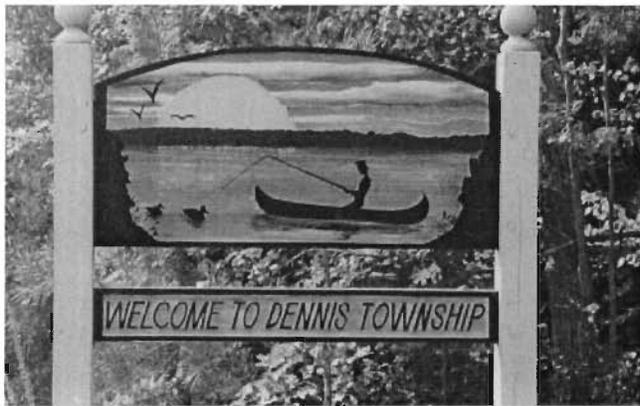

Pinelands Rural Economic Development Pilot Program



DENNIS & MAURICE RIVER TOWNSHIPS IMPLEMENTATION PROGRAM

Final Report

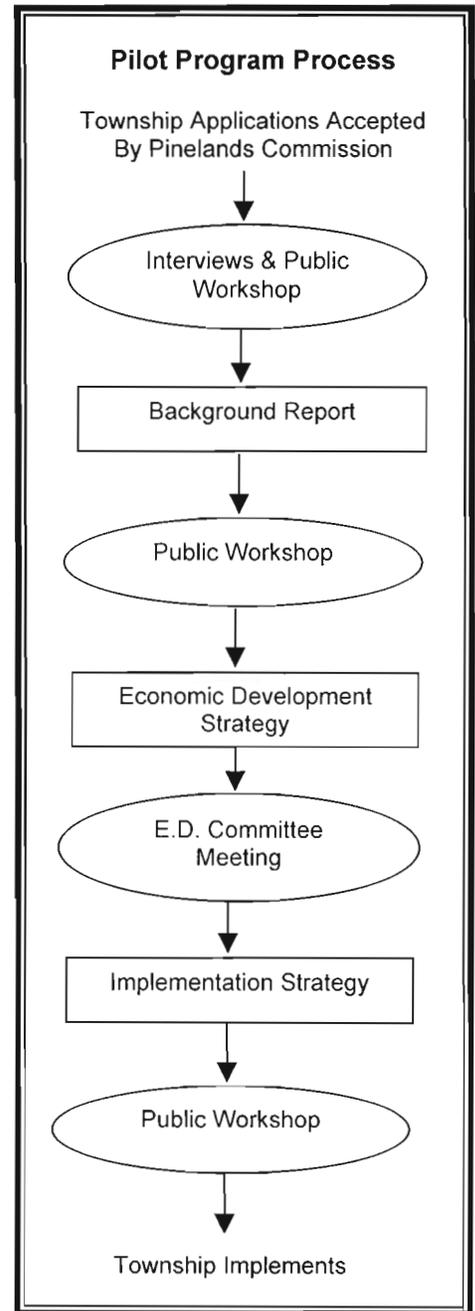
Whiteman & Taintor
January 2000

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1. Overview of Strategy

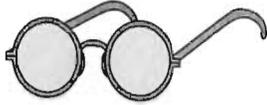
This strategy is a companion piece to the Tourism Analysis that was prepared earlier this year (March 1999) for Dennis and Maurice River Townships. Both documents, as well as a Background Report, were prepared by Whiteman & Taintor as part of the Pinelands Rural Economic Development Pilot Program. The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



The Economic Development Strategy noted that the Dennis and Maurice River area encompasses a range of landscapes, but has only one geographically definable gateway, the Routes 55/49/47 nexus. Based on a review of the tourism product offered by competing destinations (e.g., Cape May, NJ and Bucks County, PA) the Strategy recommended that the region position itself as uncommercialized, untouristy, undeveloped, and uncrowded. Key themes to draw on include the area's outstanding natural resources (forests, marshes, eagles, butterflies, dark skies), extensive trail system (biking, walking, water-based), and local history (the villages along Delsea Drive).

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

2. A Vision for the Dennis and Maurice River Area



In a few short years, the Townships of Dennis and Maurice River will also be known as ***The BayLands—An Environmental Education Resource Area***. This designation will tell the traveler that this place is different—that it is a collection of individuals, sites, organizations and communities committed both to protecting the environment and to using the environment to educate the public and enhance the local economy. It suggests a priority given to environmental resources, as well as a coordinated and cohesive approach to environmental education. It suggests that the concept of environmental sustainability is woven within the economic fabric of the place.

Visitors traveling south will exit Route 55 and immediately learn through well-designed signage that they are entering the BayLands. Within minutes they will encounter a visitor information center near the Route 47/Alternate 47 intersection. This facility will tell the story of the BayLands region including topics such as the following:

- The history of the Maurice River and the region's villages
- The estuaries and nesting sites
- The wildlife migrations
- The ecology of the Bay
- The clean air and clear night skies
- The ecosystems of the creeks flowing to the Bay
- The unique environmental research programs sponsored here
- The cutting edge ways that technology is used to support environmental research and allow for intimate, but non-invasive, educational experiences
- The *BayLands Trail Network*, an unusual system of biking, walking and water trails that allows exploration of the BayLands from the Delaware Bay, up the creek systems, and through the State Forest lands and villages
- The importance of the lands here as indicated by the presence of national, state and regional environmental organizations.

Perhaps most importantly, the visitors facility will convey that the BayLands area is different from the Jersey Shore. It will not be crowded or overbuilt. Rather, it will be a place where one can find quiet, beauty, and solitude. The character of the BayLands will be lasting and will not dramatically change over time. A message will be conveyed that the BayLands is a perfect complement to

a stay in Cape May or along the Shore, and that it is also a place worthy of a separate trip.

Other features of the BayLands region will be:

- Visitors to the area will find limited lodging within the BayLands. A few bed-and-breakfasts and small inns will be located near villages that constructed small wastewater treatment plants, the majority of the area's lodging will consist of campgrounds. New, affordable lodging will also be available in nearby Woodbine, where visitors can access the BayLands Trail Network and the Belleplain State Forest.
- The interpretative infrastructure of the BayLands will be of the highest quality. From both the Route 47 Scenic Byway system and the BayLands Trail Network, visitors will be able to access extensive interpretive information concerning the history and ecology of the area. Local businesses will participate in the educational effort through on-site kiosks and the distribution of reading material and audio tapes.
- Another unique quality to the BayLands will be the number of small special events and educational experiences that are offered. Given the lack of lodging, the area will sponsor few, large-scale special events. Instead, a continuous stream of small-scale lectures, workshops, guided walks, and eco-charettes (environmentally-oriented working weekends organized around trail maintenance or other activities) will be held. Large-scale special events will tend to be focused on visitors camping at the State Forest or held in conjunction with Cape May given its larger lodging base.
- Home occupations and small shops will be found throughout the BayLands. Maps and directories will help visitors explore the area and enable them to target specific goods and services.

In general, this vision of economic development will bring small-scale businesses to the region's villages. It will encourage greater support and membership for environmental and cultural organizations. And it will frame the presence of the Pinelands as a valuable asset for ensuring the protection and sustainable future of this area, while allowing for economic development that enhances protection efforts.

