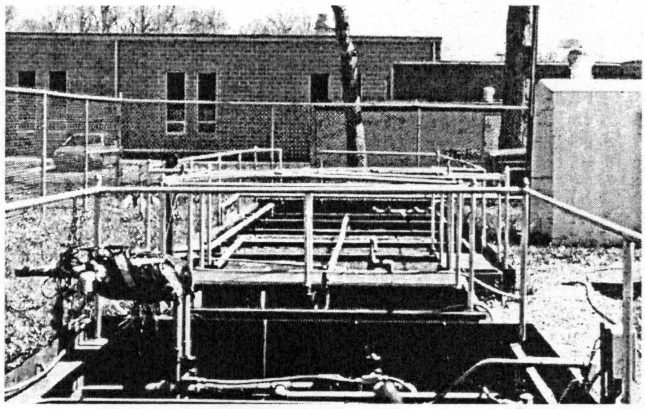
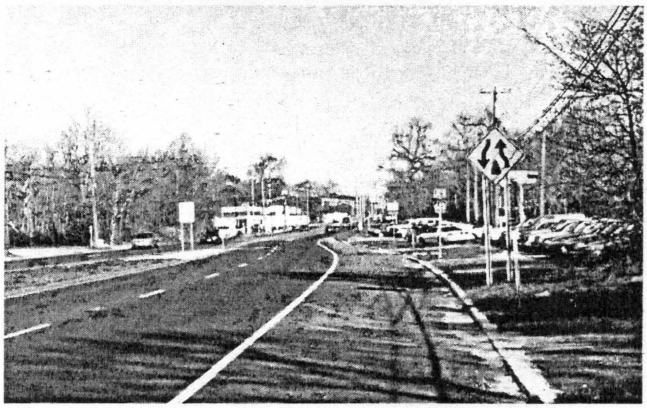
Pinelands Rural Economic Development Pilot Program





MULLICA TOWNSHIP

ROUTE 30 ECONOMIC DEVELOPMENT STRATEGY

Final Report

Whiteman & Taintor

February 2000

CONTENTS

LIST OF TABLES

LIST OF FIGURES

INTRODUCTION

This report for Mullica Township is a product of a larger regional economic development effort sponsored by the New Jersey Pinelands Commission. This effort, the Pinelands Rural Economic Development Pilot Program, is intended to explore how the smaller, rural communities of the Pinelands can bolster their local economies within the regional management framework of the Pinelands Act.

The analysis performed for Mullica is intended to produce both a short- and a long-term economic development path for the Township. The short-term strategy will focus on the funding, regulations and other tools needed to make decisions regarding the development of areas along Route 30 running from Hammonton to Egg Harbor City. This area has the needed zoning at the Hammonton end of the corridor—Pinelands Town District—but does not have wastewater service. Zoning along the 2.5 mile central section of corridor in Elwood Village allows business development, but again, the lack of sewer service is a hindrance. The eastern 2.25 miles of the corridor, run to the border with Egg Harbor City and are zoned for rural development.

The longer term, and more general, strategy flowing from this effort will be one of defining the types of land uses that the Township wishes to see along this corridor and ways in which the Township can encourage development through the extension of sewer service into these business development areas or other means. This strategy is designed to mesh with broader economic development efforts undertaken by the Township, the County, and other regional entities such as Atlantic County Economic Development Corporation 2000 and the South Jersey Economic Development District.

The Pilot Program is also examining opportunities along the Mullica River Corridor, which are described in a companion analysis focusing on ecotourism. This effort involves Bass River and Washington Townships in addition to Mullica Township.

ECONOMIC DEVELOPMENT OBJECTIVES

Why does Mullica Township want economic development along the Route 30 Corridor? First, it must be acknowledged that there is no community consensus in Mullica concerning the need and/or or extent for economic development in this area. There are members of the community who feel that the Township's financial situation merits the need for a stronger tax base. Others, however, feel that the amount and type of development in the community today are adequate, and that the traffic and environmental disturbances that might result from additional development do not justify placing more emphasis on this issue. Therefore, an important objective of this report is to provide an analysis that can help the citizens and elected officials of Mullica sort out this issue and make informed decisions.

The following objectives are recommended for the corridor:

Table 1: Community Economic Development Goals

1. Protect the environmental resources of the community and the corridor.
2. Provide a tax base that will support the services desired by residents.
3. Create new jobs.
4. Better define Route 30 business areas and Elwood Village as distinct places.
5. Clarify the community's position on economic development and encourage Township personnel and policies to clearly reflect that position.

For a point of comparison, information is presented next on the types of economic development objectives established by other rural communities. These other perspectives allow for an expanded understanding of what it means to support successful rural economic development.

In an article entitled *Soul Searching: At What Cost Rural Economic Development,*[1] the author reviews the consequences of rural economic development in a number of communities—some that wished for economic change and others that did not. The article's conclusions are important for all rural communities to consider and have relevance for Mullica Township:

1. Change is certain. All communities will change. Of greatest importance to community character is whether local people guide and control change or whether it is forced upon a community from the outside.

[1] Falk, William W. *Soul Searching: At What Cost Rural Economic Development?* Economic Development Quarterly. Vol.10:1. February 1996.

2. Communities that seek and/or end up with large scale change (e.g., a Saturn auto plant in the author's review), will find that the consequences are less certain than might have been expected. Despite promises and partnerships, newly sprouted corporate plants will adhere to the demands of stockholders and the market, not to the social or cultural norms of the host community. Fewer jobs may go to local residents than anticipated; less investment may occur than promised. Therefore, bigger is not always better.

3. Successful rural economic development will bring new people and new businesses. This influx of new people will change the culture of the host community. Tension between newcomers and old-timers characterizes many rural places experiencing economic growth.

In a related work concerning how rural areas should think about and analyze economic development, Thomas Michael Power writes that communities should move beyond the traditional economic model of *export* and *import* industries.[2] This model held a bias that local economies only benefited from industries that sold their products elsewhere. These firms brought new money into the local economy where it could circulate. Power emphasizes the rising importance of self-sufficient rural communities based on local, broad, service economies wherein most of the money stays in the community and circulates among residents and local businesses. This type of economy is enhanced by the presence of retirees or second home owners who bring their income from elsewhere and spend it in the local economy. He also argues that tourism represents an export industry that brings money into the community where it can largely benefit locally-owned firms. (In contrast, traditional primary industries—lumber, manufacturing, and mining, for example—send a large amount of the economic benefit out of the community to holding corporations and shareholders.)

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[2] Power, Thomas Michael. 1996. *Lost Landscapes and Failed Economies*. Island Press: Washington, D.C.

Several guidelines therefore seem appropriate to consider as Mullica explores the type of economic development that will most benefit the community.

Table 2: Guidelines for Positive Rural Economic Development

1. **Fiscal Impacts:** The revenues generated by new development will be sufficiently large to compensate for any costs—fiscal, political or social—associated with the development.

2. **Job Diversity:** Greater community job diversity should occur from the development.

3. **Internal, Not External, Economic Benefits:** Economic development should encourage more funds to flow within the local economy rather than sending funds outside the community.

4. **Physical Appearance:** New development should enhance, not damage, the character and physical appearance of the community. The scale of new development should not damage community character.

5. **Revitalization:** Business area revitalization should occur.

6. **Local Control:** New development should be guided by local people and/or local government.

7. **Environmental Compatibility:** Economic development should sustainably exist with or even enhance the natural environment.

8. **Willingness to Welcome Newcomers:** The community should be prepared to welcome the new people and new businesses that will result from the economic development effort.

9. **Agreement on the Need for Change:** The community is sure that the status quo is not acceptable and that new change will benefit the community as a whole.

QUANTIFYING COMMUNITY OBJECTIVES

When the goals noted by workshop participants and community leaders are combined with the guidelines noted above, a more refined set of measurable economic development objectives emerges. These objectives will be important yardsticks against which to evaluate different types of economic development opportunities.

Objective 1: Protect the environmentally important lands along the Route 30 Corridor.

The Township should follow several guidelines to protect environmental quality along the corridor:

Table 3: Business Development Guidelines to Protect Environmental Quality

1. Business development will be contained within nodes or limited areas and will not infringe on Pinelands Forest Area Residential districts.

2. Business development on private lands adjacent to ecologically sensitive public lands will be managed to ensure that sufficient land is left in an open state near those environmentally sensitive lands to protect their ecosystems.

3. The Township will seek to define those lands of prime environmental importance, and then try to arrange for purchase and/or conservation of these areas in order to provide protection to the ecosystems and a fair return to the private landowner.

4. Architectural styles for new building and renovations will seek to strengthen Mullica's feel of being a rural town, rather than an urbanizing community.

Objective 2: Economic development in the Route 30 Corridor should generate a minimum 10% increase in the tax base value of the community within 10 years.

Mullica Township's1999 total equalized property tax base is $259,385,000. For 1999, the Local Purpose portion of the $2.52 total tax rate is $0.602. Therefore, for 1999, the Local Purpose Tax will raise approximately $1,561,500 for use by the Township for local government and other non-school and non-County purposes. It follows then that in order to increase the municipal government portion of the tax base by 10%, $156,000 in additional tax revenues must be collected ($1.56 million x 10%). This equates to the need for the creation of $25,910,000 in new property tax value along the corridor ($156,000/.00602). Assuming an average value of$50 per square foot, this represents approximately 520,000 square feet of floor area.

Objective 3: Costs for wastewater or other infrastructure investments related to this economic development effort and paid for by the Township will be kept well below the revenues that flow to the Township.

The Township should achieve a 10% increase in net revenues—i.e., revenues should ultimately increase 10% after all wastewater and other infrastructure costs are taken into account. Infrastructure costs will be partially offset by user fees and connection fees. Grants may also be obtained to reduce local government and property owner costs. In the short-term, however, costs may exceed revenues given the capital investment required and the capacity reserved for future growth. However, with these qualifications stated, it should be the Township's goal for the infrastructure investments to significantly increase short term revenues and therefore a 10% objective is defined.

Objective 4: Economic development should generate a large, more diverse base of jobs in the community.

The economic development strategies resulting from this project will seek to create a minimum of 300 full-time jobs within the study area, which represents 10% of the total jobs needed to support the local labor force of 3049 individuals. This objective is not intended to suggest that all of the workers employed in the resulting positions will be from Mullica, but it will be used as a benchmark.

A related objective will be to create jobs with pay ranges spanning from minimum wage to levels 25% above the median income level for the community. This range of jobs will provide opportunities for young people and those needing to learn basic job skills as well as extending the opportunities to persons with professional and technical skills. The 1990 median household income for the community was $36,762. Assuming a 3% inflation rate over the last 10 years, the current median household income is approximately $49,000. The allocation of pay scales sought from Corridor development are as follows:[3]

Pay Range Category	% of $49,000 Median Household Income	Target Annual Pay Level	No. of Jobs at Pay Level
1	24% (minimum wage)	$12,000	75
2	50%	$24,500	75
3	75%	$36,750	75
4	125%	$61,250	75

[3] Median household income is the central point in the range of household incomes in the community, and is thus a fair representation of current conditions in the community. An alternative benchmark for this analysis could be *per capita income*, which is total income divided by total population (i.e., including retired persons, children and others with little to no income). However, this measure is not as easy for the average person to conceptualize, and it produces a figure that is too low to have meaning as a wage target. While targets based on household income may be skewed slightly upwards because they do not reflect individual incomes, they are more meaningful than using a per capita measure.

Objective 5: Development of the Corridor should improve the appearance of the area.

Route 30 has a reputation as being a corridor for used cars. Economic development and redevelopment of the corridor should change this image by encouraging high quality design for all projects. Redeveloped properties should be improved; new developments should set a standard for quality corridor commercial and light industrial design. A major effort should be made to protect as much of the vegetation along the corridor as possible. Indicators of poorly designed development will include the absence of roadside landscaping, vegetative buffers between uses, and parking lot landscaping. Placement of the majority of the parking in the front of the building, buildings and signage out of scale with the landscape, and structures and signs that are not part of an overall design strategy for the corridor will also be considered examples of poor design.

Summary

These goals and objectives will be used during the remainder of this project to assess the types of businesses that the community wishes to attract and to define incremental and measurable steps that the Township can take to reach its broader goals. The challenge that will face the community is finding a balance between maximum revenue generation, associated infrastructure costs and protection of community character. These objectives can also be used as a basis for measuring the progress in implementing the economic development strategies after the Pilot Program concludes.

PROFILE OF MULLICA AND THE STUDY AREA

LOCATION AND TRANSPORTATION

This study is focused on the Route 30 corridor, which includes the village of Elwood. Route 30 runs from the Hammonton Town line in an easterly direction to the municipal boundary with Egg Harbor City. The length of the corridor is approximately 8 miles.

Mullica Township is large—36,385 acres or almost 57 square miles—and consists of four villages around which daily life is organized: Elwood, Nesco-Westcoatville, Sweetwater and Weekstown. Each village is defined separately within the Pinelands Comprehensive Management Plan and in local zoning. The entity of the *Township* is primarily one that defines local government operations.

The Township of Mullica is located along the major transportation corridor linking Atlantic City and Philadelphia (see Figure 1). The main transportation lines of this corridor are the Atlantic City Expressway, the White Horse Pike (Route 30) to the north of the Expressway and the Black Horse Pike (Route 322) to the south of the Expressway. Mullica Township's southeastern boundary begins about a mile north of the Atlantic City Expressway and stretches northeasterly to the Mullica River. U.S. Route 30 begins in Atlantic City, runs through Mullica Township, and then continues through numerous communities on its way to Philadelphia and subsequently westward across the country.

The Atlantic City Rail Line—AMTRAK and NJ Transit—runs to the south of Route 30 as it passes through Mullica. The closest stops are in Egg Harbor City and Hammonton.

Strategy Link

Mullica and the Route 30 corridor have a good overall location relative to regional transportation and growth. The Township is located approximately halfway between Philadelphia (30 miles) and Atlantic City (20 miles). It has nearby Expressway access in Hammonton and Egg Harbor City. The drive from Route 30 in Mullica to either Philadelphia or Atlantic City is approximately 30 to 40 minutes. The only somewhat negative aspect to the Corridor's location is that it does not have direct access to the Expressway. Cars and trucks must first travel through Hammonton or Egg Harbor City. Mullica's economic development strategy must take into account the Township's overall high quality locational advantage.

Route 30 is primarily a four-lane state roadway; portions have a median strip. Traffic counts taken in Hammonton, just west of the Route 30/Moss Mill Road/Route 559 intersection, recorded over 14,000 trips per midweek day in 1992. A 1997 count at the Mullica/Egg Harbor City boundary found almost 15,000 average trips per day. While counts were not published by the State for any locations on Route 30 within Mullica Township, counts taken at the borders suggest traffic volumes of about 15,000 vehicles per midweek day.

Table 4 lists average annual midweek traffic volumes at various locations along Route 30's length. Figure 2 illustrates traffic counts for locations along Route 30 and nearby. Of particular interest is that the Atlantic City Expressway carries over 42,000 trips per

day. Therefore, Route 30 carries about one third of the volume of traffic carried by the Expressway.

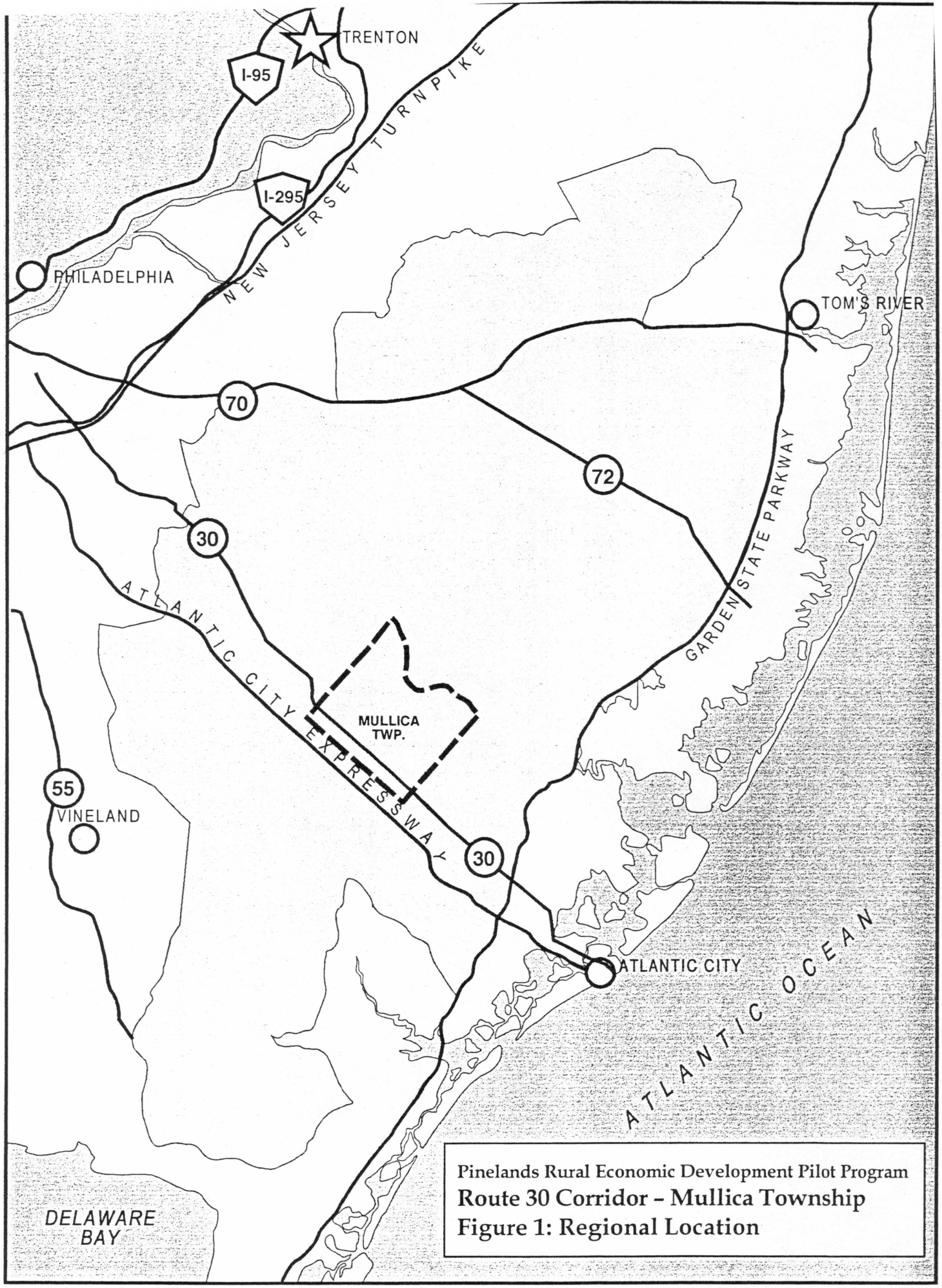
Table 4: Route 30 Traffic Volumes

Location	Year	Two-Way Traffic Volume
Hammonton, Route 30 west of Route 206	1993	17,690
Hammonton, Route 30 east of Route 206	1993	18,530
Hammonton, Route 30 west of Route 542	1998	8,620
Hammonton, Route 30 east of Route 542	1991	21,950
Hammonton, just west of Mullica border	1992	14,070
Egg Harbor City, just east of Mullica border	1997	14,910
Egg Harbor City, just east of Route 563	1993	17,680

Source: New Jersey Department of Transportation

Strategy Link

Route 30 carries volumes of traffic that could attract auto-oriented businesses (i.e., fast food, auto services, strip malls), but the presence of the median reduces the accessible traffic at certain locations to one-half the overall volume. The resulting volumes are below what most franchises seek (i.e., 10,000 to 20,000 trips per day). Therefore if, the Township desires auto-oriented businesses, then volumes must be increased substanstially along Route 30. For eastbound travelers headed for Atlantic City, getting off of the Atlantic City Expressway and traversing through Hammonton to Route 30 will easily add 20 minutes to the trip. Travelers will only do this is there is a destination along Route 30. A toll savings or scenic excursion will not be sufficient reasons to leave the Expressway at the Hammonton exit. Encouraging eastbound travelers to take Route 30 from the Philadelphia area requires a corridor-long marketing effort. Capturing southbound Route 206 travelers from the Trenton area may be more fruitful. In addition, westbound travelers from Atlantic City might be persuaded to take Route 30 for part of their trip if a strong reason can be made through marketing. The Township will need to weigh the effort required to attract these types of uses and associated traffic impacts with opportunities offered by other types of development.



