponsor a special event training session focused on professional, low-cost methods to stage events (note: this recommendation was also made for Dennis and Maurice River Townships, so the Borough should inquire as to whether a joint session is possible).
2. Assemble a volunteer task force to brainstorm ideas. Try to complement, not duplicate, events held in other communities (and avoid scheduling them on the same dates).
3. Seek financial contributions and/or other assistance (e.g., promotion, staffing) from local businesses and other organizations.
4. Plan on spending a minimum of \$2,000 for each special event to pay for the following: signs, portable toilets, targeted low-cost ads, and development of press releases. Food should be provided for sale by local restaurants or caterers.

*Who Needs to be Involved:* Borough Council, New Jersey Division of Travel and Tourism, Economic Development Manager, Chamber of Commerce, local residents

*Resources to Support Action Item:* Contact the New Jersey Division of Travel and Tourism for training, technical assistance and marketing funds (Lee Purcell, New Jersey Department of Commerce and Economic Development, Division of Travel and Tourism, CN 826, Trenton, NJ, 08625; ph 609/292-2470). Also seek contributions from local businesses and organizations (e.g., the Chamber of Commerce).

*Schedule:* Assemble task force by June 2000; hold training by December 2000; schedule events on an ongoing basis thereafter.

#### **4. Summary**

The implementation strategy detailed in this document outlines realistic, achievable steps that Woodbine Borough should take to stabilize and enhance its economic base. The strategy is based on the economic development plan that was developed for Woodbine Borough under the Pinelands Rural Economic Development Pilot Program, which in turn, was based on extensive research and public input. Successful implementation of the strategy is ultimately in the hands of the Borough, its residents and business owners. The creation and

execution of a monitoring plan will help ensure that the implementation strategy is a living document, subject to ongoing assessment and improvement.

Table 1 on the following page is a summary matrix that lists all action items with suggested timeframes and participants.

**Table 1. Summary of Woodbine Implementation Strategy**

Action Item	Timeframe			Involvement*						
	2000	2001	2002	IC	EDM	BC	PZB	PA	PC	Other
<i>Borough-Wide</i>										
A.1 - Form Implementation Committee	X			X						X
A.2 - Hire Economic Development Manager	X			X		X		X		X
B.1 - Develop Design Standards/Review Zoning		X—X		X	X		X		X	X
B.3 - Consider Forming BID	X			X	X	X				X
B.4 - Consider Historic Designation	X			X		X	X		X	X
C.3 - Support Off-Site Dilution	X—X			X	X	X			X	X
D.1 - Prepare Marketing Packets	X—X			X	X	X		X		X
D.3 - Develop Borough Web Site		X—X		X	X	X				X
E.1 - Develop Pre-Approval Process for Selected Sites	X—X			X	X		X		X	
G.1 - Continue to Support Regional Organizations	X			X	X			X		X
H.1 - Promote Citizen Awareness & Involvement	X			X	X	X	X			X
H.2 - Institute General Business Outreach Program	X			X	X					X
H.3 - Provide Information to Visitors	X	X		X	X	X				X
I.1 - Schedule Festivals & Special Events	X			X	X	X				X

\* IC –Implementation Committee; EDM – Economic Development Manager; BC – Borough Council; PZB – Planning and Zoning Board; PA – Port Authority; PC – Pinelands Commission

**Table 1., Continued**

Action Item	Timeframe			Involvement*						
	2000	2001	2002	IC	EDM	BC	PZB	PA	PC	Other
<i>Airport</i>										
C.1 - Provide Wastewater Treatment	X	X		X	X	X			X	X
F.3 - Target Light Industrial and Office Uses		X		X	X			X		X
F.4 - Attract Chain Hotel		X		X	X		X	X		X
<i>Town Center</i>										
C.2 - Provide Wastewater Treatment		X	X	X	X	X			X	X
C.4 - Improve Streetscape	X			X	X	X	X			X
D.2 - Develop Baylands Village Program		X	X	X	X		X			X
E.2 - Create Home Furnishings/Crafts Incubator	X	X		X	X	X	X			X
F.1 - Develop Home Improvement Theme		X	X	X	X					X
<i>DeHirsch Avenue</i>										
B.2 - Create Corridor Plan	X	X		X	X		X		X	
E.3 - Create TradesPark	X		X	X	X		X			X
F.2 - Target Construction & Renovation Trades		X	X	X	X		X			X