3. Implementation Strategy

So what now? The implementation strategy detailed below is meant to move the BayLands area – Dennis and Maurice River Townships - from the recommendations in the economic development strategy to the long-term vision described above. Specific action items are grouped according to the following categories: staff/organization, planning and zoning, infrastructure, marketing, site-specific development, targeted new uses, partnerships, education/outreach, and events. The discussion of each action item includes a description of necessary steps, identification of key people/organizations to be

involved, an estimate of the time required for completion, and suggested resources to assist in the effort. Priorities are not assigned because all action items should be undertaken as resources permit. Instead, the suggested schedule provides an indication of immediacy and which items should be completed first. A matrix is provided at the end of the strategy that summarizes all of the action items by geographic area.

Before rushing to start implementation, however, all participants – from Township officials to interested residents – should be aware of the factors that can thwart even the best of strategies. Perhaps the most critical factor for successful implementation is community involvement. While productive community involvement is particularly difficult to achieve in sparsely populated rural areas such as Maurice River Township, municipal leaders must aggressively identify new participants when previous connections fail to contribute. This means going beyond the usual communication methods of public notices and announcements, and finding creative ways to reach out to residents, business owners, and other segments of the community such as senior citizens and students. While Dennis Township may have a more active level of involvement as the Pilot Program concludes, they should nonetheless continue efforts to generate interest among other residents as implementation begins. Widespread community involvement not only promotes buy-in, which is essential for any actions that require expenditure of public funds and resources, but it also guarantees a flow of new ideas and energy that is needed to guard against the burn-out that results when too few people take on too much work. For these reasons, expanding and strengthening community involvement should be an ongoing, top priority for both Townships.

Other challenges include:

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

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

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



A. Staff/Organization

Action Item A.1 – Form BayLands Ecotourism Committee

Rationale: From a practical perspective, some form of multi-municipal organization is needed to coordinate activities throughout the BayLands Region. The committee can initially be a continuation of the Pilot Program Steering Committee, with representation from local government, businesses, chambers of commerce, and environmental organizations. From a conceptual standpoint, the organization can progress from an informal group that begins by seeking input and publicity regarding the BayLands strategy, to a more organized effort focused on the goal of pursuing scenic byway status and other related initiatives. The byways program is a state and federal initiative that fits well with the goals of the Baylands Region.

With regard to coordination, a core group of individuals is needed to manage overall activity, designate leads for each action item, and monitor progress. The committee must be large enough to ensure community representation and share responsibility, but not so large that reaching consensus and taking action is problematic. Once the strategy is underway and funded, the communities may want to hire a part-time or full-time coordinator to serve as a single point of contact and accountability. Other considerations in designating committee members include tapping individuals with positive reputations, an ability to “get things done”, and knowledge of useful networks and resources (especially to identify opportunities to spin off projects to existing organizations).¹ Designating a committee is purely a management tool and in no way diminishes the need for widespread community involvement as noted above.

Plan for Extra Help

Whether one leader is selected or a steering committee is established, make sure progress will continue despite other commitments, changes in staff, etc. Effective leaders actively seek help when needed to move forward, are able to delegate work, and rely on “backup” leaders if necessary to share knowledge and effort.

From: *Community Visioning/ Strategic Planning Programs: State of the Art*, Illinois Institute of Rural Affairs.

After refining the BayLands concept, the BayLands Ecotourism Committee should work with the New Jersey Coastal Heritage Trail to seek nomination as a state scenic byway, and ultimately as a national scenic byway. Attaining byway designation will provide a means to both promote the BayLands Region and to provide a source of funding for physical improvements and marketing efforts. This effort can build off of the preliminary work that was done by the Pinelands Commission to designate a historic district along Delsea Drive as well as the information gathered during earlier phases of the

¹ From Wade, Jerry, *Building Communities from the Grassroots – Community Development Academy*, University of Missouri Extension Service, 1998.

Pilot Program. The timing for designating byways is particularly good because the State has a newly launched program with a Governor's directive to have at least five roads designated within the next year. If the BayLands communities act quickly, they can be in this first round of five. The Baylands Region should then partner with the New Jersey Coastal Heritage Trail and a similar effort underway along the Mullica River corridor to pursue national scenic byway designation, which would benefit the entire region.

Byway Strategy

The nation's scenic byway system consists of roads at two basic levels: state and national. While both classes of roads are eligible for federal funding, the National Scenic Byways will tend to receive funds before the state byways. Therefore, it is in the best interest of the BayLands Region to work with the New Jersey Coastal Heritage Trail to see if that road system, guided by the National Park Service, will participate in applying for National Scenic Byway status (Mullica, Bass River, and Washington Townships are also being encouraged to join the partnership). This will open funding for the Coastal Heritage Trail as well as for the BayLands Region. In addition, the more closely the BayLands Region can align itself with the Coastal Heritage Trail System, the greater the benefit for marketing and interpretive efforts. Including the BayLands Region would be similar to the inclusion of Great Egg Harbor within the existing Coastal Heritage Trail system.

Summary of Necessary Steps:

1. Hold a meeting of the Dennis and Maurice River Township Committees. Decide on an appropriate number (e.g., 8) and mix of individuals (e.g., two representatives from each Township, one representative from each county, and two at-large positions). Ensure balanced representation from the public and private sectors, and from the environmental and economic development communities. Consider including a representative from Woodbine Borough since their existing and planned visitor resources will help in implementing this strategy. See Appendix C for tips on creating an effective committee.
2. Designate committee members; select chair and other officers.
3. Incorporate committee as a nonprofit to pursue grants and other sources of funding.
4. Invite State scenic byway coordinator to tour the area.
5. Meet with the State byway coordinator and representatives of the Coastal Heritage Trail and communities along the Mullica River (Bass River, Mullica, and Washington Townships) to discuss the feasibility of submitting joint applications for state and national scenic byway designation.
6. Submit state scenic byway application for funds to assist in the preparation of a corridor management plan and application for national byway designation.
7. Assemble a corridor management plan from materials produced by the Pilot Program and other sources, and in conjunction with other partners, submit an application for national scenic byway designation.

Who Needs to be Involved: Township committees; other local representatives; New Jersey's scenic byway program; New Jersey's Coastal Heritage Trail program; Mullica River communities.

Resources to Support Action Item:

1. The New Jersey Scenic Byway Program has recently begun to seek applications. The basic application to the state is straightforward and no fee is required. The corridor management plan requirement can largely be fulfilled with material developed under the Pinelands Pilot Economic Development Project. Grant fundable projects include acquisition of sensitive resources, preparation of marketing strategies and materials, and development of interpretive plans, materials, and signage. Preference for funding is given to National Scenic Byways, so the BayLands Ecotourism Committee should partner with the NJ Coastal Heritage Trail and the Mullica River communities and submit an application for one combined heritage byway system. There is a 20% match for byway grants, which is often paid for or shared with the state. Contact: David Byers, NJ DOT, State Scenic Byway Coordinator, P.O. Box 600, 1035 Parkway Avenue, Trenton, NJ 08625 ph (609) 530-5673, fax 609-530-5526. Visit their website at www.state.nj.us/transportation.
2. The National Scenic Byway Resource Center in Duluth, MN offers assistance to communities seeking information on byways and/or seeking national designation. Contact: Barb Koth, Resource Center, 227 West 1st Street, Suite 610, Duluth, MN 55802, ph (218) 529-7551 or 1-800-429-9297, ext. 5. Visit their website at www.byways.org.
3. The National Scenic Byway Program at the Federal Highway Administration can assist communities in developing grant applications and marketing byways. In addition to planning grants, National Byways will soon be eligible for \$25,000 annual grants to support management and staffing. Contact: MaryAnn McNamara at 1-800-429-9297 (extension 3) for grant assistance, and Sharon Hurt Davidson (same phone number, extension 4) for marketing assistance.
4. The National Park Service's River and Trails Conservation Program provides technical assistance to communities for planning, conservation, interpretation, and other river-management-related activities. Contact: Assistant Director, National Center for Recreation and Conservation, PO Box 37127, Washington, DC, 20013, ph (202) 343-3780. Or call the National Park Service's Regional Office in Philadelphia ph (215) 597-7013.