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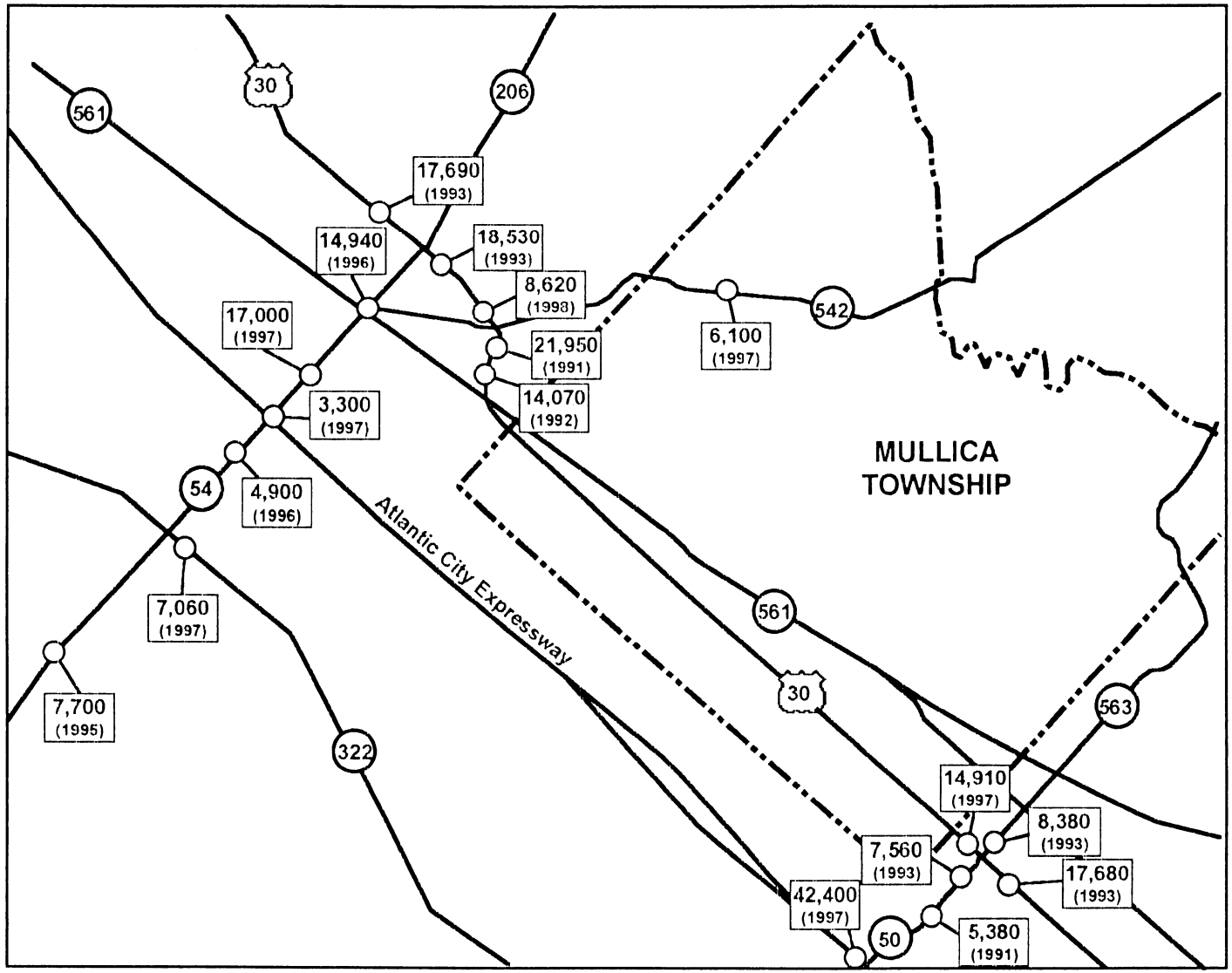
Route 30 Corridor – Mullica Township

Figure 1: Regional Location



Pinelands Rural Economic Development Pilot Program
Mullica Township — Route 30 Corridor

Figure 2
Traffic Counts - Route 30 and Nearby Locations

6,100 (1997) ← Two-Way Daily Traffic
← Year of Traffic Count
← Approximate Location of Traffic Count

CORRIDOR CHARACTER

Mullica Township does not have extensive commercial or industrial development. Approximately 7% of the Township's overall property tax base is in business use; over 74% is residential. The Township's equalized value per capita is $38,000 which is substantially lower than the County average of $81,000. Ocean Yachts is the Township's largest taxpayer. The majority of the small business activity is located along Route 30.

The character of Route 30 in Mullica is composed of four primary landscape elements:

- Heavily vegetated, undeveloped road edge;
- Light density residential, both roadside frontage and intersecting residential streets;
- The village of Elwood with the border of its residential areas abutting the street and light commercial development along the roadway; and
- Low density commercial development, most of which was built from the 1950s to the 1970's. Used car lots are the most common commercial use along the corridor.

While some of the vegetated edge is comprised of wetlands, most of the corridor is upland and buildable. This is an important resource to ensure that new development blends with the surrounding landscape. Maintenance of existing vegetation should be an important objective if development proceeds.

Light residential development exists in pockets throughout the length of the Corridor. Tax maps show that almost all of the Corridor was platted for small lot residential or commercial development at one point. The majority of housing is located in the Elwood Village area, which has approximately 440 housing units, including the Wharton and Magnolia neighborhoods. Nine homes are located in the Pinelands Town District to the west and 88 homes are located in the RD area at the east end of the corridor.

Elwood Village is the most distinct land use pattern along the Corridor, though it lacks clearly defined edges. Even the Township offices are not easily recognizable as one drives along Route 30.

Low density commercial development along the highway is the fourth land use pattern. It consists almost entirely of one story buildings with an auto-orientation to their design—car lots, drive-in food, farm stands, and a smattering of other business uses.

Strategy Link:

While the overall current character of Route 30 in Mullica does not suggest extreme prosperity, the basic land use pattern of the Corridor lends itself to well designed development. The presence of vegetation along most of the Corridor combined with the grass median provide the bones for a pleasing corridor. The Forest Area Residential areas provide natural breaks in the Corridor and will ensure that development proceeds in nodes rather than one continuous strip.

This analysis focuses on two of three potential development areas along the Corridor. Area 1 is the Pinelands Town District to the west, adjacent to the Hammonton Town line. Area 2 is Elwood Village, including residential and highway commercial areas along Route 30 extending east to the Columbia Road intersection.

Area 3 is a portion of the rural development zone along Route 30 at the eastern edge of the Township, bordering Egg Harbor City. This area is not subject to a detailed analysis in this report due to the availability of large amounts of appropriately-zoned, vacant, buildable land in Areas 1 and 2, and the greater likelihood of sewering in these areas. Instead, general land use data is presented to help the Township consider zoning options and other issues that will need to be addressed in order to enable expansion of existing businesses and future development of new enterprises. A more in-depth look at Area 3 should not be postponed indefinitely, however, because development opportunities may differ in this part of the Township (e.g., Egg Harbor City is initiating a redevelopment plan for Route 30 that may provide an appropriate framework) and the Pinelands Commission has offered the Township the opportunity to re-zone for sewering. The Township should also take advantage of the current focus on the corridor to consider how overall function and appearance can be enhanced.

The remainder of the corridor is comprised of forest management areas. Due to the ecological sensitivity, zoning/regulator incompatibility and availability of substantial land elsewhere along the corridor, these lands are not included in this analysis.

Area 1 - The Pinelands Town District

The Pinelands Town district is approximately 215 acres in size and borders Route 30 for 1.3 miles at the western edge of the Township. The area is the only Pinelands Towns district in the Township and was slightly expanded in 1993. This designation encourages business development by permitting sewer service. At the Township border is an older, largely vacated commercial area in need of redevelopment. The remainder of the PT district contains 60.6 acres of land classified as commercial or industrial property (some of this land is vacant).

Current land uses in the PT zone include: 12 commercial (C) lots, 27 residential (R) lots, and 39 vacant (V) lots. In addition, two lots are classified as public use and one lot as industrial use. Commercially used lots account for about 58 acres in the PT zone, residential lots total 27 acres, and vacant lots occupy 112 acres. The two publicly-owned lots comprise 14 acres and the industrial lot is 3 acres.

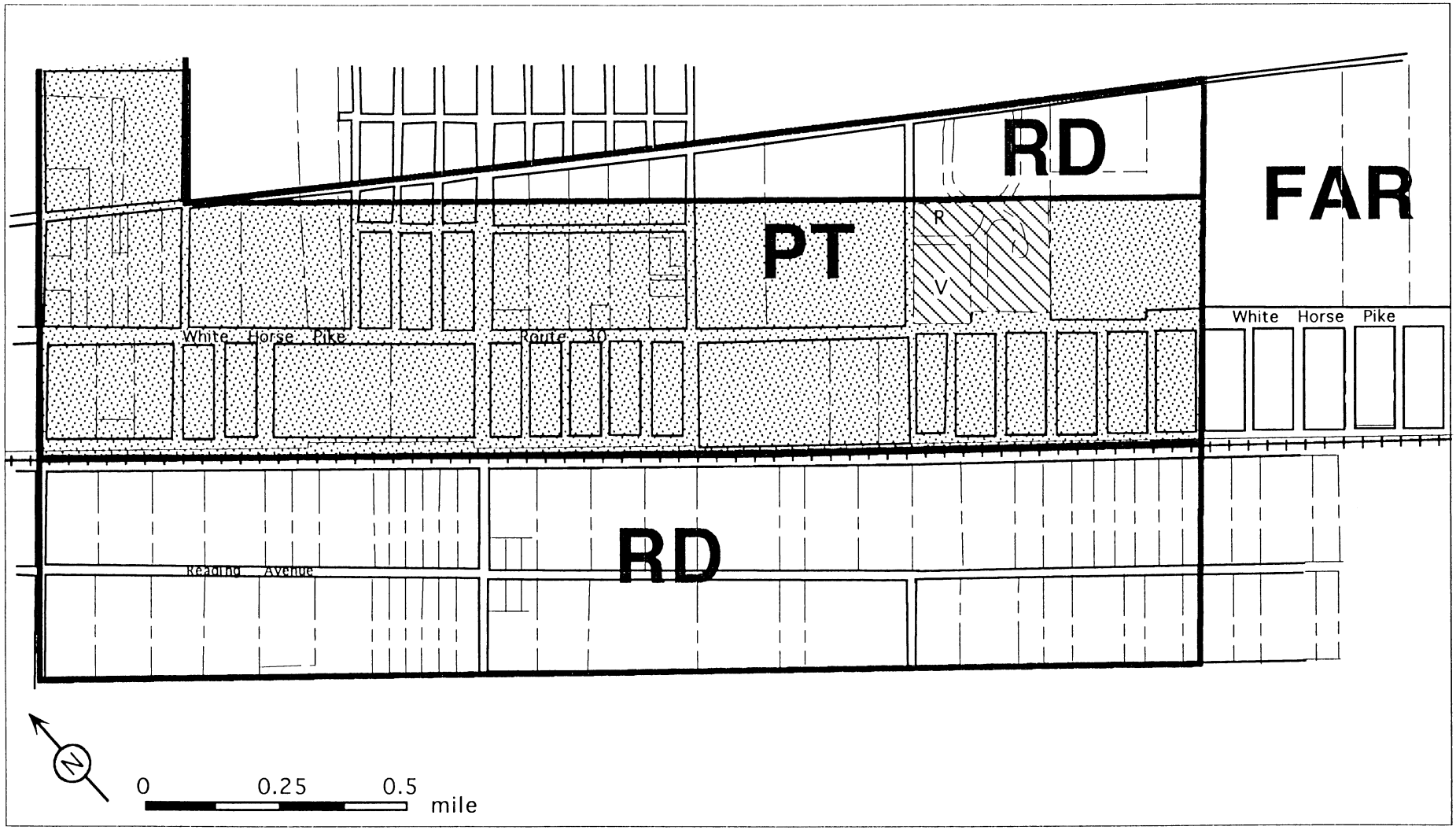
Strategy Link

This Pinelands Town District has the most promise for business development due to both its zoning and the proximity of sewer service in Hammonton. The Hammonton system has capacity and is interested in obtaining additional users. The challenge for Mullica is to find the financing. The land base in this area is highly buildable with almost all of the parcels consisting of upland.

The distribution of land currently within the Pinelands Town District is summarized below in Table 5. The average size of vacant parcels is almost 3 acres, and commercial parcels average 4.8 acres.

Table 5: Summary of Land Uses in Study Area 1

Land Use Category	Area (Acres)	No. of Parcels
Commercial	58	12
Forest	0	0
Industrial	3	1
Public	14	2
Residential	27	27
Vacant	112	39
Totals	214.7	81



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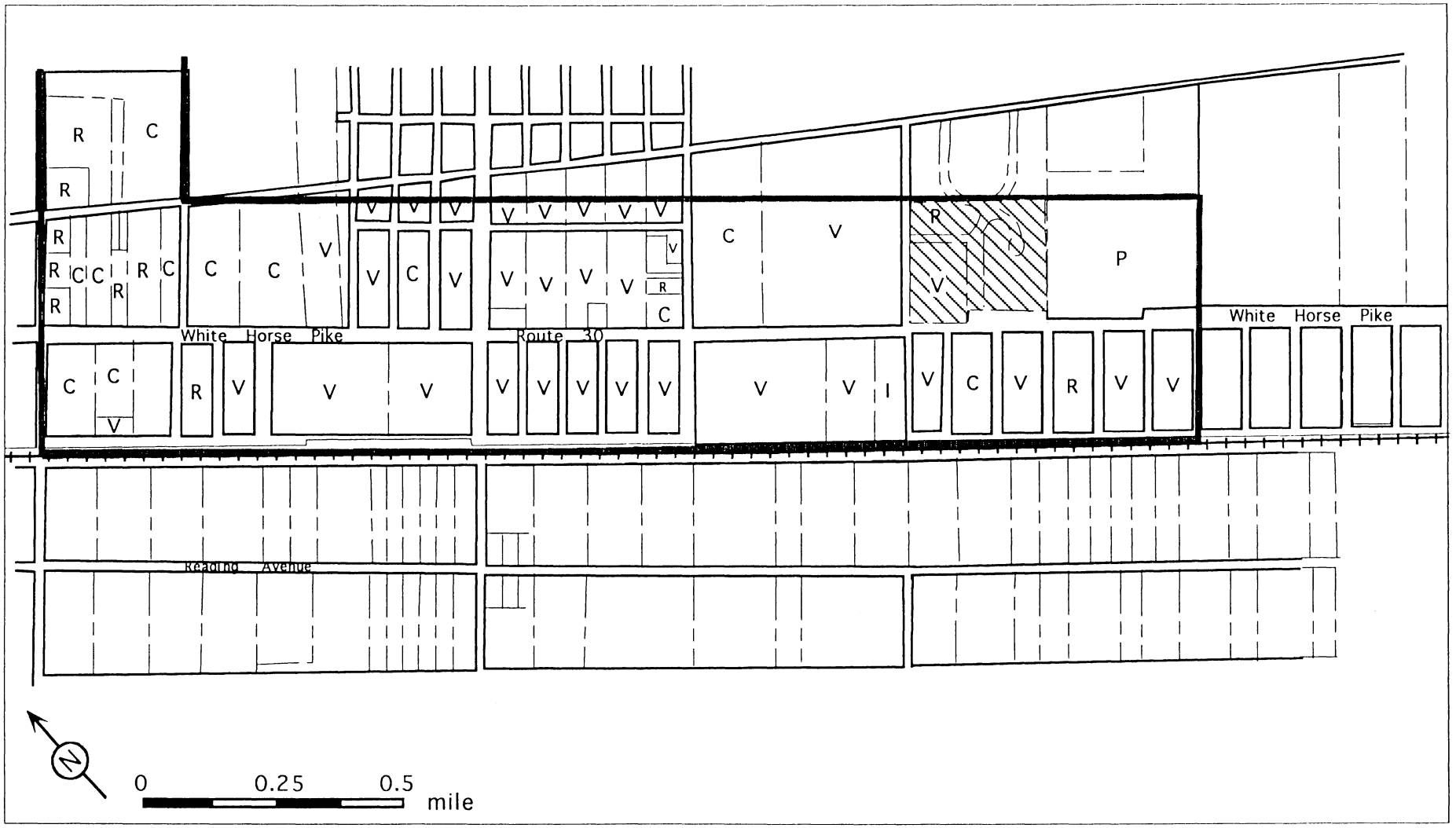
Mullica Township — Route 30 Corridor

Figure 3
Pinelands Town District
(and adjacent management areas)

PT Pinelands Town
RD Rural Development
FAR Forest

Whiteman & Taintor 1999



Pinelands Rural Economic Development Pilot Program
Mullica Township — Route 30 Corridor

Figure 4
Pinelands Town District
Existing Study Area Land Uses

Pinelands Town District

Existing Land Uses
- R Residential
- C Commercial
- I Industrial
- V Vacant
- P Public

Whiteman & Taintor 1999

Area 2 - Elwood Village

This document focuses on the parcels within Elwood Village that abut White Horse Pike (the remainder of the village, which is not included in the analysis, is primarily residential). These parcels along the highway corridor total approximately 402 acres. For purposes of the analysis, the study area has been divided into three subareas based partly on soils constraints and partly on the existing road pattern. These subareas are shown in Figure 5, and a general breakdown of land uses is presented in Table 6.

Table 6: Summary of Land Uses in Elwood Village Area

Land Use Category	Subarea 1 (Acres)	Subarea 2 (Acres)	Subarea 3 (Acres)	Total (Acres)
Residential	2.9	75.6	40.3	118.9
Commercial and Industrial	24.2	30.9	21.6	76.8
Vacant and Farm	57.7	111.2	26.4	195.2
Other (Public or Unknown)	2.4	7.2	2.0	10.6
Totals	87.2	224.9	90.3	402.4

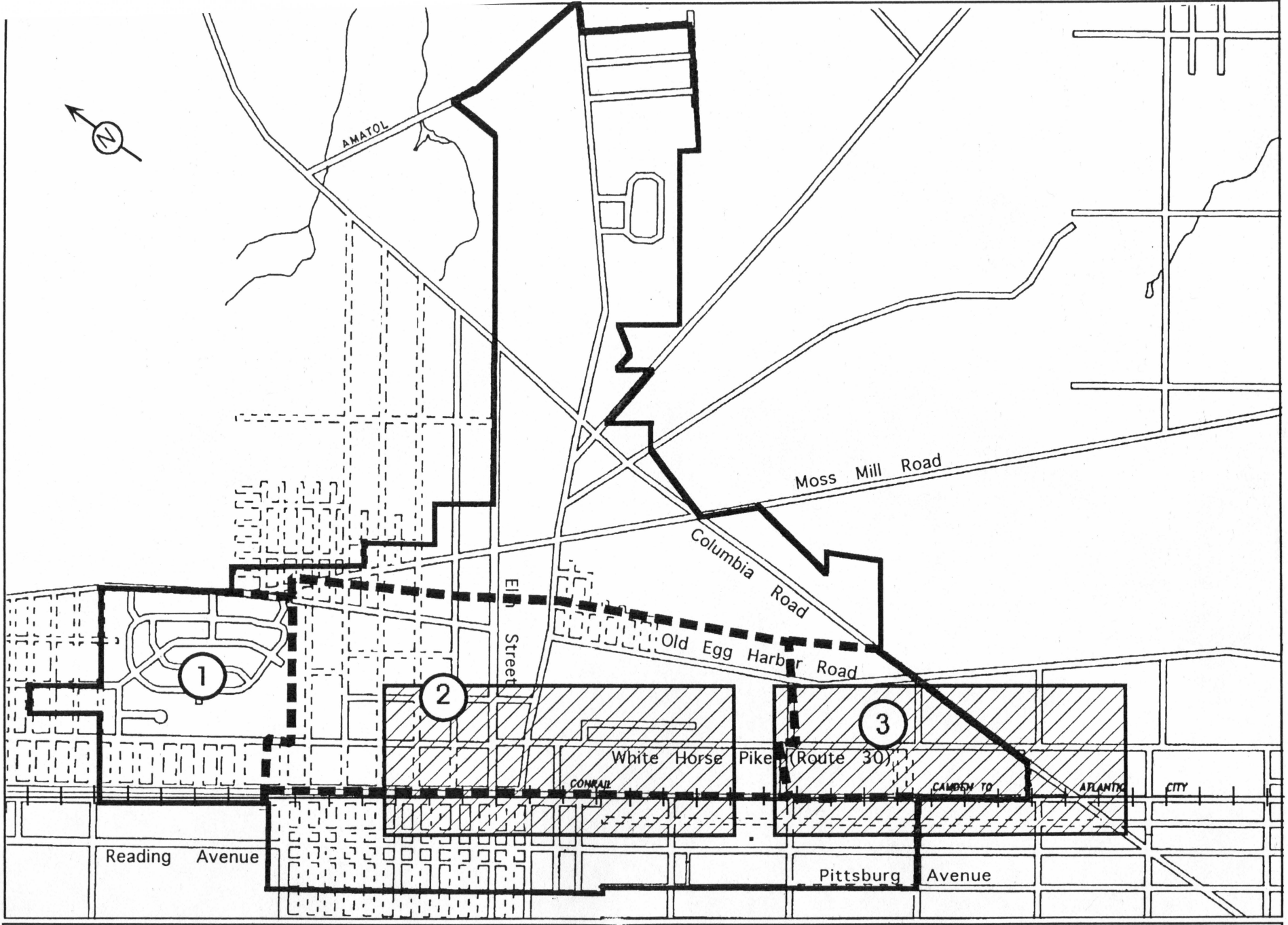
The area along White Horse Pike in Elwood Village is characterized by a mix of land uses. Used car lots, an auto salvage facility, the Township offices, real estate offices and small service businesses are part of the mix. Overall, the area has the feel of a place that has seen little investment for approximately 20 years.