\* IC –Implementation Committee; EDM – Economic Development Manager; BC – Borough Council; PZB – Planning and Zoning Board; PA – Port Authority; PC – Pinelands Commission



## Appendix A. Establishing a Monitoring Program

Communities implement monitoring programs to learn how implementation is progressing (and whether revisions are needed) and to demonstrate accountability of actions and resources. On a broader level, the measuring process leads to a better understanding of the link between actions and overall goals.<sup>7</sup> Since most sources of grants and loans now require plans for measuring success as part of the overall application, having a monitoring program in place also gives communities a head start in pursuing future funding opportunities.

As a starting point, Woodbine Borough should consider organizing its monitoring plan around the broad goals set forth in the economic development strategy; i.e., tax base expansion, employment growth, goods and services diversification. A comprehensive framework for a monitoring plan relates each goal to one or more indicators, which in turn, are evaluated by one or more measures. For example:

*Goal* – Increase the tax base

*Indicators* – Increased number and diversity of businesses; improved business health/efficiency

*Measures* – Taxes billed and taxes paid; total number of employers; number of new business openings reported in local paper; number of requests handled by economic development manager; number of visits to existing businesses.

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

In identifying appropriate measures, Woodbine Borough should refer to the following guidelines:

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

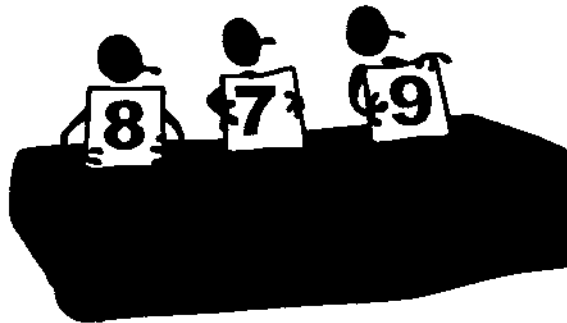
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<sup>7</sup> Much of the information used to develop this section is based on *Measuring Community Success and Sustainability: An Interactive Workbook*, North Central Regional Center for Rural Development, Iowa State University, 1999. Other sources are noted where appropriate.

Other helpful suggestions include:

- Seek assistance from a regional or state economic development agency or university in developing appropriate measures, particularly for difficult-to-measure indicators, such as the local impact of travel and tourism.
- Celebrate successes and recognize those involved in the effort.
- Establish and participate in “peer community sessions” with other Pilot Program municipalities to exchange information on goals and strategies with each other.<sup>8</sup>
- Consider using different measures for different audiences to address different needs (e.g., program administrators, taxpayers, and outside funders).<sup>8</sup>
- Recognize that measurements can be made of either processes or products.<sup>9</sup>
- Avoid using measures that are outside of the Township’s controls (e.g., creating a certain number of jobs per year versus creating a new industrial site).<sup>9</sup>
- Institute a once-a-year formal review of progress in implementing the strategy.<sup>9</sup>

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



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<sup>8</sup> From Walzer, Norman, *Community Visioning/Strategic Planning Programs: State of the Art*, Illinois Institute of Rural Affairs, 1995 (available at <http://cait.wiu.edu/iira/main.html>).

<sup>9</sup> From Phillips, Phillip D., *Economic Development for Small Communities and Rural Areas*, Office of Continuing Education and Public Service, University of Illinois at Urbana-Champaign, 1990.

## Appendix B. Additional Resources

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

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

### A. Publications

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

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

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

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

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

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

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

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

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

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

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

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

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

## **B. Web Sites**

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

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

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

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

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

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

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

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

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

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

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

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

### **C. Other**

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

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

## **Appendix C. Resource Guides**

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