Schedule: Designate BayLands Ecotourism Committee by March 2000; submit application for State designation by September 2000; submit application for grant funding by January 2001; submit application for national designation by June 2001.

Action Item A.2 – Form Task Force to Fund Facilities

Rationale: The State Forest lies at the center of the BayLands Region and is the largest landholder. It provides camping experiences to thousands of visitors each summer and fall, and is the location of the headwaters for a number of creeks and streams. All of these characteristics suggest that the State Forest should play an active role in the interpretation and promotion of the region. State funding for these facilities, however, has declined in recent years. A task force that is either part of the Ecotourism Committee or a separate organization can help convince the Legislature that investments in State-owned facilities can produce major economic benefits to the communities within the BayLands Region. In an era of declining State funds, however, the task force should also be prepared to explore the availability of other resources, from grant funds to donated labor for needed maintenance and upkeep. In addition, the task force should serve as an advocacy group for related initiatives, such as obtaining funding for wastewater treatment systems in small Pinelands communities.

Summary of Necessary Steps:

1. Decide on form of organization (i.e., subgroup of Ecotourism Committee or separate organization). Be sure to include representatives of local businesses that provide tourist-related services.
2. Hold meeting with State Forest staff to discuss needs and opportunities.
3. Develop a capital and programming investment strategy that combines State funds with other resources. Present strategy to Pinelands Municipal Council for endorsement.
4. Prepare a packet for State Legislators to educate them about existing needs, the proposed investment strategy, and the importance of adequately funded facilities to the success of the Pilot Program.
5. Present findings to Legislators at a breakfast or reception, and explain how the small towns of the Pinelands can act as stewards for statewide and national resources, given sufficient funding. Invite the Pinelands Municipal Council, managers of State facilities, and local business owners.
6. Continue public relations and advocacy efforts on an ongoing basis to ensure adequate, long-term funding. Priority topics include:
 - Re-establishing funding for the Pinelands Infrastructure Trust Fund and expanding the program to villages and towns

- Increasing funding for State Parks and Forests
- Considering legislation to allow the creation of *stewardship communities* to levy local preference sales taxes to fund local government operations. The legislation would designate specific communities whose presence enhances and serves major natural resource areas of the State and whose character is best served by not encouraging high levels of development.

Who Needs to be Involved: BayLands Ecotourism Committee, economic development committees, Belleplain State Forest staff, local business owners, the Pinelands Municipal Council.

Resources to Support Action Item: No special resources are required to implement this action item, although staff from the Pinelands Commission are available to facilitate discussions, provide technical support, and identify alternative resources. Also, each Township should consider contributing a nominal amount (e.g., \$500) to fund development of the legislative package and other related costs.

Schedule: Form Task Force by June 2000; meet with State managers by September 2000; prepare strategy by January 2000; present to legislators by March 2001 (in time for consideration of FY 2003 appropriations in April 2001).

Action Item A.3 – Support Creation of Economic Development Circuit Rider

Rationale: Small communities working on their own typically do not have the resources to promote themselves to businesses and also miss out on synergistic opportunities with neighboring communities (for example, a growing trend in grant funding favors multi-jurisdictional efforts). In addition, while a few regional economic development organizations exist, a detailed understanding of Pinelands requirements is needed to direct appropriate projects to suitable locations. Absent such understanding, existing economic development contacts are likely to recommend “easy” (i.e., non-Pinelands) sites. Having a dedicated specialist to work with all Pinelands communities to identify opportunities and resources would benefit economic development throughout the region. The “circuit” concept would include set “office hours” in each community. If more intensive assistance is desired, the Townships may want to consider hiring an economic development manager specifically for the BayLands region, including Woodbine Borough (the implementation strategy prepared for the Borough calls for the creation of a locally funded position, with possible sharing of costs and effort by adjacent communities).

Summary of Necessary Steps:

1. Township Committees adopt resolutions in favor of creating a Pinelands economic development circuit rider.
2. Mayors propose topic for discussion at regularly scheduled meeting of the Pinelands Municipal Council. Discussion should cover appropriate administrative location for a circuit rider such as the South Jersey Economic Development District (the District does not cover Burlington County, however), the New Jersey Economic Development Authority, the New Jersey Office of Sustainability, and the Pinelands Commission.
3. Pinelands Municipal Council adopts resolution in favor of creating a circuit rider position, and petitions State legislators and administrative organization for funding.
4. Alternatively, the Townships discuss funding a jointly sponsored economic development manager with Woodbine Borough. One of the responsibilities of the new hire would be to seek grants to help support the position in future years.

Who Needs to be Involved: Township Committees, mayors, Pinelands Municipal Council, other Pilot Program communities (to adopt their own supportive resolutions), administrative agency, Woodbine Borough.

Resources to Support Action Item: Financial resources for non-site-specific projects are limited, but depending on where the position is located administratively, potential funding sources include:

1. The South Jersey Economic Development District provides information on federal Economic Development Authority (EDA) assistance and other sources of funding. Contact: Gordon Dahl, Executive Director, ph (609) 794-8497.
2. The U.S. Environmental Protection Agency's Sustainable Development Challenge Grant Program funds locally oriented projects that link environmental protection, economic prosperity, and community well-being (applications accepted annually in early fall). Contact: Marcia Seidner, ph (212) 637-3590.
3. The Schumann Fund for New Jersey supports environmental protection projects that incorporate sustainable economic growth and coordinated land use planning. Contact: ph (973) 509-9883.
4. Rural Business Opportunity Grants provide funding to nonprofits and public bodies for community planning, technical assistance, and training for business development and improving economic conditions in rural areas. The program is designed to promote sustainable development in rural communities with exceptional needs, and will pay for professional services for planning functions. Contact: Rural Business Cooperative Services, Specialty Lenders Division, 1400 Independence Ave., SW, Stop 1521, Washington, DC, 20250-1521, ph (202) 720-1400.

5. Once established, the circuit rider/economic development manager should take advantage of non-financial resources such as workshops and seminars sponsored by Downtown New Jersey (Box 824, Summit, NJ, 07902; ph (908) 218-7778).

Schedule: To be presented to the Pinelands Municipal Council or discussed with Woodbine Borough by June 2000.



B. Planning and Zoning

Action Item B.1 – Develop Interpretation Plan for BayLands Region

Rationale: The preparation of an interpretive plan will assess the various resources that the BayLands Region has to offer, find the most compelling stories to tell, and lay out a sequential strategy for telling those stories. Currently much of Dennis and Maurice River Townships is an undefined stretch of land lying between the end of Route 55 and the beginning of Cape May. Many current visitors passing through on their way to the shore do not understand that they are in an area with unusual experiences and resources. Developing a comprehensive interpretive plan will not only better serve existing visitors and residents, but it will lay the foundation for an effective marketing strategy and the increased visitation that will follow. The BayLands concept reminds travelers of the proximity of the Delaware Bay and its relationship to the environmental and cultural qualities of the area.