Wetlands and transitional soils in the Village are shown in Figure 6, with Figure 8 and Figure 10 presenting more detailed views of this information for the areas around the intersections of White Horse Pike with Elwood Road and Columbia Road, respectively. Approximately 17% of the village area is wetlands with subarea 1 containing over 44% wetlands. Transitional soils comprise 13% of the total lands. Subarea 1 has 35% transitional soils; subarea 2 contains 13%; and subarea 3 has 18%.

Figure 7 and Figure 9 present the parcelization and existing land use patterns for Elwood Village at the intersections of Elwood Road and Columbia Road, respectively.

Strategy Link

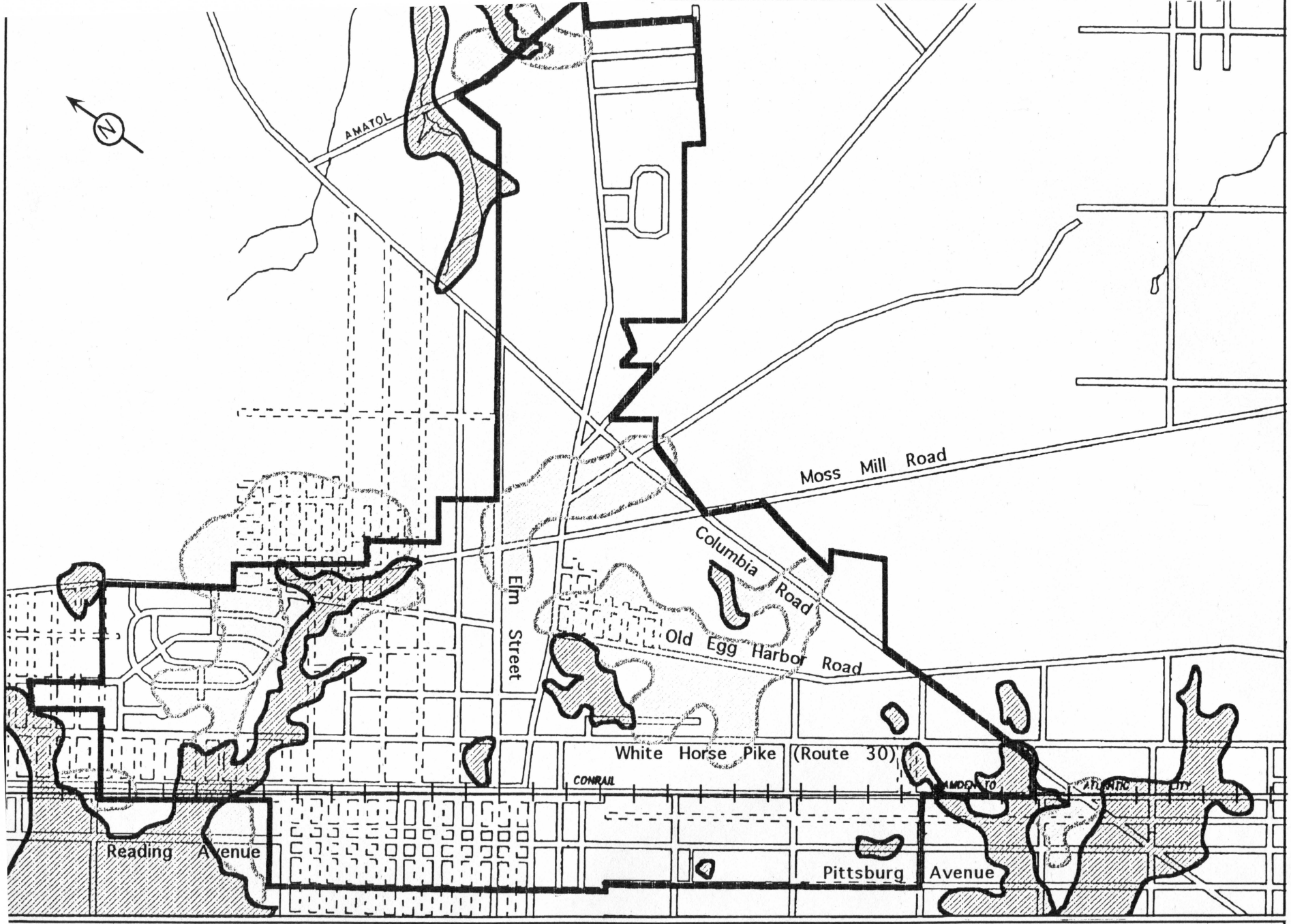
Elwood Village contains a mixture of vacant and used properties, all of which may hold promise for redevelopment in the future if wastewater service can be provided and a coherent overall strategy (including design guidelines for future development) is put in place for the village.



Pinelands Rural Economic Development Pilot Program
Mullica Township – Route 30 Corridor
Figure 5: Elwood Village

0 0.25 0.5 mile

Elwood Village Boundary
Areas of Detail (See figures 7 – 10)
Subareas for analysis
Subarea boundary



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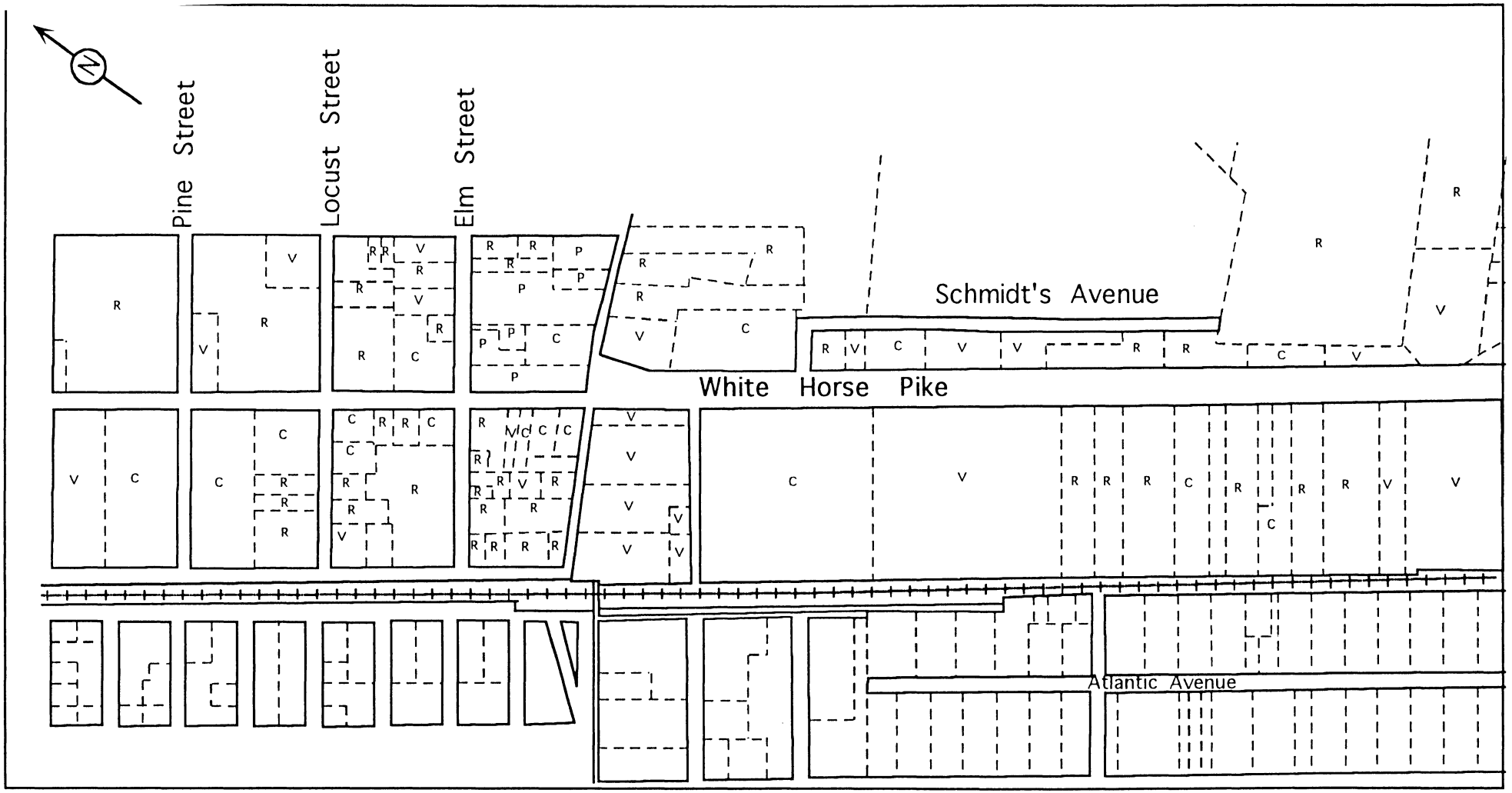
Mullica Township – Route 30 Corridor
Figure 6: Wetlands and Transitional Soils



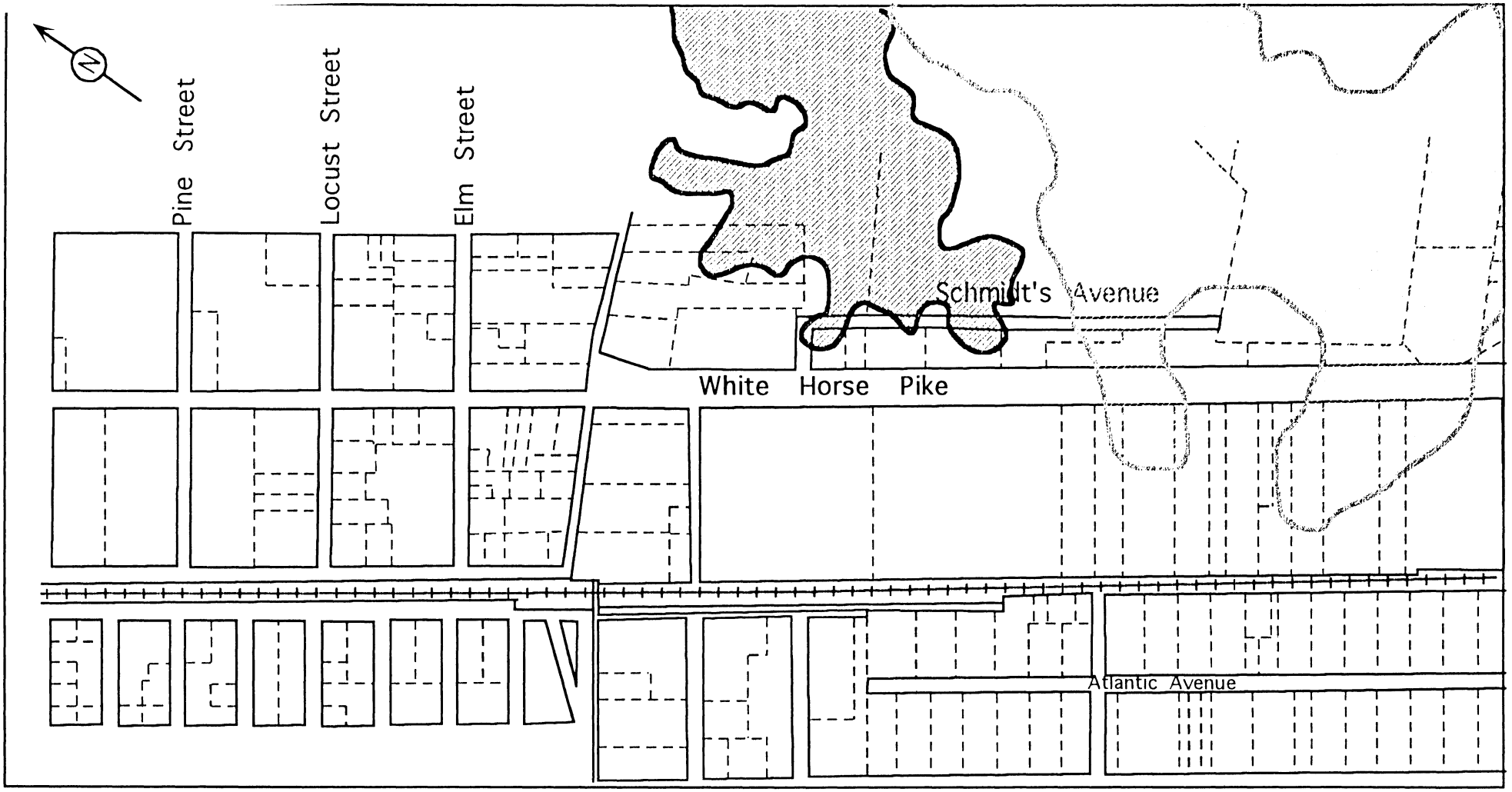
Pinelands Rural Economic Development Pilot Program
Mullica Township – Route 30 Corridor

Figure 7: Existing Land Uses in Elwood Village
Intersection of Elwood Road and White Horse Pike (Route 30)

Existing Land Uses
- R Residential
- C Commercial
- V Vacant
- P Public

0 0.25 mile

Whiteman & Tointer 1999



Pinelands Rural Economic Development Pilot Program
Mullica Township – Route 30 Corridor

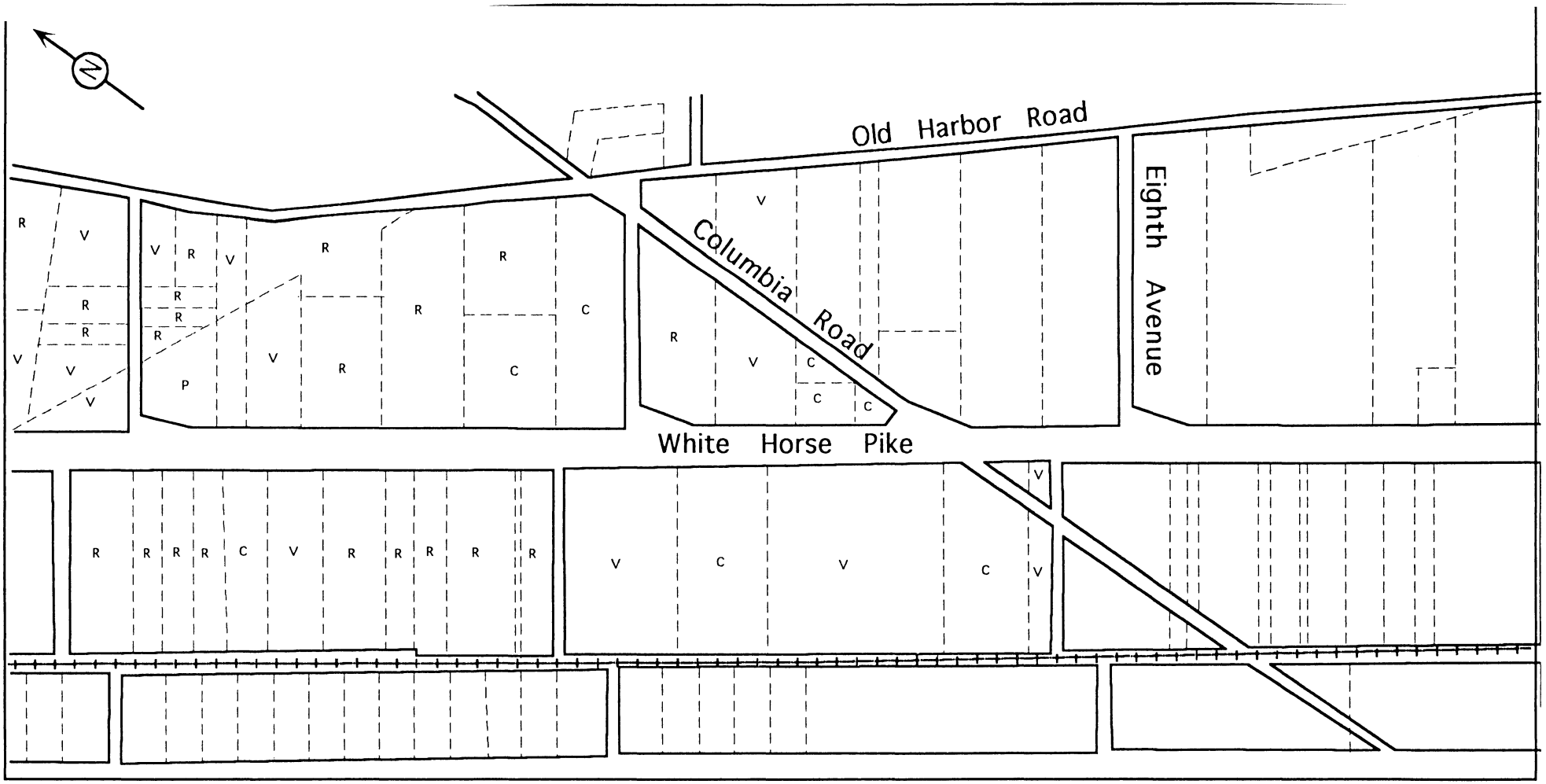
Figure 8: Wetlands and Transitional Soils in Elwood Village
Intersection of Elwood Road and White Horse Pike (Route 30)

Wetlands (est.)

Transitional Soils (est.)

0 0.25 mile

Whiteman & Taintor 1999



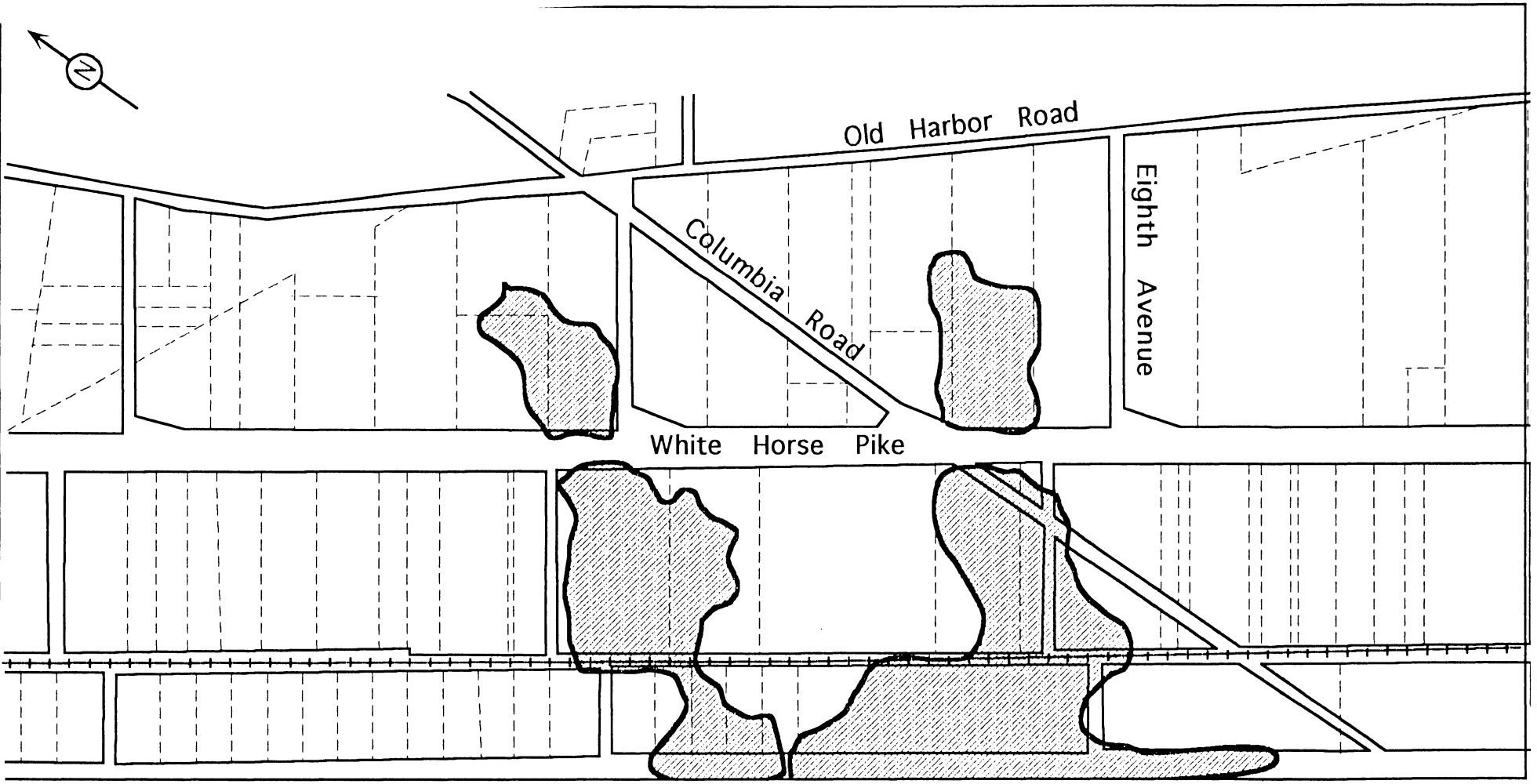
Pinelands Rural Economic Development Pilot Program
Mullica Township - Route 30 Corridor

Figure 9: Existing Land Uses in Elwood Village
Intersection of Columbia Road and White Horse Pike (Route 30)

Existing Land Uses
- R Residential
- C Commercial
- V Vacant
- P Public

0 0.25 mile

Whiteman & Taintor 1999



Pinelands Rural Economic Development Pilot Program
Mullica Township – Route 30 Corridor

Figure 10: Wetlands and Transitional Soils in Elwood Village
Intersection of Columbia Road and White Horse Pike (Route 30)

Wetlands (est.)