A key theme for interpretation is how the network of streams and rivers flowing out of the BayLands Region has shaped both the natural and human ecosystems of the area. Related to this theme is the fact that visitors have the opportunity to be in close proximity to undisturbed and unspoiled natural systems, such as canoe trips to observe wildlife or stargazing. These themes may lend themselves to distinctive and innovative interpretive methods. For example, an area-wide system of high-tech/high-touch interpretive kiosks that work with the internet would allow both on-site visitors and those at a distance to observe bird species and other wildlife in activities that would not be possible or advisable in person. Weatherproofed digital cameras placed near nesting sites would provide the images. The novelty of this approach would be useful in tourism marketing and in attracting university researchers to bring grant-funded environmental programs to the area. This type of interpretive approach would help to make the BayLands experience more unusual. Good design, ensuring minimal impacts on the landscape, and telling stories with heart will be the guiding principles for development of the plan.

Summary of Necessary Steps:

1. In conjunction with regional organizations (e.g., The Nature Conservancy and The Audubon Society), local historians, Belleplain staff, Township officials, and business owners, identify the main themes to interpret.
2. With assistance from the Pinelands Commission, the New Jersey Division of Travel and Tourism, and the State Scenic Byway Program, identify appropriate methods (e.g., wayside exhibits, kiosks, maps, real-time digital camera images) for telling each story and potential sources of funding. Ask the National Park Service to provide examples of methods and products used by heritage corridors throughout the nation.
3. Prepare a comprehensive plan and present it to the public for comment.
4. Finalize plan and begin implementation. Initial milestones should include:
 - Creation of a distinct logo to distinguish the BayLands Region from other areas, and to use in signage and interpretive and promotional materials
 - Development of a map for standalone use and as part of brochures or other promotional pieces to define the boundaries of the region and identify key attractions and resources
 - Development of a comprehensive signage program including boundary and site-specific signs.

Who Needs to be Involved: Local residents and historians, business owners, Belleplain forest staff, Township officials, local environmental organizations, the Pinelands Commission, the New Jersey Division of Travel and Tourism, the New Jersey Scenic Byways Program, the National Park Service.

Resources to Support Action Item:

1. Seek funding for development of the interpretive plan from the National Scenic Byways Program (See Action Item A.1 above).
2. Contact the New Jersey Division of Travel and Tourism to explore options for funding development and printing of the map. Contact: Lee Purcell, New Jersey Department of Commerce and Economic Development, Division of Travel and Tourism, CN 826, Trenton, NJ, 08625; ph (609)292-2470.
3. Explore availability of private-sector funding/production in return for acknowledgement of services in map and other materials (e.g., document design, photography, printing). Also solicit funds from relevant organizations (e.g., the local Chamber of Commerce), tourism-related businesses, and existing visitor centers.
4. Seek funding for signage, facilities, and other large capital investments from the New Jersey Transportation Enhancement Program (see Action Item C.4 below).

5. Consider a joint application for funding to the Geraldine R. Dodge Foundation. This foundation focuses its funding strategies on issues of sustainability with a particular interest in New Jersey and the Northeast. Two areas that may provide an interesting match are the foundation's interest in ecosystem preservation, and education and communication efforts that lead to enlightened environmental policy. If the Heritage Corridor Committee, the Pinelands Commission, or other regional entity were to seek funding for an overall interpretive project, the Dodge Foundation might be an appropriate funding source. Contact: David Grant, Geraldine R. Dodge Foundation, 163 Madison Ave, PO Box 1239, Morristown, NJ 07962-1239.

Schedule: Identify stories to interpret by June 2000; prepare interpretive plan by December 2000; present plan to public by March 2001; begin implementation by June 2001.

Action Item B.2 – Review Local Zoning

Rationale: The Ecotourism Strategy and Implementation Plan call for new types and intensities of development that may not presently be permitted within the Townships. For example, new commercial uses are not permitted within the villages in Dennis Township. Also, Maurice River Township is now in the midst of a major rezoning process that provides a good opportunity to examine how ecotourism fits within the Township's overall land use plan. Both Townships should consider how small businesses – from home occupations to small “micro-businesses” such as pottery, weaving, and antique stores – are treated by the zoning code. In conjunction with the Pinelands Commission, the Townships may want to explore whether any modifications could be made to facilitate the use of residential or other historic structures for micro-businesses (as long as provisions are included to ensure that the residential and historical character of the setting is preserved). The Commission's current regulations permit home occupations, but any significant expansions are subject to water quality standards.

Summary of Necessary Steps:

1. Hold meetings with Planning and Zoning Boards in each Township to review the Ecotourism Strategy and Implementation Plan to identify potential conflicts with the Township's existing development code.
2. Determine which conflicts need to be addressed by modifying the code. Consult with Pinelands Commission as necessary.
3. Adopt amended ordinances. Submit to Pinelands Commission for approval if necessary.

Who Needs to be Involved: Dennis and Maurice River Township Planning and Zoning Boards, Township Committees.

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

Schedule: The joint meeting of the Planning and Zoning Boards should be held by June 2000; additional milestones dependent on whether any conflicts are identified and their complexity.

Action Item B.3 – Consider Historic Designation

Rationale: The historic villages in Dennis and Maurice River Townships are a key asset that unite and distinguish the region. Preserving the character of these villages is important to local residents and will help foster new investment while generally enhancing the experience of tourists. Although Pinelands' requirements provide substantial protection against overdevelopment, designating historic districts or nominating specific buildings for listing on the New Jersey and National Registers of Historic Places further assures that specific resources will be preserved and allows for local input during the process. An additional incentive to pursuing nomination to the National Register is that income-producing properties are eligible for substantial tax breaks. To undertake the research needed for Pinelands Designation or a successful Register nomination, the Townships should request assistance from local historic societies and/or consider hiring a consultant with expertise in historic preservation.

Summary of Necessary Steps:

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

Who Needs to be Involved: Local residents, Dennis and Maurice River Township Planning Boards, Township Committees, Pinelands Commission, Maurice River Village Preservation Association and other local civic groups, New Jersey Historic Preservation Office (in the New Jersey Department of Environmental Protection, Division of Parks and Forestry).

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

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



C. Infrastructure

Action Item C.1 – Provide Small-Scale Wastewater Treatment to Villages

Rationale: As with all communities participating in the Pinelands Rural Economic Development Pilot Program, the provision of small-scale wastewater treatment systems will be critical to the ability of villages to provide the most basic lodging and visitor facilities. One area that would recognize immediate benefits is Dennisville village. Small lot sizes in Dennisville presently restrict the development of micro-businesses that would complement the ecotourism strategy such as an antiques or craft shop, and a bed-and-breakfast. In addition, the current effort to address the wastewater needs of the elementary school offers an opportunity to tie in village uses. Maurice River Township may also want to consider small-scale systems for their larger villages, as they are undergoing the process to designate the villages as centers under the State Plan.