0 0.25 mile

Whiteman & Taintor 1999

REGULATORY SUMMARY

Local Zoning

Municipal zoning districts in the corridor include: PT (town), RD (rural development), FAR (forest), and EV (village) zones. The following is a summary of allowed uses for each district.

Pinelands Town (PT)

The **PT district** allows for non-residential uses including commercial shopping centers, retail sales, retail food establishments, farm supply centers, eating and drinking establishments, car sales, gas stations, light industrial, nursing homes and professional and medical offices. Residential housing is permitted as both a principal use and conditional use (under cultural housing and grandfathering provisions) at a maximum density of one dwelling unit per acre.

Rural Development (RD)

The **RD district** also allows for non-residential uses including signs and general commercial and industrial development. More specifically, the districts allow the following business uses: retail sales, retail food, eating and drinking establishments, shopping centers, car sales and service, light industrial uses, nursing homes and offices.

Residential development is permitted as a principal use at a maximum density of one dwelling unit per 3.6 acres or one unit per acre for planned residential development with clustering. Residential housing is also permitted as a conditional use as noted above.

Elwood Village (EV)

The remainder of Route 30 in Mullica Township lies within the **EV district**. Non-residential uses permitted include: signs, home occupations, institutional, commercial (including commercial recreational facilities such as golf courses, and service related commercial uses), parks, playgrounds and other recreational uses.

Residential housing as a principal use is permitted at a density of 1 dwelling unit per 1.5 acres, and as a similar conditional use under provisions similar to those noted above..

Forest Area (FAR)

A significant part of Route 30 in the township lies within the **FAR district**. The FAR zone permits a limited number of non-residential uses: forestry, fish and wildlife management, low intensity recreation, expansion of intensive recreation, campgrounds, expansion of existing resource extraction operations, public service infrastructure, signs, home occupation, agriculture, limited institutional, Pinelands resource related industry, agricultural commercial establishments, road-side retail sales service establishments. Residential housing is permitted as a principal use at a density of 1 du/20 acres. Flexibility with respect to residential lot sizes is offered under provisions for planned residential development and density transfer programs, as long as overall density requirements are met. Residential as conditional use is permitted under the same

restrictions listed previously, except that agricultural employee housing is also permitted.

The following table summarizes the allowed uses along Route 30 in Mullica Township according to municipal zoning:

Use	PT	EV	RD	FAR
commercial	◆	◆	◆	
industrial	◆		◆	
home occupation		◆		◆
institutional	◆	◆		◆
agricultural commercial establishments	◆			◆
forestry				◆
fish and wildlife management				◆
low intensity recreation	◆			◆
campgrounds	◆			◆
resource extraction	◆			◆
public service infrastructure	◆	◆		◆
agriculture	◆		◆	◆
Pinelands resource related industry	◆			◆
roadside retail sales/service establishments	◆	◆	◆	◆
signs	◆	◆	◆	◆
other	◆	◆		

Pinelands Management Areas

The Pinelands Management Areas along the Route 30 corridor include Forest, Rural Development, Town and Village Areas. The Township's zoning was constructed to conform with the Management Plan (CMP) and as such reflects the requirements for corresponding management areas. The CMP's most significant requirement affecting development along Route 30 is the allowance of wastewater treatment facilities and conveyance systems within the Pinelands Town and Pinelands Village areas. Wastewater treatment is not allowed in the other management areas and local zones.

Strategy Link

The local zoning and Pinelands regulations in place for the Corridor offer many opportunities for business development. The primary hindrance to development is the absence of sewers or alternative treatment options and the resulting larger lot sizes that are required.

INFRASTRUCTURE CAPACITY OF THE COMMUNITY

Currently, Mullica Township offers neither municipal water or municipal sewer service except at the Mullica school. The 1993 Master Plan Re-Examination noted the need for sewer service along Route 30 for commercial purposes, in Elwood Village for the Magnolia neighborhood and in portions of Sweetwater where proximity to the Mullica River has or may cause water quality problems.

Both Egg Harbor City and Hammonton Town offer sewer and water service. Hammonton's system has a 1.6 million gallon per day capacity with the potential to expand up to 2.4 mgd. The plant is currently operating at approximately 0.9 to 1 mgd. Egg Harbor City's system ties to the Atlantic County Utilities Authority plant and therefore capacity constraints are minimal.

Both communities are open to discussions to provide service if the finances can be organized and the demands fit within each community's comfortable capacities.

Strategy Link

Given the presence of the Pinelands Town District on the Hammonton border, this area makes the most sense for short-term sewering. As discussed in the Development Capacity section of this report, there are limits to the amount of business square footage that are likely to be absorbed by the marketplace in the near future. Mullica offers substantially more land than the market could absorb for the next 10 years. Therefore, some form of sequential allocation of land should be pursued. Sewering the Pinelands Town District followed by the area bordering Egg Harbor City is a logical first step for the gradual development of the corridor.

ECONOMIC COMPOSITION OF THE COMMUNITY

Due to the small size of Mullica Township's economy, the amount of available economic data on the community is limited. The following discussion is drawn from a number of sources, all of which have certain limitations. The U.S. Economic Census collects data on all firms within counties and aggregates that data for some municipal subdivisions within each county. Some of Mullica Township's areas are included in the census data while others are not. In addition, in cases where the number of businesses within a given economic sector is so few that a presentation of the data would essentially convey private information about a specific firm, those data are withheld.

Private companies also collect information on business. American Business Information, Inc. is one such company. Its files for "Elwood" were extracted and are presented below. Another source called "PhoneSearch" was also used and its results were compared with the ABI information. When these various sources are woven together, they paint a fairly realistic picture of the Township's current economy, but it should be emphasized that there will be fuzzy aspects to that picture—not all firms may be inventoried and data may be wrong on some firms. Overall, for the purposes of this economic development project, this data does provide the structure needed to assemble a strategy.

According to data from American Business Information, Inc. and PhoneSearch, Inc., the businesses shown in Table 6 are currently operating in Elwood. Because this information is organized by post office, some of the businesses may lie outside the Township's boundaries. Nonetheless, they are included here because economic interaction does not recognize municipal boundaries and as such it is valid to inventory the range of businesses within and near the Corridor and Township. Business operating in Sweetwater and other villages were not included since the focus of this report is on the Route 30 Corridor. Table 8 lists the public and non-profit sector employers along the corridor.

Several points emerge from the information in Tables 6 and 7. First, 23 private businesses are listed as operating within and near Mullica and as well as another 10 municipal and government offices that are employers. Using the employee ranges given for the majority of the businesses suggests that 120 persons are employed by private business today and another 100 by local government and religious groups.

Strategy Link:

Despite the available amounts of land along the Corridor, it is notable that there are just 23 businesses along Route 30. Car-related businesses make up the only aggregation of firms. Generally, the number of employees per business is very low in Mullica Township, with the exception of certain businesses located near the Mullica River. The largest employers are the school system and Roanwell Corporation. The public sector offers almost as many jobs as the private sector along Route 30. The Route 30 strategy must find ways to change the economic dynamics of the corridor, for current conditions are not conducive to job creation or tax base growth.

SUMMARY

Mullica Township has a substantial amount of land along Route 30 that is buildable and has good access. The land use regulations in place allow a variety of business activities. The greatest impediment to more growth is the absence of sewers. The local economy is composed of miscellaneous small businesses which offer little in the way of a clear strategic base from which to build, but who will all benefit from increased local traffic and economic activity along Route 30.

Table 7: Private Sector Employers in Mullica Area

Name of Business	No. of Employees	Estimated Sales	SIC	Line of Business
Glen's Greenhouses	1–4	< $500,000	0181-01	greenhouses
Decks by Fred	1–4	< $500,000	1521-01	patio and deck builders
Brown Electric	1–4	< $500,000	1731-01	electric contractors
South Jersey Concrete and Msnry	1–4	< $500,000	1741-01	masonry contractors
Scholler Inc.	5–9	$1,000,000–$2,500,000	2261-01	textile finishing (manufacturers)
Roanwell Corp.	20–49	$5,000,000–$10,000,000	3663-98	radio/TV broadcasting/comm equip. (mfrs)
Perona's Used Autos-Recycling	1–4	$500,000–$1,000,000	5093-12	recycling centers (wholesale)
Host Marriot Farmer's Market	1–4	< $500,000	5431-02	farm markets
Fred's Auto Sales	1–4	$1,000,000–$2,500,000	5511-03	automobile dealers- used cars
Gary's Used Cars	1–4	$500,000–$1,000,000	5511-03	automobile dealers- used cars
Kaiser Auto Sales	1–4	$1,000,000–$2,500,000	5511-03	automobile dealers- used cars
Eddie's Foreign Car Repair	1–4	$500,000–$1,000,000	5521-02	automobile- antique and classic
Shahi Business Inc.	1–4	< $500,000	5541-01	service station- gasoline and oil
Burger King	50–99	$1,000,000–$2,500,000	5812-08	restaurants- Burger King
Elwood Deli	1–4	< $500,000	5812-09	delicatessens
Nicki's Place	1–4	< $500,000	5812-22	pizza
Country Tavern	1–4	< $500,000	5813-01	bars
Candle Connection	1–4	< $500,000	5947-12	gift shops
Flower Shop at Mary's	1–4	< $500,000	5992-01	florists- retail
Pete the Sweep	1–4	< $500,000	7349-16	chimney and fireplace cleaning build./ rpr
South Shore Appraisal	1–4	< $500,000	7389-16	automobile appraisers
Buckshot Taxidermy	1–4	< $500,000	7699-04	taxidermists
Homestead	1–4	< $500,000	8059-01	rest homes
Total - estimated	120			

Source: American Business Information, Inc. 1999

Table 8: Public Sector and Nonprofit Employers on Route 30

Name of Business	# of Employees	Est. Sales	SIC	Line of Business
Elwood Primary School	50 to 99	NA	8211-03	schools- elementary
Mullica Township School Dist.	1 to 4	NA	8211-03	schools- district
Atlantic Human Resources Inc.	1 to 4	less than $500,000	8351-02	Schools- nursery and kindergarten academic
Chew, William G	1 to 4	NA	8661-06	clergy
Church of God in Christ	1 to 4	NA	8661-06	clergy
First Holiness Church	1 to 4	NA	8661-07	churches
Greater Love Chapel Church	1 to 4	NA	8661-07	church
Murray Rankin Sales	NA	less than $500,000	8748-08	sales counselors
Mullica TWP Clerk	1 to 4	NA	9121-04	government offices- city, village, twp
Mullica TWP Garage	NA	NA	9121-04	government offices- city, village, twp
Mullica TWP Municipal Court	1 to 4	NA	9211-04	city government- courts
Mullica TWP Police Dept.	10 to 19	NA	9221-04	police departments
Mullica TWP Tax Assessor	1 to 4	NA	9311-04	city government- finance and taxation
Mullica TWP Tax Collector	1 to 4	NA	9311-04	city government- finance and taxation
Mullica TWP Treasurer	NA	NA	9311-04	city government- finance and taxation
US Post Office	1 to 4	NA	4311-01	post offices
Totals - estimated	100			

Source: American Business Information, Inc.

OVERVIEW OF THE REGIONAL ECONOMY

PRIMARY REGIONAL ECONOMY: INLAND SOUTH JERSEY COUNTIES

The analysis that follows is drawn from secondary data and information provided by the New Jersey Department of Labor, primary analysis of federal and state economic statistics, and interviews with economic development and real estate professionals in the South Jersey region.[4]

The analysis is divided into a "primary regional economy" and a "border regional economy". The primary regional economy is the South Jersey economy of which the Pinelands is a part. Information on the performance of this immediate region is presented to provide a framework for the economic trends in the seven county region that might have an impact on Mullica. The analysis first presents information on the inland portion of southern New Jersey and then the coastal portions. This is followed by a brief comparison of the South Jersey economy to the state economy as a whole.

The border regional economy is the primarily urban economic area of Philadelphia, Trenton and Wilmington. These areas have sufficient economic size and force that trends affecting them will also impact the Pinelands. Please note that this regional analysis is not intended to suggest that the type of growth occurring around the Pinelands is necessarily desired or appropriate within the Pinelands. However, it is only with an understanding of the larger economic context that smart local choices can be made.

Southern New Jersey

The inland area of southern New Jersey is a five county region comprised of Burlington, Camden, Gloucester, Salem, and Cumberland counties. County Business Pattern data for the 1987-1995 time period indicate that employment growth has been strongest in the services sector of the economy. This sector also contains the greatest number of jobs as a percentage of total employment, with 34% of all jobs in 1995. Employment in the services sector increased by 23% from 1987 to 1992, and by 11% from 1992 to 1995. This is substantially greater than the change in total employment, which decreased by 1% from 1987 to 1992, and increased 6% from 1992 to 1995.

By 1995, there were over 440,000 jobs in the region. The 1987 to 1992 time period accounts for both an economic boom in the mid 1980s and a recession in the early 1990s. While the service sector experienced a 23% increase in employment during this turbulent period, other sectors did not fair as well. Agricultural employment increased by 9.2%, but only accounted for the addition of 200 jobs as compared to the addition of 25,672 jobs in the service sector. Employment decreased in construction (25%), manufacturing (14%), and transportation (6%). Other sectors remained relatively stable with small gains and losses: mining (1.9%) wholesale trade (-0.7%), retail trade (-0.9%), finance, insurance and real estate (+0.1%).

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[4] Source of 1997 -1999 data: New Jersey Labor Market information. Source of 1987-1995 data: County Business Patterns

Source of 1987-1995 data: County Business Patterns

The period of economic recovery from 1992 to 1995 allowed for some sectors to return to or exceed 1987 employment figures, but several sectors still had lower employment levels than in 1987, despite experiencing gains since 1992. Wholesale and retail trade experienced 8.5% and 3.3% increases, respectively, in employment from 1992 to 1995, which allowed both sectors to exceed 1987 employment levels. Employment in construction and transportation increased during the 1992 to 1995 time period, but have yet to return to 1987 employment levels. The services and agriculture sectors continued to grow from 1992 to 1995 with 11% and 7% increases, respectively. The finance, insurance and real estate sector declined by 3.4%. Manufacturing and mining remained relatively constant.

Table 9: Employment in Inland Counties of South Jersey, 1987-1995

Major Economic Sector	Number of employees			Change	
	1987	1992	1995	1987–1992	1992–1995
Agriculture	2,122	2,317	2,472	9.2%	6.7%
Mining	429	437	399	1.9%	-8.7%
Construction	26,313	19,458	21,307	-26.1%	9.5%
Manufacturing	93,378	75,062	75,039	-19.6%	0.0%
Transportation, Public Utilities	29,929	25,519	27,164	-14.7%	6.4%
Wholesale Trade	34,868	34,610	37,550	-0.7%	8.5%
Retail Trade	97,849	96,920	100,097	-0.9%	3.3%
Finance, Insurance, Real Estate	27,777	27,798	26,841	0.1%	-3.4%
Services	110,915	136,587	151,836	23.1%	11.2%
Totals	423,580	418,708	442,705	-1.2%	5.7%

Inland South Jersey has continued to experience economic growth since 1995. The following discussion is based on New Jersey Labor Market Information, a publication by the State. Employment in the region reached a record high during the first nine months of 1998, averaging 757,800. This is a 2.1% increase over the same period in 1997 and comparable to the increase at the state level.

Strategy Link

Inland South Jersey is growing strongly in the construction, wholesale and services sectors. While there will be opportunities in all sectors, these three should be given particular attention by Mullica.

Eighty-six percent of the region's jobs were concentrated in the Camden Labor Area (Burlington, Camden and Gloucester counties) in 1998. Payrolls in this area increased by 2.9%. Nonfarm employment also grew by 2.6% in the Vineland-Millville-Bridgeton Labor Area, adding 1,500 new jobs.

Sizable gains were experienced in 1998 in the trade (4,100) and services (9,000) sectors. Most of the new trade jobs have been attributed to the opening or expansion of large regional or national chains (e.g., department stores such as Boscov's, Target and Kohl's; food stores such as Shop Rite and Genuardis; and restaurants such as Cracker Barrel, Applebees, On the Border, Macaroni Grill, and Don Pablo's.)

Although new jobs were distributed around the broad-based services division, growth was concentrated among providers of business, health and social services. Growth in business services is associated with temporary help agencies, telemarketers and data processing firms. Hospitals and outpatient facilities were most often the source of new jobs in the health services division, but even these areas were subject to cutbacks due to consolidations. Employment gains in social services were in the areas of job training, individual/family social services and assisted living centers. Employment in the finance, insurance and real estate (FIRE) division also increased. More than half of the jobs in the FIRE sector however, (900 of the 1,600 new jobs) were created at Cendant Mortgage in Mt. Laurel within Burlington County.

Employment in southern New Jersey's goods-producing sector was basically unchanged. From 1997 to 1998, manufacturing experienced a loss of 900 jobs, but was offset by a gain of 1000 jobs in construction.

The region's employment growth is expected to keep pace with the state in 1999. It is projected that most new jobs will be in the service-producing sector. The following business actions will have significant impacts on the economy of inland southern New Jersey counties:

- Kvaerner planned to renovate the Philadelphia Naval Shipyard to build cargo ships at the location. (Recently, Kvaerner announced that it was selling its shipping business, but has indicated an intention to ensure commitments to this property.) The company expected to hire about 1,000 workers for its Philadelphia shipyard in early 1999. Although the facility is located in Pennsylvania, nearly 40% of the employees commuted from the Camden Labor Area when it was operated by the Navy, and it is likely that a similar portion of Kvaerner's employees would also come from this area. This could also result in additional jobs at New Jersey firms which supply the ship builder.

- Camden Iron and Metal closed is scrap metal export facility in September 1998 due to reduced sales to the Asian market. This resulted in a loss of 100 jobs but the facility may reopen once demand for scrap metal recovers.

- Vineland has had a number of new investments. The regional mall recently doubled its size to 1 million square feet. Rite Aid and CVS drug stores both expanded and two new hotels are opening.

- Millville lost over 1300 jobs since 1997 through the closure or downsizing of Prudential Insurance, Lawson Mardon Wheaton Glass, Ball Foster Glass, Dallas Airmotive and United Health Care. The community has compensated some of these losses with the location of 210 employees in the T-Fal Corporation cookware plant. The company plans for a 50% expansion next year.

Strategy Link

The Inland South Jersey economy is most active around the fringes of the Pinelands – Camden, Burlington, and Gloucester counties. Regional growth sectors that might be considered for Mullica include business services, support health services, data processing, telemarketing, back office operations, and retirement facilities.

South Jersey Coastal Counties

The coastal region includes Atlantic, Cape May, and Ocean counties. As is true for the inland region, the services sector experienced the greatest employment growth between 1987-1995, and accounted for almost 50% of the 234,000 total jobs in this region in 1995. Total employment decreased by 1% from 1987 to 1992 and increased by almost 8% from 1992 to 1995.

Employment in the agriculture sector increased by 500 jobs from 1987 to 1992, a 38% increase. The only other sector experiencing a gain from 1987 to 1992 was transportation and public utilities (8.9%). Other sectors generally lost employment, relflecting the impact of the recession. The sectors with the most significant losses during this period include construction (-41%), manufacturing (-18%), and finance, insurance and real estate (-11%). Smaller losses were also experienced in mining (-7%), wholesale trade (-5%), and retail trade (-4%).

From 1992 to 1995, the construction and manufacturing sectors experienced a 23% and 8% increase, respectively, in employment, but did not return to 1987 employment levels. Following the substantial increase in agricultural employment prior to 1992, the sector lost 200 jobs (-10%) from 1992 to 1995. Wholesale and retail employment increased by 19% and 9%, respectively, resulting in 1995 employment in that exceeded 1987 levels. Employment in mining and finance, insurance and real estate continued to decline during this period.

Table 10: Employment in the Coastal Region, 1987-1995

Major Economic Sector	Number of employees			Change	
	1987	1992	1995	87 to 92	92 to 95
Agriculture	1,084	1,502	1,351	38.6%	-10.1%
Mining	228	211	155	-7.5%	-26.5%
Construction	17,072	10,160	12,462	-40.5%	22.7%
Manufacturing	15,430	12,597	13,640	-18.4%	8.3%
Transportation, Public Utilities	10,079	10,973	11,085	8.9%	1.0%
Wholesale Trade	7,024	6,652	7,893	-5.3%	18.7%
Retail Trade	56,975	54,768	59,529	-3.9%	8.7%
Finance, Insurance, Real Estate	13,861	12,277	11,793	-11.4%	-3.9%
Services	98,251	108,454	116,871	10.4%	7.8%
Total	220,004	217,594	234,779	-1.1%	7.9%

The State Labor Market data since 1997 includes Monmouth County in addition to Atlantic, Cape May and Ocean counties. This region experienced its sixth straight year of employment growth in 1998 as nonfarm wages and salary advanced. Nonfarm payrolls rose to a record average and increased by 1.4% from 1997. The region's pace of job creation in 1998 was somewhat less than the State.

Job gains in 1998 were concentrated in the services (4,300) and trade (3,200) industry divisions. The most notable advances were in wholesale trade, food stores, eating and drinking places, and health and business service establishments.

The Atlantic Coastal region experienced a slight decline in the goods-producing sector due to the completion of construction projects and several factory closings in the Monmouth-Ocean Labor Area.

This region's job growth is expected to be modest in 1999. Job creation is projected to occur in the trade, health, and business service establishments. A potential area for decline is the manufacturing sector in the Monmouth-Ocean Labor Area due to corporate downsizing and consolidation (a trend that has occurred throughout the northeast). Regional economic highlights are as follows:

- The 460,000 square foot former Whitehall-Robbins pharmaceutical plant in Hammonton may be partially reopened by a new set of investors who recently purchased the facility.

- The New Jersey Manufactures Insurance Company announced plans to build a branch office in the Hammonton Industrial Park. Construction is expected to begin the latter half of 1999 and take approximately one year to complete. the new building could potentially house 300 employees.

- Prudential Health Care plans to transfer 225 positions from the Linwood office to Cranbury (Middlesex County).

- The casino industry is expanding to Atlantic City's marina district, and is projected to create 20,000 jobs (the degree of any resulting decline at other casinos, and consequently the net job impact, is unknown).

Strategy Link

The coastal counties of South Jersey exhibit particular strength in agriculture, construction, and wholesale trade. For Mullica, fruitful avenues for exploration include the construction, business services, and warehousing and distribution sectors. The strength of the coastal tourism economy also generates traffic along Route 30; this traffic is a source of potential economic activity. Finally, the retirement services sector emerges as a growing area of activity.

South Jersey Growth Sectors

Using County Business Pattern data from 1987 to 1995, a detailed review was conducted of the primary economic sectors of agriculture, construction, manufacturing, wholesaling and business services in the five counties closest to the study area: Atlantic, Burlington, Cumberland, Cape May, and Gloucester. This analysis was conducted to examine whether any of these primary sectors—most of which showed job declines in recent years—have pockets of strength that might be targeted for Mullica Township.

The results of this review are presented in Table 11. Sectors were chosen only if they showed growth exceeding 5% per year. The data illustrate that the strongest growth occurred in construction, textiles, lumber, furniture, rubber, instruments, glass, transportation equipment, and the wholesaling sectors associated with all of these industries. Service sectors with strong growth include amusement and recreation, personnel supply and "back office" operations (credit reports, mailing and reproduction, and computer data processing). These results were consistent in each of the five South Jersey counties reviewed.

Table 11: Detailed Sectoral Growth Analysis for Selected Counties, 1987 to 1995

SIC Code	Sector	Employment			% Change	
		1987	1992	1995	1987–92	1992–95
ATLANTIC COUNTY						
15	General Contractors	1534	750	998	-51%	33%
16	Heavy Construction contractors	609	491	750	-19%	53%
22	Textile Manufacturing	375	65	375	-83%	477%
24	Lumber Manufacturing	117	79	102	-32%	29%
30	Rubber Manufacturing	880	880	1091	0%	24%
37	Transportation equipment	604	102	209	-83%	105%
38	Instruments and related products	74	65	175	-12%	169%
502	Furniture wholesaling	65	94	132	45%	40%
503	Lumber, construction wholesaling	248	178	267	-28%	50%
509	Misc Durable goods wholesaling	65	150	229	131%	53%
733	Mailing, reproduction, stenographic	57	96	136	68%	42%
734	Services to buildings	302	253	402	-16%	59%
736	Personnel supply services	642	268	487	-58%	82%
799	Misc amusement, recreational	556	661	947	19%	43%
BURLINGTON COUNTY						
15	General Contractors	2273	1422	1695	-37%	19%
16	Heavy Construction contractors	1116	745	551	-33%	-26%
25	Furniture Manufacturing	334	170	328	-49%	93%
30	Rubber Manufacturing	539	271	451	-50%	66%
32	Stone, Clay and Glass Products	719	352	594	-51%	69%
37	Transportation equipment	1203	337	615	-72%	82%
42	Trucking and warehousing	3020	2940	3441	-3%	17%
48	Communication	946	901	1562	-5%	73%
501	Motor vehicle wholesaling	1279	1575	2049	23%	30%
502	Furniture wholesaling	265	274	422	3%	54%
504	Sporting goods wholesaling	175	65	1748	-63%	2589%
506	Electrical goods wholesaling	1244	1001	1522	-20%	52%
509	Misc Durable goods wholesaling	508	330	478	-35%	45%
511	Paper products wholesaling	296	388	706	31%	82%
512	Drugs wholesaling	175	58	345	-67%	495%
513	Apparel wholesaling	148	119	168	-20%	41%
514	Groceries wholesaling	755	1608	2092	113%	30%
516	Chemicals wholesaling	286	390	510	36%	31%
519	Misc nondurable goods wholesaling	570	667	811	17%	22%
70	Hotels and lodging	1052	972	1397	-8%	44%
731	Advertising	223	285	401	28%	41%
732	Credit reporting and collection	160	149	248	-7%	66%
799	Misc amusement, recreational	470	872	1154	86%	32%
CAPE MAY COUNTY						
39	Misc Manufacturing	0	65	114	(n.a.)	75%
42	Trucking and warehousing	99	162	232	64%	43%
508	Machinery, equipment wholesaling	101	88	132	-13%	50%
514	Groceries wholesaling	420	469	681	12%	45%
79	Amusement and recreation	334	313	454	-6%	45%

CUMBERLAND COUNTY						
20	Food Manufacturing	2207	2580	3140	16.90%	21.71%
32	Stone, Clay and Glass Products	5471	6484	8112	18.52%	25.11%
323	Products of purchased glass	1681	1677	2157	-0.24%	28.62%
35	Machinery, except electrical	361	362	944	0.28%	160.77%
37	Transportation equipment		561	813		44.92%
39	Misc Manufacturing		196	254		29.59%
42	Trucking and warehousing	1540	2185	2714	41.88%	24.21%
507	Hardware wholesaling	131	150	173	14.50%	15.33%
738	Miscellaneous business services	1405	381	443	-72.88%	16.27%
739	Misc business services	1405	381	443	-72.88%	16.27%
7399	Business services, n.e.c.	378	171	208	-54.76%	21.64%
GLOUCESTER COUNTY						
15	General Contractors	992	732	892	-26%	22%
16	Heavy Construction contractors	249	375	375	51%	0%
24	Lumber Manufacturing	76	114	172	50%	51%
25	Furniture Manufacturing	269	109	185	-59%	70%
26	Paper	175	170	222	-3%	31%
30	Rubber Manufacturing	414	455	831	10%	83%
38	Instruments and related products	221	214	260	-3%	22%
42	Trucking and warehousing	1359	1324	1567	-3%	18%
503	Lumber, construction wholesaling	399	425	640	7%	51%
504	Sporting goods wholesaling	126	534	677	324%	27%
506	Electrical goods wholesaling	81	189	221	133%	17%
507	Hardware wholesaling	111	129	169	16%	31%
511	Paper products wholesaling	78	74	192	-5%	159%
514	Groceries wholesaling	717	854	1096	19%	28%
736	Personnel supply services	364	485	923	33%	90%
737	Computer and data processing	375	81	129	-78%	59%
79	Amusement and recreation	309	528	713	71%	35%

THE REGIONAL BORDER ECONOMY TO THE PINELANDS

The Pinelands project area is located within a 2-hour drive from major urban centers such as Philadelphia. The economies of Delaware and Philadelphia are reviewed below to briefly examine trends in these "border economies."

Delaware

Delaware fared far more favorably during the 1987 to 1995 time period than did most areas of New Jersey. Total employment increased by 11% from 1987 to 1992 and by almost 7% from 1992 to 1995. The gains from 1987 through 1992 are unusual because they occurred during the recession. The services sector accounted for the greatest number of jobs in 1995 (31%) but retail trade and manufacturing also generated substantial employment comprising 21% and 20% of total jobs.

Construction was the only sector to experience a significant loss in employment from 1987 to 1992. Wholesale trade employment decreased by more than 8% from 1992 to 1995. Manufacturing employment remained relatively constant during both periods, in

contrast to New Jersey where larger losses were experienced. The most significant increase in employment during both periods was in the finance, insurance and real estate sector, with a 45% gain from 1987 to 1992 and a 21% gain from 1992 to 1995.

Table 12: Employment in Delaware, 1987-1995

Major Economic Sector	Number of employees			Change	
	1987	1992	1995	1987–1992	1992–1995
Agriculture	1,195	1,517	1,721	26.9%	13.4%
Mining	47	130	195	176.6%	50.0%
Construction	19,485	16,719	17,170	-14.2%	2.7%
Manufacturing	66,926	66,605	65,631	-0.5%	-1.5%
Transportation, Public Utilities	13,116	13,829	14,209	5.4%	2.7%
Wholesale Trade	17,330	17,740	16,214	2.4%	-8.6%
Retail Trade	56,166	62,197	67,097	10.7%	7.9%
Finance, Insurance, Real Estate	24,462	35,402	42,809	44.7%	20.9%
Services	74,111	89,384	98,989	20.6%	10.7%
Total	272,838	303,523	324,035	11.2%	6.8%

Philadelphia

For the purpose of this analysis, the Philadelphia region includes Bucks, Montgomery, Delaware and Philadelphia counties. Gains and losses in the various sectors and total employment are more similar to those experienced in New Jersey than those experienced in Delaware. Total employment was relatively stable between 1987 and 1992 and increased by about 5% from 1992 to 1995. The services sector accounted for 43% of total employment in 1995, and experienced the greatest gains in employment of any sector during both periods.

Losses were experienced in mining (47%), construction (25%), manufacturing (14%), and wholesale trade (9%) between 1987 and 1992. Mining and wholesale trade increased from 1992 to 1995 but still remained below 1987 employment levels. Finance, insurance and real estate and the service sectors were the only areas that experienced consistent gains from 1987 through 1995.

Table 13: Employment in the Philadelphia Region, 1987-1995

Major Economic Sector	Number of employees 1987	1992	1995	Change 87 to 92	92 to 95
Agriculture	4,700	6,095	6,072	29.7%	-0.4%
Mining	1,303	692	752	-46.9%	8.7%
Construction	68,753	51,228	51,154	-25.5%	-0.1%
Manufacturing	270,383	231,676	216,626	-14.3%	-6.5%
Transportation, Public Utilities	65,684	66,286	70,424	0.9%	6.2%
Wholesale Trade	95,176	86,154	93,053	-9.5%	8.0%
Retail Trade	261,715	247,668	256,349	-5.4%	3.5%
Finance, Insurance, Real Estate	124,674	128,473	139,602	3.0%	8.7%
Services	493,277	574,299	626,978	16.4%	9.2%
Total	1,385,665	1,392,571	1,461,010	0.5%	4.9%

Conclusions

The service sector provides the greatest number of jobs in both the primary and border economies. Employment in this sector continued to increase during the 1987 to 1995 period and is projected to increase in the future within New Jersey.

Manufacturing employment experienced a decline in all areas except Delaware where it remained stable. Manufacturing employment in Delaware is a greater percentage of total employment than in the other comparison areas.

Employment in the construction sector decreased from 1987 to 1992 in all areas. However, employment increased in this sector from 1992 to 1995 in southern New Jersey, but remained relatively unchanged in Delaware and Philadelphia.

The finance, insurance and real estate sector fluctuated in southern New Jersey areas, while gains occurred in Delaware and Philadelphia. Employment in this section in Delaware almost doubled from 1987 to 1995, while most of southern New Jersey experienced a loss from 1992 to 1995.

Employment in wholesale and retail trade increased in southern and coastal New Jersey and in Philadelphia since the recession, while wholesale trade decreased in Delaware.

Mining and agriculture have been rather small portions of the economy in both the primary and border economies. However, agricultural employment continued to grow in Delaware from 1992 to 1995 while other areas experienced a loss during this period following the gains from 1987 to 1995.

DYNAMICS OF THE LOCAL MARKETPLACE

In order to understand the local and regional dynamics of the commercial real estate market and the potential for business growth, interviews were conducted with local Realtors, economic development organizations, and municipal officials in surrounding

communities. These representatives not only provide an important perspective on the local and regional economy for this project, but serve as points of contact for businesses that wish to expand existing operations within New Jersey. Thus, their perspective and knowledge on development trends provide insight as to the type of information that is distributed through these organizations to the business community.

Interviewees were asked questions regarding the activities of their organization; the types of businesses that they believe have increased recently or could increase in the future; the types of businesses that may be interested in locating within the smaller communities of the Pinelands; and factors that influence business location decisions. The following individuals participated in telephone interviews:

Name	Organization
Tim Behr	Atlantic 2000 (Atlantic County Economic Development Corporation 2000)
John Peterson & Whitney Vox	Atlantic County Department of Regional Planning & Development
Professor John DeYoung	Atlantic County Small Business Development Center
Francine Sikking	Coldwell Banker
Joe Pantalone	Adams, Rehmann, and Heggan, engineers for the City of Hammonton
Jamie Hermann	J&R Real Estate
Gordon Dahl	South Jersey Economic Development District
Jay O'Donnell	Southern New Jersey Partnership for Economic Development
Jim Lelli	Vineland Economic Development Director

Hammonton

Generally speaking, local and regional officials feel that the overall south New Jersey region is in the midst of strong economic times. New business growth and company expansions are occurring in areas inside and outside of the Pinelands, especially along the coast, and in areas designated as Urban Enterprise Zones (Vineland specifically). Those contacted feel there has been a substantial increase in the number of distribution firms, food processors and manufacturers.

Hammonton Town, following a State-imposed development moratorium from 1987-1994 due to noncompliance of its sewer treatment plant, has recently begun the process of enhancing its economic base. Hammonton is located within the Pinelands and like the western portion of Route 30 is designated as a Pinelands Town. Unlike Mullica Township, however, Hammonton now has full sewer and water service. Most surrounding areas are not designated to handle higher density development. Hammonton is thus an "island" for development potential within an area that contains

a large amount of publicly owned land or land that is otherwise protected or limited to development.

A sewer extension project to Hammonton's industrial park made the 185 acres of available land more suitable for development. Hammonton's location along the Atlantic City Expressway halfway between Philadelphia and Atlantic City is a marketing tool and an asset for business. The Town is attempting to attract food and beverage distribution facilities, light manufacturing and office uses within the industrial park. It is hoped that the increase in these types of businesses will encourage spin-off development along the White Horse Pike and within the downtown. Wal-Mart recently located in Hammonton due to its centralized location, highway access, population, size, and market potential (a nearby supermarket, however, closed).

Strategy Link

Hammonton – located inside the Pinelands – demonstrates that some growth can occur in sewered areas in the Pinelands. The Town's sizable industrial land offerings, however, put it in a class separate from Mullica's relatively small study area. Mullica must find ways to both develop its own niche and to piggyback on Hammonton's success.

Potential within the Pinelands

The communities within the Pinelands Pilot Project share many of the amenities that have prompted an increase in economic activity in non-Pinelands communities, such as access to major transportation corridors, available land and a desirable labor force. However, each of the individuals interviewed stated that the Pinelands regulations and review process hamper the development potential of these areas. While many of these individuals may only have a limited experience within the Pinelands area and the Commission itself, it is important to note that these individuals are the point of contact for many businesses. Therefore, their perceptions (accurate or not) are passed on to potential businesses that may have otherwise been interested in one of the Pinelands communities. Each of the individuals contacted stated that infrastructure and regulations are the primary factors businesses evaluate when making a location decision. Businesses seek sites that are immediately available for development. This means sites which are the least impacted by local, regional and state regulations and already have infrastructure in place. Consequently, many businesses do not consider locating within Pinelands communities because business development officials direct them to sites that do not possess these limitations.

Strategy Link

Pinelands communities are in direct competition with non-Pinelands South Jersey communities offering business development space. The presence of Pinelands regulations is a competitive disadvantage. Communities must find other creative incentives that help to offset that disadvantage.

Generally speaking, interviewees had either no or few opinions regarding Mullica. This appears to be due to the area's current lack of infrastructure and the absence of any effort to market it. When asked what the business potential could be if sewer service was provided, some interviewees were able to provide examples for potential market

directions, but many still felt that the Pinelands regulations were a deterrent to business development even if sewer service was possible.

Under the assumption that sewer service could be provided and the Pinelands regulations were not so cumbersome, interviewees felt there was a potential to target small manufacturing operations, craftspeople, and convenience stores. Small manufacturers find southern New Jersey a more desirable location than Philadelphia and Northern New Jersey due to lower land and labor costs. Craftsmen and contractors who specialize in unique products such as furniture and other woodworking may be interested in studio space within the smaller Pinelands communities. One interviewee said that events such as the Flower Show in Philadelphia attract craftspeople based in locations throughout the country and provide communities with an opportunity to market themselves to a larger consumer base. People are generally willing to travel and pay premiums for unique items, which would be an ideal market for Pinelands communities. This is also consistent with the preservation of the Pinelands as a unique place.

Mullica – Route 30 Corridor

According to those contacted, the substantial number of large parcels along the Route 30 corridor can easily accommodate additional business development. The potential for a car dealership was mentioned by one person. Another mentioned that Hoyts Cinema owns property within the corridor so development of a theater could be possible under the right conditions. Finally, the Mullica River provides opportunities for marine-related uses indicating that boat building and storage facilities may also be feasible (although boats would need to be transported to suitable launch sites).

COMPETITIVE ANALYSIS

This section reviews information on a variety of factors that help to make a place competitive for new business investment. The competitive market within which Mullica is operating is clarified, and the question of how Mullica can differentiate itself in the South Jersey marketplace is addressed.

Factors Driving Rural Economic Growth

In 1994, researchers from the US Department of Agriculture, conducted a literature review on the causes of rural growth. The review, *Factors Associated with Growth of Local and Regional Economies: A Review of Selected Empirical Literature*, determined that the results from the 35 studies examined varied too much to identify a discrete set of variables that can always be expected to produce local economic success.

This finding led to a more definitive multiple regression study and article entitled, *Rural Economic Development: What Makes Rural Communities Grow?*[5] According to this study, the factors most strongly related to local and regional economic growth in rural areas are attractiveness to retirees, right-to-work laws, excellent high school completion rates, high

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[5] Aldrich, Lorna and Lorin Kusmin. *Rural Economic Development: What Makes Rural Communities Grow*. Economic Research Service, Agriculture Information Bulletin No. 737. U.S. Dept. of Agriculture. September 1997.

public education expenditures, and access to transportation networks. During the course of a literature review performed for that effort, a number of other economic development factors were explored. When combined with those from above, a punch list of the types of issues that should be considered in the course of preparing a rural economic development strategy can be developed (see Table 14).