Summary of Necessary Steps:

1. The Pinelands Commission should continue their examination of small-scale treatment technologies and disseminate results to rural Pinelands communities.
2. Dennis Township should coordinate with the school board on the design of the wastewater treatment system for the elementary school and seek to integrate village needs. The Township should consult with the Pinelands Commission, the New Jersey Department of Environmental Protection (NJ DEP), and the Cape May County Utilities Authority on technical, managerial, and financial issues. A conceptual design and preliminary cost estimate should be presented to Township residents at a public meeting.
3. Maurice River Township should examine options for small-scale treatment systems in the larger villages (e.g., Dorchester/Leesburg and Heislerville). The Township should also consult with the Pinelands Commission, NJ DEP, and the South Jersey Economic Development District on technical, managerial, and financial issues. If the Township decides to

move forward, conceptual designs and cost estimates should then be presented to the public for comment.

4. Both Dennis and Maurice River Townships will then need to finalize designs and cost estimates, submit amendments to the State Water Quality Management Plan, and pursue funding sources (see below).
5. Both Dennis and Maurice River Townships issue RFPs for construction of small-scale wastewater treatment systems.

Who Needs to be Involved: Township Committees, Dennis Township School Board, municipal engineers, Cape May County Utilities Authority, Pinelands Commission, NJ DEP, South Jersey Economic Development District.

Resources to Support Action Item: Financial resources for planning to be provided primarily by property owners and the Townships. The Townships may also want to consult with the Pinelands Commission, the Cape May County Utilities Authority, and the New Jersey Department of Environmental Protection for overall guidance. Other potential resources to approach for planning and construction are:

1. The National Small Flows Clearinghouse and the National Environmental Training Center for Small Communities have programs designed to help foster understanding of treatment technologies, design and monitoring information, planning strategies, regulations, and education regarding wastewater “small flows” systems of one million gallons or less per day. Contact: National Small Flows Clearinghouse, P.O. Box 6064, Morgantown, WV, 26506-6064; ph (800) 624-8301; web site – www.nsfv.wvu.edu.
2. The Rural Community Assistance Program (RCAP) is a private, community-based, nonprofit organization that helps low-income, rural communities with wastewater, water supply, and solid waste management issues with a residential component. RCAP could provide assistance in identifying funding sources, appropriate technologies, and general networking as the feasibility study progresses. Contact: Candace Balmer, Northeast RCAP, 2 Malden Avenue, Saugerties, NY, 12477; ph (914) 246-0743.
3. The New Jersey Rural Water Association is a statewide nonprofit association of small water and wastewater utilities generally serving 10,000 or fewer customers. The Association could provide helpful technical assistance and training before, during, and after completion of the feasibility study. Contact: Rick Howlett, NJ Rural Water Association, 110 W. Main Street, First Floor, Tuckerton, NJ 08087-1000; ph (609) 294-1000.
4. The New Jersey Clean Water State Revolving Fund Program of NJ DEP’s Division of Water Quality provides loans to local government units for the construction of wastewater treatment facilities. Projects are certified for funding based on ranking criteria of the Federal Priority System developed each year by the

DEP. The financing program provides zero percent interest rate loans for approximately 20 years for up to half of the allowable project costs, and the rate that the State pays for the remaining allowable costs. Allowances for planning and design are also available. Approximately \$100-200 million is available per year and limited grant funds are available to small municipalities that are economically distressed. Contact: Nicholas Binder, Assistant Director, NJDEP-Municipal Finance and Construction Element, PO Box 425, Trenton, NJ 08625-0425, ph (609) 292-8961, email: nbinder1@dep.state.nj.us.

5. The Water and Waste Disposal Loan and Grant Programs of the Rural Development Program of the U.S. Department of Agriculture has several different loan and grant opportunities available, including projects to develop water and waste disposal systems in rural areas with populations of less than 10,000 (interest rates and grant amounts vary with median household income). Public entities such as municipalities, counties, special purpose districts and corporations not operated for profit are eligible. The applicant must: (1) be unable to finance the proposed project from its own resources or through commercial credit at reasonable rates; and (2) have the legal authority necessary for constructing, operating and maintaining the proposed facility or service; and for obtaining, giving security for, and repaying, the proposed loan. The average award for direct loans is \$835,188 and the average grant amount is \$601,214. There are no matching requirements in this program. Contact: Michael Kelsey, Director, Community and Business Programs, Rural Development, USDA, Mount Holly, NJ 08060; ph (609) 265-3600.
6. The New Jersey Small Cities Community Development Block Grant Program may fund infrastructure development in non-entitlement communities (the 1996 eligibility list included: Buena Vista Township, Mullica Township, Dennis Township, Woodbine Borough, Maurice River Township). Contact: Roger Hoeh, Program Administrator, Small Cities Non-Entitlement Programs, Department of Community Affairs, 101 South Broad Street, CN 806 (5th Floor), Trenton, New Jersey 08625-0806, ph (609) 633-6278.
7. The South Jersey Economic Development District coordinates funding from the federal Economic Development Administration (EDA) and other sources. Priorities for federal EDA funds include projects that are located in areas with high unemployment, are ecologically sensitive, diversify the economic base, support entrepreneurial spirit and innovative approaches to economic development, and create local partnerships that focus on regional solutions for economic development. Projects can include industrial parks, tourism facilities, business incubators, and infrastructure improvements needed for business expansion. Contact: Gordon Dahl, Executive Director,

South Jersey Economic Development District, 18 North East Avenue, Vineland, NJ 08360; ph (609) 794-8497.

8. Convince State Legislators to allocate additional funding for the Pinelands Infrastructure Trust Fund and expand the program to include villages (see Action Item A.2).

Schedule: Complete feasibility studies/conceptual designs by June 2001; apply for funding by June 2002.

Action Item C.2 – Support Off-Site Dilution

Rationale: Protection of water resources in the Pinelands is achieved by limiting the intensity of development in the absence of small-scale or centralized wastewater treatment systems. In certain instances, however, it might be appropriate to allow more intensive development on stand-alone parcels if equivalent protection is provided elsewhere through deed restrictions. Of particular importance along Route 47 is the need for individualized alternatives that can allow the owner of a larger home to convert to a bed-and-breakfast or small inn. This concept of off-site dilution has been explored previously by the Pinelands Commission but not pursued due to lack of interest on the part of potentially affected municipalities and the effort required to work out logistical details. The Commission might be inclined to reconsider off-site dilution if sufficient interest were shown. Off-site dilution, however, should only be considered as a potential alternative for those sites outside of the planned service area for centralized wastewater treatment or which cannot be served by on-site treatment for reasons other than environmental constraints (e.g., wetlands or high water table).

Summary of Necessary Steps:

1. Township Committees adopt resolution in favor of off-site dilution.
2. Mayors proposes topic for discussion at regularly scheduled meeting of the Pinelands Municipal Council.
3. Pinelands Municipal Council adopts resolution in favor of off-site dilution and encourages other municipalities to do the same.

Who Needs to be Involved: Township Committees, mayors, Pinelands Municipal Council.

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

Schedule: To be presented to the Pinelands Municipal Council by September 2000.

Action Item C.3 – Develop the BayLands Trail Network

Rationale: One of the critical elements of this strategy is the use and expansion of the system of trails within the BayLands Region. Additional trails and related facilities will enhance the experiences of solitude and intimate natural contact that are inherent within the entire BayLands concept. A great opportunity for the area is to create a multi-modal trail system. Walking, hiking and biking trails should be a mainstay of this system, with miles of trails already provided by Belleplain State Forest. The BayLands Trail Network can go farther, however, by including trails for the handicapped and developing a network of canoeing and kayaking trails along rivers, creeks and marshes. By enhancing the trail system with high quality interpretation, the trail network will be more than a recreational outdoor experience, it becomes a significant educational experience. The network could be further enhanced by linking university research and educational programs to the ecosystems explored by the trails. The BayLands Trail Network will be a premier resource for both visitors and residents alike.