Table 14: Rural Development Factors

Priority Factors	
• Attractiveness to retirees	• Right-to-work laws
• High levels of high school graduates	• Good public education expenditures
• Access to airport within 50 miles	• Access to interstate highway system
Policy Factors	
• Taxation	• Public spending
• Public capital stocks	• Branch banking laws
• Availability of industrial revenue bond financing	
Other Factors	
• Wage levels	• Unionization levels
• Unemployment levels	• Labor force quality
• Proximity to higher education institution	• Per capita or family income
• Proximity to metropolitan areas	• Urbanization
• Population size and density	• Temperature and precipitation
• Minority population concentration	• Industry mix or concentration
• Energy prices	• Labor productivity
• Availability and price of land	• Small business activity
• Local fire protection ratings	
• Population age distribution measures	

Source: Kusmin, Lorin D. *Factors Associated with Growth of Local and Regional Economies: A Review of Selected Empirical Literature.* Staff Report AGES-9405,U.S. Dept. Agr., Econ. Res. Serv., March 1994.

Mullica Township's Competitive Position

Based on the interviews, the above noted study and consulting team observations, a number of factors that clearly affect Mullica's competitive position can be identified. The first step in defining a competitive strategy is to define the competition.

The most immediate competitor for Mullica Township is Hammonton, but it should also be noted that Hammonton's presence offers Mullica's best opportunity for economic growth. Hammonton's sewer system, industrial park, larger population and closer access to the Expressway make it the logical first place to look for most businesses. In order to draw business to the Route 30 corridor, Mullica will need to offer not just sewers, but also lower prices and more available land than can be found in Hammonton. This latter point is the most likely area where Mullica will excel. Its hundreds of acres of available land along the corridor offer businesses needing more space many opportunities.

DIRECTIONS FOR THE STUDY AREAS

Based on the above analysis and consulting team experience, the corridor was divided into three study areas: the Pinelands Town District at the western end of the corridor, the Elwood Village Pinelands Village District, and the Rural Development District at the eastern end of the corridor.

This section presents two basic development scenarios for the first two study areas. The first scenario assumes a continuation of existing development trends including continued reliance on on-site septic systems. The second scenario assumes that a public wastewater collection and treatment system is provided. In the case of the Pinelands Town District, a three phase sewer development process is outlined. In the case of Elwood Village, the unsewered and sewered scenarios are augmented by a "recommended development" scenario. Using these scenarios allows for an evaluation of the public costs and benefits of sewering as well as preliminary land use concepts for each study area.

Because Area 3 will require rezoning prior to accommodating substantial new development, general land use data is presented instead of sewered and unsewered scenarios. This data may be combined, however, with the assumptions used for Areas 1 and 2 to generate a few basic scenarios.

METHOD AND ASSUMPTIONS

Review of Environmental Characteristics and Existing Uses

As a first step in analyzing development potential in Mullica Township's Route 30 Corridor, the environmental characteristics of the district were reviewed. Significant wetlands systems associated with tributaries of the Great Egg Harbor River cross Route 30 on both sides of Elwood Village, providing open spaces that both help to define the Village and provide important wildlife corridors. However, the Pinelands Town district contains no wetlands and only a small area of transitional soils (i.e., those soils with less than five feet depth to seasonal high water table) at the Hammonton Town boundary. The presence of these soils limits the siting of septic systems and may result in larger lot sizes in unsewered areas. Thus, there are few environmental constraints to development in the PT district.

The acreage calculations and estimates of buildable land area are presented in Table 15 and Table 16. Note that in these tables, "buildable" area refers only to the environmental characteristics, and does not indicate whether or not a parcel is partially or fully developed.

As is evident in Table 15 and Table 16, the amount of buildable land increases in each area and under each land use category when sewers are introduced. Sewers allow parcels that are predominantly transitional soils to be developed and lot sizes can be smaller since septic dilution is not required. While the latter won't affect developable acreage, it will affect the number of businesses that can be sited.

It should be emphasized that the figures in Table 15 and Table 16 are estimates and that the actual buildability of each site will need to be determined on a site-by-site basis. Other factors that need to be considered include on-site stormwater retention.

Table 15:
Pinelands Town District Profile

	Acres*	Percent
Total Acreage	214.7	
Wetlands	0.0	0.0%
Transitional Soils	4.9	2.3%
Buildable – unsewered	209.8	97.7%
Buildable – sewered	214.7	100.0%
Vacant and Farm		
Wetland	0.0	
Transitional	0.3	
Remaining	111.9	
Total	**112.2**	**52.3%**
Buildable without sewers	111.9	
Buildable with sewers	*112.2*	
Residential		
Wetland	0.0	
Transitional	0.5	
Remaining	26.9	
Total	**27.4**	**12.8%**
Buildable without sewers	26.9	
Buildable with sewers	*27.4*	
Commercial and Industrial		
Wetland	0.0	
Transitional	4.0	
Remaining	56.6	
Total	**60.6**	**28.2%**
Buildable without sewers	56.6	
Buildable with sewers	*60.6*	
Other (Public or Unknown)		
Wetland	0.0	
Transitional	0.0	
Remaining	14.5	
Total	**14.5**	**6.8%**
Buildable without sewers	14.5	
Buildable with sewers	*14.5*	

* NB: Since not all parcels are entirely in the PT district, acreage inside the district was estimated for parcels split by management lines.

Table 16:
Elwood Village District Profile

	Subarea 1	Subarea 2	Subarea 3	TOTAL
Total Acreage	87.18	224.90	90.34	402.42
Wetlands Percent	34.6%	12.7%	17.9%	18.6%
Wetlands+Transitional Percent	44.4%	31.4%	17.9%	31.2%
200' Buffer Percent	43.9%	78.8%	62.8%	
Buildable Percent (unsewered)	55.6%	68.6%	82.1%	68.8%
Buildable Acres (unsewered)	48.43	154.18	74.17	276.78
Buildable Percent (sewered)	65.4%	87.3%	82.1%	81.4%
Buildable Acres (Sewered)	57.04	196.30	74.17	327.50
Area Outside 200' Buffer	38.31	177.33	56.71	272.35
Vacant and Farm				
Wetland	16.45	26.24	6.57	49.26
Transitional	6.23	18.81	0.00	25.05
Remaining	34.98	66.11	19.82	120.91
Total	57.66	111.16	26.39	195.21
Buildable without sewers	34.98	66.11	19.82	120.91
Buildable with sewers	*41.21*	*84.92*	*19.82*	*145.95*
Residential	**0.00**	**2.36**	**0.00**	2.36
Wetland	0.00	22.32	0.00	22.32
Transitional	2.90	50.96	40.34	94.20
Remaining	***2.90***	***75.64***	***40.34***	118.88
Total				
Buildable without sewers	2.90	75.64	40.34	118.88
Buildable with sewers	*5.80*	*73.28*	*40.34*	*116.52*
Commercial and Industrial				
Wetland	13.70	0.00	9.61	23.30
Transitional	2.37	0.07	0.00	2.44
Remaining	8.15	30.87	12.01	51.03
Total	24.22	30.94	21.61	76.77
Buildable without sewers	8.15	30.87	12.01	51.03
Buildable with sewers	*10.52*	*30.94*	*12.01*	*53.47*
Other (Public or Unknown)				
Wetland	0.00	0.00	0.00	0.00
Transitional	0.00	0.92	0.00	0.92
Remaining	**2.40**	**6.24**	**2.00**	10.64
Total	2.40	7.16	2.00	11.56
Buildable without sewers	2.40	6.24	2.00	10.64
Buildable with sewers	*2.40*	*7.16*	*2.00*	*11.56*

Land Uses, Development Intensities and Impact Measures

Use Categories

At this level of analysis it is not appropriate to attempt to specify detailed land uses. Therefore, the development scenario model uses five generalized categories of land uses: retail, office, light industry, retirement facility, and residential.

The "retail" category is further broken down into four subcategories for illustrative purposes. "Village commercial" represents small-scale shops and mixed-use buildings typically, no greater than 2,000 square feet per structure and on lots as small as one-half acre. This type of use would have a pedestrian orientation and be located in a village center. "Shopping center" represents a larger-scale, auto-oriented center containing several businesses. The typical scale for this use would be a building of 10,000 square feet on an 8-acre parcel. The "fast food" use category is included because this type of use, oriented to through travelers along Route 30, would appear to have a relatively strong market at this time, but would also have distinctive impacts in terms of traffic (high levels of turning movements) and wastewater generation. Typical floor areas would be under 5,000 square feet, with lot areas of about one acre. Finally, "general retail" represents larger-scale, free-standing retail uses, ranging from convenience stores or food stores such as Rite-Aid or Wawa to restaurants or larger discount stores. Parcel sizes for these stores could be in the five-acre range, with floor areas up to 40,000 square feet.

The residential category is subdivided into two subcategories: "single-family residential" assumes the development of single-family homes on lots of one acre, while "village residential" represents single-family or multifamily development at an average density of 10 dwellings per acre.

Table 17 presents the assumptions used in the analysis for development intensity, and Table 18 lists the assumptions regarding market values, traffic generation and wastewater generation. The rationales for these estimates are described in the following discussion.

Table 17: Estimated Intensities for Commercial and Industrial Uses

Uses	Floor Area Ratio* – Unsewered	Floor Area Ratio – With Sewers
Village Commercial	0.018	0.300
Strip Shopping Center	0.018	0.150
Fast Food	0.009	0.200
General Retail	0.018	0.150
Office	0.018	0.200
Light Industry	0.065	0.300
Retirement Facility	0.009	0.150

*Floor Area Ratio is the ratio of the total building floor area to the area of the parcel.

Table 18: Development Impact Assumptions

Generalized Land Uses	Unit	Market Value Per Unit	Tax Rate per $100 Value (1997)	Trip Generation (trips/day)*	Wastewater Generation (gals./day)*
Village Commercial	Sq. Ft.	$35	$0.602	30	125
Strip Shopping Center	Sq. Ft.	$40	$0. 602	40	125
Fast Food	Sq. Ft.	$40	$0. 602	200	240
General Retail	Sq. Ft.	$60	$0. 602	40	125
Office	Sq. Ft.	$45	$0. 602	15	125
Light Industry	Sq. Ft.	$15	$0. 602	7	35
Retirement Facility	Sq. Ft.	$50	$0. 602	10	320
Village Residential	Dwelling Unit	$90,000	$0. 602	10	450
Residential	Dwelling Unit	$115,000	$0. 602	10	450

*For commercial and industrial uses, trip generation and wastewater generation are indicated per 1,000 square feet of floor area.

Development Intensity

Attainable development intensities for land that is not served by a public wastewater treatment system are based on analyses provided by the Pinelands Commission, using NJDEP wastewater generation ratios and the Pinelands nitrate-nitrogen dilution standard of 2 parts per million.

Development intensities for parcels served by sewers are based on typical densities along rural and suburban highway corridors and, where applicable, in traditional village areas.

Values

The values in the model for the various use categories were determined based on a variety of sources:

- Tax assessment data are available on-line for all New Jersey communities. These data were reviewed for parcels along the Route 30 corridor in Mullica Township to establish typical values for existing residential and commercial uses in the corridor.

- Assessed values were collected from the same source for several chain stores throughout New Jersey: Rite-Aid (86 locations), Dunkin' Donuts (13), Wawa (222), Friendly's (30), McDonald's (142), Wal-Mart (12) and Home Depot (7). These particular chains were chosen as being representative of the kinds of stores that might locate along a highway similar to Route 30 in Mullica.

- The average single-family residential value of $115,000 was determined based on 1990 average values, inflated to the year 2000 based on the average value change for Atlantic County from 1990 to 1997.

- Unit values for the "village residential" category are assumed to be about 20% lower than for the single-family category (estimated at $90,000 for village residential vs. $115,000 for single-family), but the higher densities result in significantly higher values per acre for village housing.

Absorption Levels and Rates

Estimates of potential retail and office absorption rates in Mullica Township were made based on regional labor market forecasts and judgment about the ability of the Township to attract certain types of development.

The New Jersey Department of Labor publishes annual *Regional Labor Market Reviews* for each of three regions in the State. The Atlantic Region encompasses Atlantic County (including Mullica Township) as well as Cape May, Ocean and Monmouth Counties; while the Southern Region includes neighboring Burlington County, along with Camden, Cumberland, Gloucester, Mercer and Salem Counties. The January 1998 *Atlantic Region Labor Market Review* projected Atlantic County's job growth over the 1994–2005 period to be 2,320 jobs in the retail trade sector and 32,390 jobs in the service sector. Assuming average employment densities of 0.5 employee per 1,000 square feet of retail floor area and 3 employees per 1,000 square feet of office or service industry floor area, these employment forecasts would translate to 4.64 million square feet of retail space and 10.8 million square feet of office or service industry space development in Atlantic County over the 10-year period (these figures would include additional casino development in Atlantic City).

What is Mullica Township's "fair share" of this development and employment growth? One approach is to prorate the total growth according to the Township's share of the County's population (this assumes that the Township's population and economic growth will be proportional to the County's, and does not account for any economies of agglomoration or scale that may be unique to Atlantic City). In 1990 Mullica's population was 5,896, or 2.6 percent of Atlantic County's 224,327 residents. Applying this percentage to the development estimates above would result in estimated growth potential in the Township of approximately 120,000 square feet of retail space and 370,000 square feet of office and service space.

These generalized estimates of growth potential were then reviewed in detail, compared with the uses existing in the Route 30 corridor area and judgments about the Township's market area, and then refined as indicated in Table 19. This information is an estimate of absorption capacity for the entire corridor. As will be discussed below, there is far more land along the corridor than could be absorbed by the market over the next ten years.

Table 19: Absorption Rate Assumptions for Route 30 Corridor

Uses	10-Year Absorption	Annual Absorption	How It Could Happen
Village Commercial	25,000	2,500	One 2,000 sf + building per year
Strip Shopping Center	20,000	2,000	One 10,000 sf. shopping center every five years
Fast Food	25,000	2,500	One store every other year
General Retail	50,000	5,000	One building per year
Retail (all types)	120,000	12,000	
Office	150,000	15,000	One building per year
Light Industry	250,000	25,000	One building per year
Retirement Facility	60,000	6,000	Two 30,000 sf facilities: one every five years
Total Nonresidential	630,000	63,000	

Wastewater

Estimates of wastewater generation are derived from the minimum standards for facilities published in the New Jersey Department of Environmental Protection's "Standards for Individual Subsurface Sewage Disposal Systems" at N.J.A.C. 7:9A–7.4.

Traffic

Trip generation estimates are based on factors published by the Institute of Transportation Engineers in *Trip Generation*, 5th edition (1987).

DEVELOPMENT SCENARIOS FOR THE PINELANDS TOWN DISTRICT

The following is a summary of the Pinelands Town District scenarios. These consist of an unsewered scenario and a sewered scenario divided into three development phases.

Unsewered Scenario—Development of the PT District

As a baseline for evaluating the impacts of introducing sewers into the Pinelands Town District, the first scenario represents the continued incremental development of the district without community wastewater collection and treatment. It assumes that future development and redevelopment will depend on on-site septic systems for wastewater disposal, that all vacant land is available for development, and that all existing commercial or industrial properties can be redeveloped to their highest use under zoning. As shown in Table 15, the PT district currently contains roughly 112 acres of vacant buildable land and 56.6 buildable acres classified as commercial or industrial use.[6] Thus,

[6] It is assumed that without sewers, development will be prohibited not only in wetlands but also on transitional soils, i.e., those areas where the depth to the seasonal high water table is less than five feet. However, transitional soils occur in the PT district only at the western end,

this scenario assumes that a total of 168 acres is available for development or redevelopment.

The potential density of development on a parcel is much less without sewers than with sewers. Based on calculations provided by the Pinelands Commission, it is assumed that retail and office uses with on-site septic systems will be limited to a floor area ratio of less than 0.02 (the "floor area ratio" or "FAR" is the ratio between the total building floor area and the area of the parcel on which the building is situated).

This scenario indicates that if the 168 acres of vacant, commercial or industrial land in this District were allocated solely to industrial and office uses, approximately 336,000 square feet of gross floor area could be developed. This unsewered development capacity of the corridor falls below the estimated ten-year absorption ceiling of 630,000 square feet (see Table 19).

It is important to note that this scenario is based on current conditions, and at this time, little or no development activity is occurring. Without wastewater service, development interest in the corridor is unlikely to increase significantly as long as there are alternative serviced sites in the neighboring communities (e.g., Hammonton and Egg Harbor City) or elsewhere in the region. Therefore, this scenario should not be taken as a forecast of what will happen if sewers are not provided, but as theoretical baseline from which to judge the impacts from the other scenarios.

Sewered Scenario—Phased Development of the PT District

Computations of absorption capacity for the Corridor indicated that there is significantly more land available along the Corridor than could be absorbed into new development over the next ten years. Therefore, the sewered scenario is based on the following assumptions:

1. Sewer for wastewater treatment should be extended from Hammonton into Mullica in incremental 2,000-foot phases. While a full extension into the District might be accomplished, for the purposes of this analysis, a phased approach is used to illustrate the incremental revenue and cost impacts. The Township should attempt to acquire grant funding to assist with this extension. Private financing should also be considered for later phases.

2. Phase 1 will absorb the majority of demand for retail space over the next ten years. Light industrial and office development will fill out the remainder of Phase 1 development.

3. Phases 2 and 3 will each consist of 2,000-foot extensions. The likelihood is high that the vacant areas in these Phases will attract larger lot users. Development might proceed at any point during the next 15 years. The affordable presence of sewers as a result of Phase 1 will encourage private investment to extend sewers into the Phase 2 and Phase 3 areas.

The potential density of development is assumed to be significantly greater with sewers than in the unsewered scenario. Without the requirement for on-site septic disposal and

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next to the Hammonton town line, and affect only about four acres of land. Even on those parcels, development could occur on septic systems if adequate upland exists on each parcel.

wastewater dilution, floor area ratios could respond to market demands, and are assumed to be in the range of 0.15 to 0.20 for highway-oriented retail and service uses, and 0.30 for village commercial and light industrial uses. Each of these phases is described in more detail below.

Phase 1

This scenario assumes that a sewer trunk line is extended from Hammonton into Mullica for a distance of 2,000 feet. Provision of sewers opens approximately 60 acres to more intensive development, of which the scenario allocates 20 acres to retail, 15 acres to office, and 50 acres to light industry. As a result, this first phase provides sufficient land to absorb all of the Township's estimated ten-year demand for retail, office and industrial space, as shown in Table 21.

The 2,000-foot distance will provide sewer service to the majority of the vacant buildings and existing businesses along the corridor, and thus Phase 1 will return underutilized lands to full tax revenue producing levels.

The assumption regarding public funding for the first phase is important. The vacant buildings are unlikely to be appealing for reuse or redevelopment unless sewers are present. It may be the case that the vacant lands within Phase 1 will be developed first, but it is highly likely that redevelopment and reuse of the other properties would then follow before the private sector would finance development further east in the corridor. This will avoid a leapfrog effect that would probably occur if sewer were extended too far into the corridor.

Phase 2

The second phase would extend the sewer main another 2,000 feet eastward along the corridor. Such an extension would open up another 36 acres of land for more intensive development. With 16 acres allocated to office uses and 20 acres to light industry, this area could support 400,000 square feet of construction. The analysis does not assume any retail development in the Phase 2 area, because the Phase 1 area could support enough development to meet the estimated available retail demand for the next 10 years, and the next likely area for retail development would be near the theater property in Phase 3.

Phase 3

The third phase would extend the sewer line another 2,800 feet into the corridor, for a total of 6,800 feet or the entire district.[7] This phase would service an additional 94 acres of land, which in turn could support 946,000 square feet of development. The use mix is focused on retail[8] and fast food (25 acres), 30 acres of infill office, and 39 acres of light industrial use.

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[7] The PT district extends along Route 30 for about 6,800 feet.

[8] Based on past use and current ownership, it is assumed that the "retail" component would include a multiplex movie theater.

One of Mullica's competitive advantages is the size of its parcels. Phases 2 and 3 offer five tracts of land containing at least 10 acres and under single ownership. A number of uses require larger lots and may be attracted to Mullica for this reason. The square footage of these uses may very well push the corridor's built space above that estimated in the absorption calculation. Thus, the three-phase strategy described here allows for development in Phase 1 approximately within the absorption ceiling and then leaves open the potential for unexpected uses to develop in Phase 2 and Phase 3.

Scenario and Phasing Summary

The following six tables summarize the results of the analysis for the unsewered scenario and the three phases of the sewered scenario for the Pinelands Town zone.

Land Use and Development Potential

Table 20 summarizes the total amount and allocation of land in each phase. Table 21 presents the amount of potential development (square feet of gross floor area) that results from each scenario and phase. These estimates of development essentially constitute build-out for each phase.