Summary of Necessary Steps:

1. Conceptualize the trail system on a simple map with the help of local/regional organizations. Hold a series of workshops to obtain citizen input on the concept. Request assistance from trail planning experts at the National Park Service's Rivers & Trails Program. Also consult with other organizations with expertise in trail development and interpretation such as The Nature Conservancy, the Audubon Society, and the New Jersey Coastal Heritage Trail Program.
2. Publish the proposed trail route in local newspapers and present to Township residents for comment at a public meeting.
3. Seek funding for trail construction and interpretation from the sources listed below. Also find funding to improve existing portions of the Network if necessary.
4. Seek university and foundation support for this concept.

Who Needs to be Involved: Township committees, local environmental committees, local residents, regional environmental organizations, Belleplain State Forest staff

Resources to Support Action Item:

1. The National Recreational Trails Funding Program of the Federal Highway Administration, U.S. Department of Transportation, provides funds to states for the purpose of developing and maintaining recreational trails. The average award in FY 1997 was \$288,000. Contact: Kevin E. Heanue, Director, Office of Environment and Planning, Federal Highway Administration, 400 Seventh Street, SW, Washington, DC 20590, ph (202) 366-2951.

2. The Rivers, Trails and Conservation Assistance Program of the National Park Service System provides funds for projects that have clear, measurable objectives; are designed to have a significant, cost-effective impact on an issue; and lead to a tangible conservation of significant resources. Contact: Assistant Director, National Center for Recreation and Conservation, PO Box 37127, Washington, DC, 20013, ph (202) 343-3780, or the National Park Service's Regional Office in Philadelphia (ph) 215/597-7013.
3. If appropriate, consider using the *Wetlands Reserve Program*, which provides financial incentives to enhance wetlands in exchange for retiring agricultural land. Three funding options are: a permanent easement (the federal government pays 100 percent of land and restoration costs), a 30-year easement (the easement is purchased at 50-75% of appraised value with restoration costs funded at the same level), and a restoration agreement (a 15-year contract that does not involve compensation for land value or deed restrictions, but does include payment of 75% of wetland restoration costs). Contact: National Program Office, Wetlands Reserve Program, 6014 South Building, Washington, DC, ph (202) 690-0848.
4. Consider working in cooperation with other municipalities along the Mullica River Corridor and apply for funding to the Geraldine R. Dodge Foundation. See Action Item B.1.
5. Consider another collaborative proposal to the Henry P. Kendall Foundation, whose program priorities include sustaining North American Natural Resource Assets. Although the Foundation's geographic focus is New England, their strong interest in public education regarding protection and restoration of ecosystem integrity may extend to the Pinelands Area. Contact: Henry P. Kendall Foundation, 176 Federal Street, Boston, MA, 02110.
6. The Surdna Foundation's goal is to prevent irreversible damage to the environment, and to promote more efficient, economically sound, environmentally beneficial and equitable use of land and natural resources. The Pinelands Commission or other regional entity might consider applying for support to tell the story of the Pinelands Area, and using the ecotourism approach, demonstrate how market behavior can lead to environmental change (preservation of more rural areas near urban areas). The Pinelands can make a strong case for a comprehensive interpretive program throughout the area that could promote ecosystem preservation efforts of the region, and inform travelers of the challenges and benefits to environmentally sound planning and preservation. Contact: Edward Skloot, Executive Director, Surdna Foundation, Inc., 330 Madison Ave., 30th Floor, NY, NY 10017-5001.

Schedule: Develop preliminary trail route by March 2001; seek funding by September 2001.

Action Item C.4 – Develop Interpretation Infrastructure

Rationale: The interpretation plan developed under Action Item B.1 above will undoubtedly contain a number of recommendations for the development of specific facilities and resources such as information kiosks, wayside exhibits, and signage (in addition to trail and visitor center development, which are discussed under separate action items). Development of these facilities should be coordinated throughout the BayLands Region to ensure relevance to the interpretation plan, appropriate phasing of construction, sufficient financing, and linkage to overall marketing efforts.

Summary of Necessary Steps:

1. Following completion of the interpretation plan, hold meetings in both Townships to discuss recommendations for infrastructure development. Modify plans as necessary.
2. Consider setting up separate task forces for particular items; e.g., information kiosks, signage, and wayside exhibits.
3. Identify locations for siting and prepare designs.
4. Obtain funding and construct facilities.

Who Needs to be Involved: Township officials, environmental committees, local residents and business owners

Resources to Support Action Item:

1. Scenic Byway grants provide funding for development of interpretive materials and signage, and road-edge improvements such as automobile pull-outs. Preference is given to National Byways. See contact information under Action Item A.1.
2. The National Recreational Trails Funding Program of the Federal Highway Administration, U.S. Department of Transportation, provides funds to states for the purpose of developing and maintaining recreational trails. See Action Item C.3.
3. The Rivers, Trails and Conservation Assistance Program of the National Park Service System provides funds for projects that have clear, measurable objectives; are designed to have a significant, cost-effective impact on an issue; and lead to a tangible conservation of significant resources. Contact: Assistant Director, National Center for Recreation and Conservation, PO Box 37127, Washington, DC, 20013, ph (202) 343-3780, or the National Park Service's Regional Office in Philadelphia, ph (215) 597-7013.
4. The Transportation Enhancement Program of the New Jersey Department of Transportation, Bureau of Local Aid funds non-traditional projects that enhance transportation and quality of life (e.g. streetscape improvements). The average award is about \$350,000 for each project funded, but can range from \$10,000 to \$1 million. Matching funds are not required, but they help. Activities eligible for funding include streetscape projects, linear

highway landscaping, historic sidewalk paving, landscaping at interchanges, bike path development, and urban design appropriate for the community such as street-side plantings. Contact: Jim Snyder, District Engineer (Mount Laurel office), ph: (609) 866-4974.

Schedule: Hold Township meetings by June 2001 (following completion of the interpretation plan); submit funding applications by December 2001.

Action Item C.5 - Assess Support for Other Infrastructure Improvements

Rationale: Implementation of the Ecotourism strategy provides a good opportunity to take a comprehensive look at the condition of existing infrastructure and the need for new infrastructure. For example, some streetlights and sidewalks in Dennisville would make the village more accessible to visitors, but do not necessarily have community support. Also, as visitor facilities are constructed, road improvements and other infrastructure investments might be needed. An upfront assessment is needed to determine community priorities and funding

Summary of Necessary Steps:

1. Hold brainstorming session in each Township, focusing on the infrastructure of the villages. Identify options for new and improved infrastructure, and the pros and cons of specific investments. Establish priorities for action, if any.
2. Contact relevant agencies for technical and financial assistance (e.g., the New Jersey Department of Transportation for sidewalk and road improvements).

Ensure Productive Storm Sessions

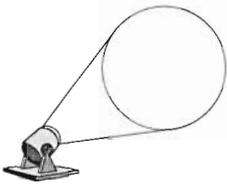
Make sure that participants are aware of the "rules" of brainstorming; e.g., everyone has an upfront understanding of the question or problem, all ideas get written down, no judgments are made during the session, and the focus is on quantity of ideas, not quality.