As discussed above, without sewers, the PT district's buildable vacant, commercial and industrial land could be consumed within ten years. The resulting 168 acres of development is almost two times the amount of land that would be consumed in the same period by the Phase 1 area with sewers, yet the total amount of floor area that could be supported in the larger land area without sewers is only one-third the Phase 1 development level.

Table 20: Scenario Comparison – Land Use Allocation at Buildout (acres)

Uses	Unsewered (Entire PT District)	Sewered, Phase 1	Sewered, Phase 2	Sewered, Phase 3
Retail	-	20.0	-	25.0
Office	68.0	15.0	16.0	30.0
Light Industry	100.0	50.0	20.0	39.0
Total	168.0	85.0	36.0	94.0

Table 21: Scenario Comparison – Estimated Potential Development at Buildout (square feet of gross floor area)

Uses	Unsewered (Entire PT District)	Sewered, Phase 1	Sewered, Phase 2	Sewered, Phase 3
Retail	-	142,000	-	175,000
Office	53,320	131,000	139,000	261,000
Light Industry	283,140	653,000	261,000	510,000
Total	336,460	926,000	400,000	946,000
Estimated time to buildout (years)*	5	15	21	36

*Based on estimated absorption rates in Table 19.

Development Values and Tax Revenues

The next two tables focus on the fiscal benefits to the Township of each scenario and phase. Table 22 presents the estimated total valuation from the development levels shown in Table 21; and Table 23 presents the municipal tax revenues (at the current municipal rate of $0.602 per $100 valuation) generated by these values. These estimates are not adjusted for existing real estate values in the corridor; therefore, it is important to compare the sewered phases with the unsewered scenario to evaluate the relative fiscal benefit of providing sewers.

The unsewered option has a low benefit to the community in terms of added value. The total estimated value of this scenario is $6.65 million, only 39 percent of the value produced by full development of the Phase 1 area with sewers. It should be noted that no new development is occurring under the unsewered scenario. Therefore, the maximum benefit will be reached further in the future. This may understate that relative value of the sewered option.

Another perspective can be gained by comparing the value of each scenario per developed acre. The unsewered scenario produces only $40,000 in real estate values per acre, compared with estimates of between $259,000 and $283,000 per developed acre for the three sewered phases. Since these values translate directly into municipal tax revenues, this analysis provides a fiscal perspective on the environmental and community character impacts of each scenario: for example, is it better for the community to let the entire PT zone develop at a low density with relatively low fiscal benefits, or to let a smaller portion of the zone develop more intensively with greater fiscal returns?

Table 22: Scenario Comparison – Estimated Values at Buildout

Uses	Unsewered (Entire PT District)	Sewered, Phase 1	Sewered, Phase 2	Sewered, Phase 3
Retail	$-	$6,340,000	$-	$7,000,000
Office	$2,399,400	$5,895,000	$6,255,000	$11,745,000
Light Industry	$4,247,100	$9,795,000	$3,915,000	$7,650,000
Total	$6,646,500	$22,030,000	$10,170,000	$26,395,000

Table 23: Scenario Comparison – Estimated Municipal Tax Revenues at Buildout

Uses	Unsewered (Entire PT District)	Sewered, Phase 1	Sewered, Phase 2	Sewered, Phase 3
Retail	$-	$38,167	$-	$42,140
Office	$14,444	$35,488	$37,655	$70,705
Light Industry	$25,568	$59,966	$23,568	$46,053
Total	$40,012	$132,621	$61,223	$158,898

Traffic Impacts

Table 24 presents the traffic impacts of each scenario and phase. It should be noted that the figures in this table represent "trip-ends" and not necessarily new vehicles on the road. For example, if a passing vehicle turns into a fast-food restaurant (a use with a high trip-generation rate) and then leaves again, the restaurant is responsible for two "trip-ends" (i.e., one arrival and one departure), which adds to congestion along the roadway but does not necessarily increase total traffic volume along the road. While almost all the trips generated by residential and industrial uses are new to the area, retail and (to a lesser extent) office developments tend to attract and divert traffic that is already on the road.

As is to be expected, those scenarios with the greatest development intensity also generate the highest levels of traffic. For comparison, traffic counts taken during the 1990s indicate that two-way traffic volumes along Route 30 in Mullica Township are in the range of 14,000 to 15,000 vehicles per day. As illustrated by Table 24, development will nearly triple current traffic levels. Given that a four-lane layout can accommodate upwards of 40,000 trips per day, the road has sufficient capacity to handle at least the initial phase of development.

Table 24: Scenario Comparison – Traffic Generation at Buildout(trip-ends per day)

Uses	Unsewered (Entire PT District)	Sewered, Phase 1	Sewered, Phase 2	Sewered, Phase 3
Retail	-	12,720	-	14,040
Office	800	1,965	2,085	3,915
Light Industry	1,982	4,571	1,827	3,570
Total	2,782	16,880	3,912	21,525

Wastewater Generation

Table 25 presents the estimated wastewater volumes generated under each of the scenarios. These amounts are well within the capacity of Hammonton's system to accept additional gallonage.

Table 25: Scenario Comparison – Wastewater Generation at Buildout (gallons per day)

Uses	Unsewered (Entire PT District)	Sewered, Phase 1	Sewered, Phase 2	Sewered, Phase 3
Retail	-	22,810	-	26,935
Office	6,665	16,375	17,375	32,625
Light Industry	9,910	22,855	9,135	17,850
Total	16,575	62,040	26,510	77,410

ELWOOD VILLAGE DEVELOPMENT SCENARIOS

As indicated in Table 16, the parcels in Elwood Village along Route 30 contain approximately 402 acres of land. This includes between 120 and 145 acres of vacant, buildable land (depending on the presence of sewers), and another 50 acres of land that is in commercial or industrial use. If no sewers are provided, 118 acres of residential land might be redeveloped along the corridor. If sewers are present, that figure rises to 213 acres.

The scenarios presented below give figures for the full use and redevelopment of all nonresidential land within the Village District under both unsewered and sewered conditions. A Recommended Strategy is also presented which suggests how the vacant 145 acres might be planned and used. It is assumed that given the large land supply available, vacant lands will be developed first; redevelopment will only occur in the distant future unless public subsidies are provided to encourage redevelopment. Seventy acres are allocated to retail uses, 30 to office, 10 to light industry, 10 to a retirement facility (i.e., nursing home, life care, etc.), and 25 are allocated to village residential uses (i.e., condominiums or apartments).

Scenario Summary

The following six tables summarize the results of the analysis for the unsewered scenario, the fully sewered scenario and the recommended development strategy.

Land Use and Development Potential

Table 26 illustrates the land allocations under the unsewered and sewered build-out scenarios versus the recommended strategy. Table 27 translates the acreage allocations to developed square feet. The full sewered scenario produces 350,000 more nonresidential square feet than the recommended strategy, and the sewered strategies each would produce 9 to 12 times the amount of nonresidential development that could be supported by the corridor without sewers. Due to the higher density of the Village Residential category, the recommended strategy would add 250 new, small housing units to the Village versus the approximately 120 single family homes under the other two scenarios.

Table 26: Scenario Comparison – Land Use Allocation at Buildout (acres)

Uses	Unsewered (Entire PV District)	Sewered (Entire PV District)	Recommended Strategy
Village Commercial	20.0	20.0	35.0
Shopping Center	30.0	40.0	25.0
Fast Food	10.0	10.0	10.0
General Retail	-	-	-
Subtotal Retail	60.0	70.0	70.0
Office	35.0	40.0	30.0
Light Industry	20.0	35.0	10.0
Retirement Facility	-	15.0	10.0
Subtotal Nonresidential	115.0	160.0	120.0
Village Residential	-	-	25.0
Residential	125.0	110.0	-
Total	240.0	270.0	145.0

Table 27: Scenario Comparison – Estimated Potential Development at Buildout (square feet of gross floor area)

Uses	Unsewered (Entire PV District)	Sewered (Entire PV District)	Recommended Strategy
Village Commercial	15,680	261,360	457,380
Strip Shopping Center	23,520	261,360	163,350
Fast Food	3,920	87,120	87,120
General Retail	-	-	-
Subtotal Retail	43,120	609,840	707,850
Office	27,440	348,480	261,360
Light Industry	56,620	457,380	130,680
Retirement Facility	-	98,010	65,340
Total Nonresidential	127,180	1,513,710	1,165,230
Village Residential	-	-	250
Residential	125	110	-
Total Residential	125	110	250

Development Values and Tax Revenues

Table 28 and Table 29 review the expected values and resulting local purpose tax revenues flowing from each of the scenarios. The addition of the 250 condominium/ senior housing units under the recommended strategy pushes the resulting value higher than the other scenarios. The unsewered strategy would produce about $109,000 in tax revenues to the Township, while the two sewered options would produce between $380,000 and $400,000 of tax revenues.

Table 28: Scenario Comparison – Estimated Values at Buildout

Uses	Unsewered (Entire PV District) ($)	Sewered (Entire PV District) ($)	Recommended Strategy ($)
Retail	1,646,400	23,086,800	26,027,100
Office	1,234,800	15,681,600	11,761,200
Light Industry	849,300	6,860,700	1,960,200
Retirement Facility	-	4,900,500	3,267,000
Subtotal Nonresidential	3,730,500	50,529,600	43,015,500
Village Residential	-	-	22,500,000
Residential	14,375,000	12,650,000	-
Total	18,105,500	63,179,600	65,515,500

Table 29: Scenario Comparison – Estimated Municipal Tax Revenues at Buildout

Uses	Unsewered (Entire PV District) ($)	Sewered (Entire PV District) ($)	Recommended Strategy ($)
Retail	9,91	138,983	156,683
Office	7,433	94,403	70,802
Light Industry	5,113	41,301	11,800
Retirement Facility	-	29,501	19,667
Subtotal Nonresidential	22,458	304,188	258,953
Village Residential	-	-	135,450
Residential	86,538	76,153	-
Total	108,995	380,341	394,403

Traffic Impacts

Table 30 indicates that traffic generated under either of the sewered scenarios would be around 46,000 trip-ends per day—approximately 11 times the level of traffic that would be generated at full build-out under the unsewered scenario. The combination of these trips and those from a fully developed Pinelands Town District would exceed Route 30's capacity.

Table 30: Scenario Comparison – Traffic Generation at Buildout (trip-ends per day)

Uses	Unsewered (Entire PV District)	Sewered (Entire PV District)	Recommended Strategy
Retail	2,195	35,719	37,679
Office	412	5,227	3,920
Light Industry	396	3,202	915
Retirement Facility	-	980	653
Subtotal Nonresidential	3,003	45,128	43,168
Village Residential	-	-	2,500
Residential	1,250	1,100	-
Total	4,253	46,228	45,668

Wastewater Generation

Table 31 provides wastewater generation estimates and indicates that a wastewater treatment system for the Village would need to handle between 230,000 and 270,000 gallons per day.

Table 31: Scenario Comparison – Wastewater Generation at Buildout (gallons per day)

Uses	Unsewered (Entire PV District)	Sewered (Entire PV District)	Recommended Strategy
Retail	5,841	86,249	98,500
Office	3,430	43,560	32,670
Light Industry	1,982	16,008	4,574
Retirement Facility	-	31,363	20,909
Subtotal Nonresidential	11,253	177,180	156,653
Village Residential	-	-	112,500
Residential	56,250	49,500	-
Total	67,503	226,680	269,153

RURAL DEVELOPMENT AREA BORDERING EGG HARBOR CITY

As noted previously, limited commercial development is permitted in rural development areas. In the past, the Township has expressed interest in increasing development in the rural development area along Route 30 at the eastern end of the Township and an existing business (a car wash) requires access to wastewater treatment in order to expand. In order to accommodate substantial new development or expansion of existing wastewater-intensive uses such as a car wash, the area must be rezoned to a Pinelands Town to allow for centralized wastewater treatment (such a rezoning would also expand the types of uses that would be permitted in the area). Given the close proximity of sewers in Egg Harbor City, accessing wastewater treatment is not a technical obstacle. Mullica Township would, however, need to downzone another area in the Township in order to compensate for the increased density of the rezoned area. The Township would also need to address financing.

In order to provide a starting point for consideration of development options, this report examined a portion of Route 30 extending roughly 1.3 miles from Hanover Avenue at the western edge to Hamburg Avenue at the eastern edge (i.e., the border with Egg Harbor City). Within this area, parcels were inventoried 1-2 blocks north of Route 30 (depending on the size of the parcels) and south of Route 30 to the railroad tracks. The distribution of land in this area is summarized in Table 32.

Table 32: Summary of Land Uses in Study Area 3

Land Use Category	Area (Acres)	No. of Parcels
Commercial	113	13
Residential	55	43
Vacant	67	40
Farm	18	1
Public/Unclassified	4	5
Totals	257	102

This portion of Route 30 currently resembles the existing Pinelands Town portion of Route 30 in terms of the density and types of uses. Unlike the Town area bordering Hammonton, however, this area has substantial transitional soils and wetlands. In the absence of sewers, new development will be prohibited on parcels that are predominantly transitional soils. New development will also be prohibited in wetlands and within an appropriate buffer area (generally at least 200 feet), regardless of sewer service (in addition, wetlands may make sewering more expensive by requiring more pump stations). Mullica Township will ultimately need to balance the amount of developable land with the cost to extend sewer service and the need to downzone another portion of the Township.

CONCLUSION

If the Pinelands Town district develops without sewers, it is quite possible that all the land in the district will be developed in a ten-year period, but with relatively little fiscal benefit to the Township. In contrast, extending sewers to the corridor would allow the community to encourage higher-value development and to phase that development in accordance with local and regional demand and needs over the course of many years.

When Elwood Village is added to the picture, the amount of land available for development along the corridor rises dramatically, and consequently the ability of the market to absorb the Township's land supply decreases. The Town and Village districts offer over 3 million square feet of development capacity if fully sewered; 10 year demand is estimated at approximately 630,000 square feet. This means that the Route 30 corridor offers a land supply that may take four to five decades to consume. This provides a solid long term flow of new tax revenues to the community. It also means that if unexpected uses come to the Township in the years ahead, the above figures could offer an even more positive revenue picture for the community.

The Rural Development Area bordering Egg Harbor City offers another location for more concentrated development. In order to accommodate significant development or redevelopment, however, the Township would need to rezone it to allow for wastewater treatment (and consequently downzone another location in the township). Given the

time and effort required for rezoning, discussion of options must begin well before action is required.

STRATEGIC DIRECTIONS FOR MULLICA

A FRAMEWORK FOR RURAL ECONOMIC DEVELOPMENT

Rural America has seen significant change over the last several decades. One of the major characteristics of this change is familiar to the general public: a reversal in the trend of outmigration from rural areas to urban areas with the resulting *renaissance* of some rural areas. The renaissance has been driven by a number of factors:

- Rural retirees providing new life, new income and new housing demand in rural areas
- Families going back to small towns
- Internet-connected home occupations blossoming
- The boutiquing of farming (i.e., niche markets appeared which gave small farmers the opportunity make a living. Examples of these markets include buffalo, llamas, specialized cattle breeds, ginseng, hemp, organic fruits and vegetables, and many types of herbs and plants that are supporting the alternative health movement).
- Back office operations of insurance, credit card and other financial service companies
- Mail order companies such as Lands End and Gateway Computers
- Shipping and distribution companies such as Airborne Express
- Tourism

Over the last few decades, much attention has been given to the ways in which rural areas grow and decline and there are a number of current techniques that rural areas are using successfully to achieve economic growth. The following table summarizes rural economic development approaches that are relevant to Mullica and to the Pinelands.

Table 33: Rural Development Techniques

Technique	Notes on Technique
1. Just Wait it Out	There are times when no amount of public sector action can overcome a tidal wave of economic change driven by regional or global forces. At times, the best strategy is to wait until the economy changes and the flood of negative trends abates.

2. Offer Infrastructure and Wait for the Market	Although it can be a long wait, it is common for communities to invest in the necessary infrastructure to accommodate economic growth and then wait for the companies to come. In some respects, this approach makes great sense since industry will often not come until the infrastructure is in place. This is especially true in areas where there is weak market demand. Long-term carrying cost for a community can be substantial
3. Provide a Land Use Framework and Wait for the Market	Related to the above point is the strategy of developing a land use framework to shape development well before there is market demand. This ensures that when development arrives, it can be managed appropriately.
4. Sponsor Public Owned Business Parks or Other Real Estate	In this case, the local or regional government buys land or buildings, creates serviced sites or buildings and works to attract tenants or buyers. The up-front commitment from government is substantial and the carrying costs for the facility can become politically difficult if the market does not respond strongly and quickly.
5. Public Buys a Business	Some communities have actually searched out and purchased a business in order to provide local jobs and stimulate more investment. In one case, shares were sold to the general public for $10 a piece. In the end, these funds and grant dollars allowed the town to buy a small furniture company, bring it to town and help it become profitable.
6. Tax Subsidies	Enterprise Zones are the most recent examples of the long standing technique of lowering property and income tax levels to attract business. Despite the many tales of companies that invest, take the subsidy and then leave, many areas continue to offer tax subsidies and they work. Recent enterprise zone regulations limit the number of *one night industrial investments* and target new business investment to regions of states that are most in need of economic growth. The combination of offering job training assistance with state income tax subsidies makes the deal even more appealing for relocating businesses. Vineland is a large urban enterprise zone.

7. Beneficial Taxation Programs	Tax increment financing and business improvement districts are both common techniques whereby property taxes are targeted for improvements within specified areas. TIFs hold down overall taxes on properties within a given area by maintaining the taxation level existing at the time of investment for the new business and using the incremental taxes flowing from the new investment to help the business pay down long-term debt. BIDs assess a special tax within a given area and the revenues flowing from that tax are spent only within the targeted area. Businesses pay more taxes, but they see a direct proportional benefit from their taxes.
8. Advertise/Create an Image	Often communities suffer from being unknown. While most rural places cannot afford an advertising campaign per se, most can afford to become more active in state and regionally sponsored economic development advertising. One of the spin-off benefits of tourism is that it brings people to the community and thus creates more general awareness of the place. Increasingly, rural business investment is initiated by people discovering the place through pleasure travel. Other options for creating awareness are the Internet, direct mail, attendance at business trade shows, coop advertising and working with a writer to place articles in strategically selected publications.
9. Clustered Economic Growth	A cluster strategy normally builds on one or two existing strong business sectors which already show some diversification within the local economy and have ties to growing economic sectors in the broader economy. There is demonstrated evidence that clustered businesses have many advantages over competitors operating in isolated circumstances.
10. Rural Networks	Rural networks are deliberately constructed systems of business support that address the needs of local businesses. They can involve cooperative purchasing systems, shared space, research and development support from local universities, and many other resources.
11. Amenity Driven Development	This model is driven by the desire of retirees, geographically free workers and businesses to find locations that offer a high quality of life. Public sector investments in recreation facilities, lakes, trails, downtowns, school systems and the protection of open space all enhance amenities that are appealing to investors.

12. Retirement Regions	Rural retirees are a major economic trend. Some areas of the country area focusing all their energies on attracting retirees because they bring income, generate few local service demands and energize local real estate markets. Communities must offer a good mixture of appealing climate, cultural activities, recreational amenities and affordable housing to compete for retirees.
13. Tourism Regions	Tourism is becoming an increasingly powerful economic force in rural areas. This is due to the general growth in tourism around the world and the fact that tourism is a business sector over which public sector investment, marketing and management can have a great influence. Often it is the public sector that offers the *product* (e.g., national parks, museums, historic sites, etc.) that draw the travelers.

While this is not an exhaustive list, it does suggest the variety of ways in which communities can foster rural growth. The type of approach a community takes depends on available resources, grant writing savvy, and the particular assets and challenges facing the place. For the purposes of this study, it is assumed that a mixture of some of these techniques will be most appropriate for Mullica.

CRITICAL STRATEGIC FACTORS

The analysis presented above suggests several key themes that the Township should at least consider, if not directly incorporate, in its economic development strategy:

1. Mullica Township has much more land available than can be absorbed by the market over the next 10 years. Therefore, the Township's Route 30 strategy must be long term.

2. The Corridor has a good, but not optimum, location relative to the Expressway for certain types of development such as light industry, office space, and warehouses. The extra minutes to drive through either Hammonton or Egg Harbor City are a disincentive to make a side stop on Route 30, and present a significant obstacle to other types of development (e.g., retail and service outlets.)

3. Capturing southbound traffic from Route 206 or Route 563 does offer limited opportunities.

4. The Corridor has no image or if the used car lots present an image, that image needs to be solidified and given more energy and clarification.

5. The only agglomeration of businesses in the Township is used car sales. As discussed by graduate students from the University of Pennsylvania Design Studio, there might be some opportunity to consolidate those lots and create a used car/ auto-oriented facility with more destination drawing power.