From Flora, Cornelia Butler, *Rural EZ/EC Champion Communities: What Happened After Application?*, North Central Regional Center for Rural Development, 1998.

Who Needs to be Involved: Township officials, local residents

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

Schedule: Hold Township meetings after completion of draft interpretation plan, around January 2001.



D. Marketing

Action Item D.1 – Develop Regional Marketing Strategy

Rationale: In order for the BayLands Region to attain real economic benefits from this strategy, an ecotourism marketing and promotion strategy must be implemented. The key to success lies in telling a more compelling story, encouraging modest investments to make the visitor's experience more appealing, and ensuring that community and ecosystem integrity are preserved.

Summary of Necessary Steps: Implementation of the marketing strategy should be coordinated by the Ecotourism Committee working in close cooperation with owners of tourist-related businesses and the New Jersey Division of Travel and Tourism. The following target markets and methods are suggested based on the analyses performed as part of economic development strategy:

1. **The Jersey Coast Market** – The first market consists of families and other groups visiting Cape May or other shore destinations who may be interested in a respite from the crowds and the beach. This market can be reached in a number of ways. First, infrastructure investments as discussed above such as signage and a visitors center are needed to alert travelers that they have entered a distinct region. In addition to the above steps, advertisements and public relations articles should be prepared and placed in the Sunday travel sections of the region's major metro newspapers and in the general promotional materials distributed to shore visitors by local chambers of commerce and tourism bureaus (themes to emphasize are environmental resources, history, culture, and special events). The message to be conveyed is that within a 30-minute drive, one can find a different, more restful experience in the BayLands.
2. **The Environmentalist and Outdoor Enthusiast Market**- This target market is made up of birdwatchers, canoeists, campers, kayakers, and subgroups such as amateur astronomers and bird dog organizations. To reach this market, resource descriptions and event listings should be submitted to regional and outdoor guides on topics such as birding, coastal ecology, and astronomy, and supplemented with general articles for regional publications. In addition, joint marketing efforts should be pursued with the environmental organizations already located within the BayLands. For example, special education tours and events currently sponsored by the Audubon Society and The Nature Conservancy could be enhanced by integrating a number of different sites and experiences during one trip. The marketing effort for this audience can be augmented by establishing links to research and environmental education programs in the Region.
3. **The New Jersey Coastal Heritage Trail Market** – The New Jersey Coastal Heritage Trail (NJCHT) is a natural route for out-

of-state visitors to take and runs through the BayLands Region on Routes 47 and 49. The interests of Heritage Trail travelers are well-aligned with the historic and cultural resources of the area. Reaching these visitors is fairly straightforward: incorporate materials on the BayLands into NJCHT marketing materials; place BayLands-specific brochures at NJCHT's information kiosks, and; integrate NJCHT events and interpretative efforts with the BayLands promotion so that the Region is seen as a subarea along the Coastal Heritage Trail. The establishment of additional beds-and-breakfasts or inns would open another marketing avenue through descriptions in regional and national guidebooks. Familiarization tours for travel writers should also be arranged with the State Tourism office once more facilities are in place.

Development of standard promotional pieces such as maps, ads, and articles can assist in marketing to all of the above groups. To the extent possible, efforts to attract new visitors should be directed to increasing visitation during the shoulder seasons (i.e., prior to June and after September). These times of the year experience the lowest levels of visitation and local businesses would benefit from the additional customers. In addition, visitors would not experience the traffic congestion that can be found during the peak season.

Who Needs to be Involved: Local business owners; economic development committees, the New Jersey Division of Travel and Tourism; coastal chambers of commerce; various national, regional, and local organizations

Resources to Support Action Item:

1. Contact the State Division of Travel and Tourism for technical assistance and marketing funds. Information on the BayLands should be placed in marketing materials produced by the Division. The Division can also help in developing promotional materials and ads, identifying ways to distribute information to travel writers, coordinating with regional and local visitors bureaus, and making connections with the group tour market. Contact: Lee Purcell, New Jersey Department of Commerce and Economic Development, Division of Travel and Tourism, CN 826, Trenton, NJ, 08625; ph (609)292-2470.
2. Obtain State and National Scenic Byway status per Action Item A.1 and apply for marketing funds through that program. Use these funds to develop the driving market of out-of-state travelers and to create a program to be directed toward children and their families. Contact: David Byers, Scenic Byway Coordinator, New Jersey Department of Transportation, P.O. Box 600, 1035 Parkway Avenue, Trenton, NJ, 08625; ph (609)530-5673, fax 609-530-5526.
3. In conjunction with other sources, create a marketing fund using nominal contributions from local businesses. This

amount should increase in subsequent years as visitation levels increase.

Schedule: In order to be most effective, full implementation of the marketing strategy should take place after initial interpretive and other infrastructure investments have been made. Contacts with regional agencies, however, should be initiated much earlier in the process, once more detailed plans have been developed (e.g., March 2001).

Action Item D.2 – Develop BayLands Web Site

Rationale: Use of the internet to search for all types of information has exploded in the past few years and become a primary research tool. A web site can provide potential tourists with an overview of the BayLands, specific attractions, visitor services, and special events. A web site also helps create a sense of place and provides a means of communicating with residents across municipal boundaries. Once the web site operating, it can be linked to a number of other sites that will help direct inquiries; for example, the State of New Jersey's home page and regional tourism sites. The types of topics that should be included are a map of the Baylands, historical and ecological highlights, and sites of interest (with similar information provided for Woodbine Borough). A local business directory, including hours of operation and contact information would also be helpful.

Summary of Necessary Steps:

1. Visit web sites of other New Jersey municipalities for ideas. A good place to start is part of the State's home page, www.state.nj.us/localgov.htm.
2. Contact municipalities with informative and attractive web sites to find out how they were developed and financed.
3. Determine who will host the web site (e.g., a municipality or the Ecotourism Committee) and if there are any limitations on site design imposed by the type or availability of equipment.
4. Explore availability of private-sector funding/technical assistance in return for acknowledgement of services on web site. As a starting point, talk to local residents with computer expertise and contact local internet service providers and web page designers.

Who Needs to be Involved: Township Committees, local business owners and residents, Woodbine Borough.

Resources to Support Action Item: A basic web site can be constructed for under \$1,000 and maintained for a similar amount per year. Many web sites for nonprofit and public organizations are developed free of charge in exchange for acknowledgement of services and/or other support. Contributions can also be solicited by those

businesses most likely to benefit from the site. The Townships should plan to cover any shortfall.

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

Action Item D.3 – Develop BayLands Village Promotional Program

Rationale: Dennis and Maurice River Townships and their neighboring communities are home to several historic villages, each with its own character and potential. The BayLands concept can be applied to a village marketing and development program. The BayLands Heritage Villages Program will highlight the appealing and historic qualities of villages and hamlets such as Dennisville, Dorchester/Leesburg, Woodbine, and Tuckahoe. Each has a distinct story to tell and offers an unspoiled village environment in an appealing setting lying near the Delaware Bay. The program will establish a set of basic criteria for participation by the villages such as measures to protect historical integrity (but not on the same level as those that apply to a Historic District on the National Register) and plans to protect and improve residential quality of life.