6. The Corridor does not present itself as a place. Outside of a few signs, travelers are unaware that they are entering or in Mullica Township as they travel along Route 30.

7. According to local economic development professionals, the critical factors preventing growth in the study area are first, the lack of sewers, and secondly a perception that the Pinelands Act regulations are too onerous to tackle unless absolutely necessary. Since there ample serviced sites nearby, both inside (e.g., Hammonton) and outside the Pinelands, Mullica Township's sites are not competitive.

8. Given the Pinelands Town designation at the west end of the corridor and the presence of sewer in Hammonton, this section of the Corridor is the natural location from which to initiate a Phase One economic development strategy and to then continue eastward to other nodes as demand warrants.

9. Assuming a cost of $100 per linear foot for sewer main extension from Hammonton into Mullica, each 2000 foot phase of sewer extension would cost $200,000. Even if no grant funds were acquired, this cost might be distributed affordably among property owners through the use of a long-term, annual capital charge.

10. Average tax revenues flowing to the Township from each 2000-foot phase of development discussed above would equal approximately $130,000 to $150,000.

11. Elwood Village, in particular, needs more definition. Gateways are needed and signage and businesses should create a stronger draw to attract people to stop.

12. While development of the area bordering Egg Harbor City may not be an initial priority, the Township should begin to consider how development will fit into a corridor-long strategy. Considerable upfront effort will be required to lay the groundwork (e.g. rezoning) necessary for future development and expansion of existing operations.

MULLICA'S PATH

This analysis has defined the parameters within which economic development is most likely to occur. It has also examined local and regional economic trends to find potential opportunities for the community. Based on this work, the following menu of strategic directions appears feasible for Mullica Township. The menu concept is used because different components of the list can be mixed and matched, although some ideas go together better than others.

Land Use Options

1. **Light Industry**: This option is strong to the extent that users require larger tracts of land and good highway access, both of which Mullica offers. In addition, the uses do not require high visibility from the road, and therefore, they can be developed behind vegetative buffers and maintain the road's current character. In cases where the buildings are visible, they can be landscaped and thus enhance the character of the Corridor.

2. **Office**: Back offices that are largely self-contained are one potential market. The lack of retail, eating establishments and other services for employees makes Route 30 somewhat less appealing that other locations if a facility does not have a cafeteria. Proximity to Hammonton might also address the lack of employee services in Mullica (but is also a source of competition).

3. **Warehousing**: Warehouses are a strong option, although the tax base impacts will not be as beneficial as the above options. This use, however, does not have great wastewater generation rates and could theoretically be located along the corridor today if demand were strong enough.

4. **Retirement Facilities and Housing**: The 1993 Master Plan noted that this use would be desirable for the community. In the past, retirement businesses considered the Corridor but rejected it due to lack of sewer. Retirement facilities would be a strong tax revenue generator and job generator that could strengthen Elwood if sited the Village. The wastewater requirements might also help make a package plant more affordable for Elwood property owners and the Township.

5. **Used Cars**: University of Pennsylvania students recommended a consolidated used car facility, including sales, services and supplies. This should be reviewed with property owners for its feasibility.

6. **Retail**: **Spillover from Hammonton is possible if sewers are present.** The Pinelands Town District and its vacated retail sites could be revitalized if sewer were present. Increasing the pedestrian and auto activity in Elwood Village could also create more demand for retail.

7. **Public Tourism or Education Facilities**: As noted by graduate planning students from the University of Pennsylvania, the siting of some type of tourism center or educational facility in Elwood could help to make the village more of a destination. A niche must be found for this concept. Consideration should be given to whether there is space that could be converted to an incubator facility for small businesses such as craftspeople. Attempting to develop a conceptual link to Batsto might be a possibility. A Pinelands interpretive kiosk would also be helpful.

8. **Commercial Recreation:** Township officials may also want to consider placement of a golf course near Egg Harbor City. Demand for sites is increasing throughout the region and golf courses are a permitted use under the existing Pinelands Management Area designation (rural development).

Wastewater Options

1. **Extend sewer from Hammonton.** Given the proximity of the sewer and wastewater treatment plant, this is the best option for the PT District. A three-phase expansion program with public sector initiated investment in Phase One would stimulate development at the western end of the corridor and encourage private sector investments—and private sewer financing—for the remainder of the District.

2. **Elwood Village:** Under the Elwood scenario described above, the Township should encourage investment in a senior housing and a retirement facility in Elwood. This facility would require wastewater treatment, which could be provided through either an expansion of the school system or the construction of a new facility. Such a

facility could serve other uses in the community such as a recreation center or other commercial uses.

3. **Egg Harbor City expansion**: While the amount of land available in the Pinelands Town District and the limited ability of the market to absorb more supply tend to make sewering a lower priority in this area, a substantial effort will be required to rezone for wastewater treatment and should not be delayed. The needs of existing businesses and the current focus on Route 30 (including redevelopment efforts in Egg Harbor City) also support the need to begin work or rezoning.

Transportation and Circulation

1. **Pedestrian improvements in Elwood:** If Elwood Village is expanded to include more senior housing and other uses, a priority should be to upgrade the pedestrian system.

2. **Pedestrian system in the Pinelands Town District**: Given lot sizes and potential uses, developers will tend to ignore pedestrian systems as the Pinelands Town District builds out. Local regulations and grants should encourage the development of walkways, sidewalks and bike paths within the District. These system should be for residents, but also for employees seeking recreational amenities.

3. **Link to Rail Service:** If sufficient activity occurs within the Town and Village, rail service may return to the area with a stop in Elwood Village.

Public Investments

1. **Sidewalk and bike path grants for the Pinelands Town District**: Apply for TEA21 funds for paths and sidewalks in the District.

2. **Tourism facility in Elwood:** Find a facility or land on which a tourism interpretive facility could be placed.

3. **Signage for Corridor:** Design and require graphic consistency along the Corridor.

Regulatory Issues

1. **Prepare design guidelines for entire corridor**: Guidelines should provide direction for landscaping, building setback, facades, and signage.

APPENDIX 1:
INVENTORY OF PARCELS IN THE STUDY AREA

Along White Horse Pike—tax maps 30, 34, 39, 41, 100, 101, 108, 110.

Parcel Number	Owner	R,C,V ,P,I	Area #	Acreage
17-03024-0000-00001	?	?	1	2.40
17-03038-0000-00001	Brunetti, J.	V	1	31.20
17-03038-0000-00002	Caraballo, J. & F.	C	1	2.07
17-03038-0000-00003	Matos, G. & Z.	C	1	1.03
17-03039-0000-00001	Brunetti, J.	V	1	8.70
17-03040-0000-00001	Brunetti, J.	V	1	4.14
17-03040-0000-00002	McClure, J.	R	1	0.50
17-03040-0000-00003	Goldburg, H.	R	1	1.00
17-03040-0000-00004	Trettner, W.	R	1	1.40
17-03040-0000-00005	Brunetti, J.	V	1	0.77
17-03040-0000-00006	Messina, I.	V	1	1.03
17-03401-0000-00001	Mullica Properties	V	2	2.13
17-03401-0000-00002	Coffee, B.	R	2	0.54
17-03401-0000-00003	Paulsgraf, F.	C	2	0.90
17-03401-0000-00004	Wardenecki, I.	R	2	0.26
17-03401-0000-00005	Guischard, H.	R	2	1.79
17-03401-0000-00006	Kuzdrall, R.	R	2	0.36
17-03401-0000-00007	Guischard, L.	V	2	0.46
17-03402-0000-00001	Mullica, LLC	R	2	6.24
17-03402-0000-00002	Guischard, H.	V	2	0.23
17-03403-0000-00001	Matos, G.	R	2	4.86
17-03403-0000-00002	Matos, G.	V	2	0.69
17-03403-0000-00003	Matos, G.	V	2	0.92
17-03404-0000-00001	Cirillo, P.	V	2	0.54
17-03404-0000-00002	Gibson, D.	R	2	0.14
17-03404-0000-00003	Vasquez-Flores, R.	R	2	0.14
17-03404-0000-00004	Sorrentino, J.	R	2	0.50
17-03404-0000-00005	Cirillo, P.	R	2	1.59
17-03404-0000-00006	Steiner, R.	C	2	0.15
17-03404-0000-00007	Paulsgraf, F.	V	2	1.06
17-03404-0000-00008	Paulsgraf, J.	R	2	0.53
17-03404-0000-00009	?	?	2	0.53
17-03404-0000-00010	Adams, R.	C	2	1.33
17-03404-0000-00011	Brown, R.	R	2	0.23
17-03405-0000-00001	Carpenter, C.	R	2	0.34
17-03405-0000-00002	Cortina, P.	R	2	0.26
17-03405-0000-00003	Mick, A.	R	2	0.39
17-03405-0000-00004	Elwood Volunteer Fire Co.	P	2	2.09
17-03405-0000-00005	Township of Mullica	P	2	0.75
17-03405-0000-00007	Schlue, C.	C	2	0.94
17-03405-0000-00008	N.J. Dept. of Transportation	P	2	1.06
17-03405-0000-00009	Gaskill United Methodist Church	Q	2	0.68
17-03405-0000-00010	Township of Mullica	P	2	0.34

17-03406-0000-00001	Brunetti, J.	V	2	6.40
17-03406-0000-00002	Coffee, W.	R	2	0.17
17-03407-0000-00001	Guard, S.	V	2	2.79
17-03407-0000-00002	Watlers, C.	C	2	3.97
17-03408-0000-00001	Esposito, R.	C	2	3.27
17-03408-0000-00002	Coffee, W.	C	2	1.35
17-03408-0000-00003	Santiago, E.	R	2	0.41
17-03408-0000-00004	Trader, A.	R	2	0.23
17-03408-0000-00005	Simpson, W.	R	2	0.76
17-03409-0000-00001	Sorrentino, D.	C	2	0.46
17-03409-0000-00002	Mowbray, P.	C	2	0.47
17-03409-0000-00003	Ray, D.	R	2	0.36
17-03409-0000-00004	Guidos, R.	R	2	0.46
17-03409-0000-00005	Bozarth, E.	V	2	0.52
17-03409-0000-00006	Painter, B.	R	2	0.38
17-03409-0000-00007	Perona, J.	R	2	0.54
17-03409-0000-00008	Perona, J.	C	2	0.40
17-03409-0000-00009	Leming, K.	R	2	2.88
17-03410-0000-00001	Singh, K.	R	2	0.67
17-03410-0000-00002	Johnson, E.	R	2	0.13
17-03410-0000-00003	Bennett, C.	V	2	0.23
17-03410-0000-00004	Singh, S.	C	2	1.08
17-03410-0000-00005	Domadia, A.	R	2	0.51
17-03410-0000-00006	Paccillo, E.	R	2	0.10
17-03410-0000-00007	Cardona, W.	R	2	0.40
17-03410-0000-00008	Stewart, R.	R	2	0.39
17-03410-0000-00012	Marinari, C.	R	2	0.28
17-03410-0000-00013	Snyder, D.	V	2	0.28
17-03410-0000-00013	Snyder, D.	R	2	0.29
17-03410-0000-00014	Cintron, Z.	R	2	0.97
17-03410-0000-00015	Hyatt, L.	R	2	0.48
17-03909-0000-00001	Brunetti, J.	V	1	3.52
17-03910-0000-00001	Lukas, R.	C	1	0.86
17-03910-0000-00002	Brunetti, J.	V	1	2.66
17-03911-0000-00001	Brunetti, J.	C	1	3.52
17-03912-0000-00001	Brunetti, J.	V	1	3.52
17-03913-0000-00001	Brunetti, J.	C	1	3.52
17-03914-0000-00001	Brunetti, J.	C	1	3.52
17-03915-0000-00001	Umosella, J.	C	1	0.60
17-03915-0000-00002	Brunetti, J.	V	1	2.12
17-03916-0000-00001	Brunetti, J.	C	1	9.10
17-04113-0000-00001	Fleck, E.	V	2	0.14
17-04113-0000-00002	Brunetti, J.	V	2	10.15
17-10017-0000-00001	Weygang, W.	R	2	0.46
17-10017-0000-00002	Hatfield, L.	R	2	0.46
17-10017-0000-00003	Slimm, R.	R	2	0.46
17-10017-0000-00004	Messina, I.	V	2	0.46
17-10017-0000-00005	Messina, I.	V	2	0.46
17-10017-0000-00006	Messina, I.	V	2	0.46
17-10018-0000-00001	Messina, I.	V	2	0.46
17-10019-0000-00001	Messina, I.	V	2	0.46
17-10020-0000-00001	?	?	2	0.46
17-10021-0000-00001	?	?	2	0.46

17-10022-0000-00001	Paolino, N.	V	2	21.05
17-10022-0000-00002	Foster, A.	R	2	2.35
17-10022-0000-00003	Nehr, J.	R	2	1.85
17-10022-0000-00004	Evans, J.	R	2	3.00
17-10022-0000-00005	Nouragas, T.	V	2	1.19
17-10022-0000-00006	Schlue, G.	C	2	2.53
17-10022-0000-00007	Gould, N.	V	2	26.12
17-10022-0000-00008	Drumond, W.	R	2	0.53
17-10022-0000-00009	Gould, N.	V	2	0.26
17-10022-0000-00010	Errera, C.	P	2	0.79
17-10022-0000-00011	Hicswa, T.	V	2	0.78
17-10022-0000-00012	Triolo, D.	V	2	0.90
17-10022-0000-00013	Fehrle, M.	R	2	1.10
17-10022-0000-00014	Darcy, T.	R	2	0.85
17-10022-0000-00015	Kamenar, R.	R	2	2.02
17-10022-0000-00016	Kamenar, R.	R	2	14.59
17-10022-0000-00017	Bruni, A.	C	2	0.59
17-10022-0000-00018	Tomasello, A.	V	2	0.68
17-10022-0000-00019	Pilallis, R.	R	2	3.26
17-10022-0000-00020	Pilman, S.	V	2	2.82
17-10022-0000-00021	Latthans, C.	V	2	1.86
17-10022-0000-00022	Romeo, J.	R	2	1.38
17-10022-0000-00024	Arons, D.	V	2	2.47
17-10024-0000-00001	Wescoat, C.	V	3	0.79
17-10024-0000-00002	Wescoat, C.	R	3	0.87
17-10024-0000-00003	Gazzara, P.	R	3	0.45
17-10024-0000-00004	Thery, H.	R	3	0.45
17-10024-0000-00005	Ganiel, L.	R	3	0.28
17-10024-0000-00006	Butterfly Property Mgt.	P	3	2.00
17-10024-0000-00007	Westcoat, C.	V	3	0.79
17-10024-0000-00008	Fondacaro, S.	C	3	1.06
17-10024-0000-00009	Astacio, J.	R	3	3.20
17-10024-0000-00010	Fonacaro, S.	V	3	2.16
17-10024-0000-00011	Sanchez, P.	R	3	3.20
17-10024-0000-00012	Lemmerman, R.	R	3	5.27
17-10024-0000-00013	Lemmerman, R.	C	3	3.05
17-10024-0000-00014	Schlue, G.	R	3	3.05
17-10024-0000-00015	Adams, J.	C	3	4.93
17-10101-0000-00001	Perona, J.	R	3	3.58
17-10101-0000-00002	Williams, I.	V	3	2.67
17-10101-0000-00003	Johns, D.	C	3	1.13
17-10801-0000-00001	Nouragas, T.	V	2	0.58
17-10801-0000-00002	Nouragas, T.	V	2	2.38
17-10801-0000-00003	Perona, J.	V	2	1.82
17-10801-0000-00004	Perona, J.	V	2	1.80
17-10802-0000-00001	Perona, F.	C	2	10.20
17-10802-0000-00002	Perona, M.	V	2	10.36
17-10802-0000-00003	Kaluhiokalni, C.	R	2	1.91
17-10802-0000-00004	Kaluhiokalni, C.	R	2	1.71
17-10802-0000-00005	Savona, M.	R	2	2.86
17-10802-0000-00006	Vasilakis, C.	C	2	1.90
17-10802-0000-00007	Triboletti, B.	R	2	0.95
17-10802-0000-00008	Schlue, G.	R	2	1.91

17-10802-0000-00009	Jordan, M.	R	2	0.46
17-10802-0000-00010	Adams, E.	C	2	1.40
17-10802-0000-00011	Liepe, M.	R	2	1.70
17-10802-0000-00012	Dembieks, O.	R	2	3.25
17-10802-0000-00013	Klopfer, K.	V	2	1.52
17-10802-0000-00014	Bruni, A.	V	2	5.73
17-10803-0000-00001	Errera, C.	R	3	3.28
17-10803-0000-00002	Triboletti, M.	R	3	1.52
17-10803-0000-00003	Capaldi, M.	R	3	1.64
17-10803-0000-00004	Weber, G.	R	3	1.64
17-10803-0000-00005	Metz, F.	C	3	2.38
17-10803-0000-00006	Arons, D.	V	3	3.04
17-10803-0000-00007	Italiano, L.	R	3	3.31
17-10803-0000-00008	Pratts, F.	R	3	1.56
17-10803-0000-00009	Tharp, R.	R	3	1.59
17-10803-0000-00010	Henderson, R.	R	3	3.82
17-10803-0000-00011	Hochman, P.	V	3	0.27
17-10803-0000-00012	Kehrli, D.	R	3	1.63
17-11008-0000-00001	Parker, K.	V	3	5.71
17-11008-0000-00002	McNamara, J.	C	3	4.76
17-11008-0000-00003	Opici, H.	V	3	9.53
17-11008-0000-00004	Adshead, J.	C	3	4.30
17-11008-0000-00005	Vecchiotti, F.	V	3	1.43
				402.42

*R=Residential, C=Commercial, V=Vacant, P=Public, Q=Quasi-Public

APPENDIX 2:
ECONOMIC DEVELOPMENT ASSISTANCE RESOURCES

The Southern New Jersey Partnership for Economic Development provides assistance to seven counties. It promotes the Southern New Jersey region as a whole by providing site selection services and disseminates economic data to businesses on a regional basis. Potential businesses wishing to expand or relocate in southern New Jersey examine the region when making a location decision and are less interested in municipal boundaries. The organization generally works with businesses which employee 25 to 200 people. These businesses contact the Partnership as a result of targeted advertisements, direct mailing and marketing directed to site location specialists.

The South Jersey Economic Development District, with offices in Vineland, assists communities in attracting business development by assembling grant packages for the development of infrastructure, industrial parks, and other resources. It also provides loans for specialized business assistance programs to companies in Atlantic, Cape May, Cumberland, and Salem Counties.

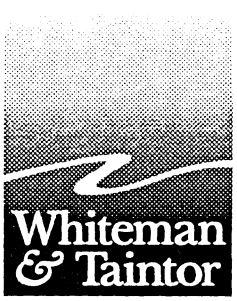
The Greater Atlantic City branch of the New Jersey Small Business Development Centers located in Atlantic City offers a wide range of services to existing small business owners and to those considering starting their own business by providing counseling, workshops, and loans from the Small Business Administration. The program is a cooperative effort of the private sector, the educational community and government agencies. Clients are assisted in determining the feasibility of their cash flow projections, financial statements, and marketing strategies.

Atlantic County Economic Development Corporation 2000 (known as Atlantic 2000) was established as a non-profit agency in 1994 and works with local agencies on financial packages for business recruitment and retention. The office is based in Atlantic Community College in Mays Landing. The staff of Atlantic 2000 follow up on new business leads and package relevant economic and demographic information targeted to meet the specific needs of those business leads. Once the leads become tangible, staff assist in coordinating local and state permit and approval processes and in identifying other resources. The organization markets itself to businesses as the "one-stop shopping" contact for assistance in establishing businesses in Atlantic County by assisting with loans, permitting and identifying other necessary information (such as labor, training, and financing).

The Atlantic County Department of Regional Planning and Development is in many cases, the contact for economic development for communities that do not have the staff to support their own operations. The Atlantic 2000 committee has taken over many of the responsibilities that this department once addressed.

In 1998, Atlantic 2000 petitioned the New Jersey Economic Development Authority (NJEDA) with support from the Pinelands Municipal Council to implement a Pinelands Incentive Priority Program (PIP) in order to provide selected Pinelands communities with priority status for selected programs available through the New Jersey EDA. The special designation would be similar to the Urban Aid Designation already in effect through the NJEDA and would allow selected Pinelands communities to qualify for most of the NJEDA's programs at the lowest interest rates available. NJEDA expressed interest in the Atlantic 2000 proposal, but first requested further information on the demand for

commercial borrowing in specific Pinelands communities and the degree of interest in those communities for commercial expansion in order to determine the type of financial assistance required by businesses. To date, this information has not been provided to the NJEDA.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