Summary of Necessary Steps:

1. Meet with representatives from the Neighborhood Preservation Program in the New Jersey Department of Community Affairs and the National Trust for Historic Preservation to discuss options for structuring the BayLands Villages program and the types of services these programs can provide.
2. Organize a meeting of representatives from the BayLands Region to discuss the types of benefits the program might offer homeowners and municipalities, and how it might be marketed.
3. Prepare a concept paper and circulate to village homeowners, realtors, and elected officials in the BayLands area.
4. Prepare promotional materials and distribute them to area newspapers, real estate magazines, and realtors. Develop articles for placement in Sunday real estate sections.

Who Needs to be Involved: Local officials, homeowners, and realtors; Economic Development Committees; Woodbine Borough and Upper Township; Neighborhood Preservation Program; National Trust for Historic Preservation

Resources to Support Action Item:

1. The Neighborhood Preservation Program of the New Jersey Department of Community Affairs, Division of Housing and Community Resources, provides financial and technical assistance to municipalities to conduct activities associated with the preservation of designated neighborhoods based on strategic

revitalization plans. Contact: New Jersey Department of Community Affairs, ph (609) 633-6257.

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

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



E. Site-Specific Development

Action Item E.1 – Construct New Railroad Station in Dennisville

Rationale: A new railroad station would serve a number of purposes in Dennisville. Functionally, it will allow visitors to board and/or get off the Cape May Line in Dennisville. A train station can also serve as a multipurpose community facility and business structure. For example, the station could host a retail cooperative or incubator in which micro-businesses using stalls or kiosks would be located. In addition, a station could serve as a catalyst for the design of a park-like outdoor space that encourages visitors to linger. Finally, the station would be a natural location for a visitors information center.

Summary of Necessary Steps:

1. Approach operators of Cape May-Tuckahoe Railroad to determine interest in a Dennisville stop and potential financing. Continue to coordinate on an ongoing basis.
2. Hold public meeting in Dennisville to assess community support for a structure and obtain input on function, design, and operation.

3. Issue RFP for design of station. Consider holding design competition for graduate students in regional architecture programs.
4. Obtain financing for construction.

Who Needs to be Involved: Township Committee, Planning and Zoning Boards, Cape May-Tuckahoe Railroad, local residents

Resources to Support Action Item: In addition to the Railroad operators and potential design assistance from graduate students, seek funding from the Transportation Enhancements Program of the New Jersey Department of Transportation, Bureau of Local Aid. This program funds non-traditional projects that enhance transportation and quality of life (e.g. streetscape improvements). Contact: Jim Snyder, District Engineer (Mount Laurel office), ph (609) 866-4974.

Schedule: Hold public meeting by December 2000; issue RFP by June 2001.

Action Item E.2 – Construct Visitors Center Near 55/49/47 Intersection

Rationale: This general location is critical to the success of the BayLands Strategy. Currently travelers do not know that they are entering a specific location within a general region that is distinct from the shore. No information in existing signage or the landscape suggests that a traveler should slow down and look around. A visitors center and adjacent businesses in this vicinity will have access to hundreds of thousands of cars passing by each year. Its very presence will tell travelers that a “BayLands Region” exists. Awareness will then rise as they learn more of the area.

The key challenge for the visitor facility will be funding construction and maintenance. At this point, it is not recommended that this be a staffed facility. Instead, the Region should start small with a well-designed self-serve facility. The presence of this facility and the visitor counts that flow from it will then provide the foundation for encouraging a developer to build a spec building for commercial use near the center. The communities can then explore the possibility of drawing retailers and service firms that mesh with the BayLands recreational concept (e.g., outlet outdoor equipment/clothing dealers such as L.L. Bean, REI and Orvis).

Summary of Necessary Steps:

1. Hold a public meeting with Township residents (including residents of Dennis Township as well), local business owners, and regional environmental organizations to discuss the location, function, financing, and operation of a visitors center. Explore the possibility of establishing a volunteer group to maintain the facility.

2. Contact local landowners to determine if any has an interest in the project and a willingness to donate a portion of their property for the facility. In return, the constructed facility would “seed” their property for associated commercial development.
3. Contact architectural programs at regional universities to obtain pro bono design assistance. If none are available, issue RFP for design.
4. Apply for funds to construct the center and to support private sector investment in a commercial structure.

Who Needs to be Involved: Township Committee, Land Use Board, Township residents, local business owners and landowners, regional environmental organizations

Resources to Support Action Item:

1. If scenic byway designation is achieved, apply for funds from the National Scenic Byway Program (see Action Item A.1).
2. Contact regional environmental organizations (e.g., The Nature Conservancy, PSE&G’s Estuary Enhancement Program) to discuss potential sponsorship and/or operational and financial assistance.
3. Solicit design expertise from regional architectural programs via the Pinelands Commission.
4. Apply to the foundations listed in Action Item C.4 for balance of funding.

Schedule: Hold public meeting by September 2000; complete design by September 2001; apply for funding by March 2002.

F. Targeted New Uses

Action Item F.1 – Develop Lodging Alternatives



Rationale: As already noted, few lodging options presently exist in the BayLands region. The most economic benefit will be derived, however, from getting visitors to extend their stay. In order to accomplish this, Dennis and Maurice River Townships should encourage the development of low-intensity lodging alternatives, including beds-and-breakfasts and possibly small inns. Additional alternatives will eventually be available in Woodbine Borough, where the implementation strategy calls for the siting of a chain hotel near the airport. Ultimately, the BayLands Region will offer a range of accommodations – from campsites, to bed-and-breakfasts, to hotels.

Summary of Necessary Steps:

1. Both Dennis and Maurice River Townships need to examine their zoning to allow small-scale lodging as a permitted use (see Action Item B.2).

2. Small-scale wastewater strategies will need to be pursued for lodging alternatives located in villages (see Action Item C.1).
3. Once zoning and infrastructure are in place, ask the Chamber of Commerce to sponsor a breakfast or seminar featuring regional bed-and-breakfast operators for local residents/business persons interested in opening a facility.
4. Add information to BayLands Web Site developed under Action Item D.2.
5. Follow up with Woodbine Borough regarding development of an airport hotel.

Who Needs to be Involved: Township Planning and Zoning Boards, Economic Development Committees, area bed-and-breakfast operators, local chamber of commerce, Woodbine Borough

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

Schedule: Follow schedules indicated for other action items.

Action Item F.2 – Attract Recreation Businesses that Enhance the Quality of Life for Residents as well as Provide Economic Benefits

Rationale: Dennis and Maurice River Townships have settings that encourage recreation. Because the economic development strategy for the BayLands Region does not entail significant property development, however, implementation will not produce a large increase in property tax ratables. Development of recreation facilities is one option for expanding the tax base that builds off of existing assets. The Townships should therefore encourage development of recreation-oriented businesses as long as they meet the requirements of the Pinelands Comprehensive Management Plan and the needs and preferences of local residents.

Recreation facilities can be classified according to how much land they require and their intensity of use. Low intensity uses include relatively small facilities such as canoe/kayak liveries and bicycle rental stands, as well as more expansive operations such as campgrounds and nature centers. Examples of high intensity, compact uses include indoor and outdoor facilities such as a pool, gym, exercise facility, spa, batting cages, and tennis courts. Larger, high intensity uses run the spectrum from golf courses and mini-car race tracks to waterslides and theme parks. Depending on municipal interests and resources, recreational facilities can be publicly owned and operated, privately owned and operated, or a joint public-private partnership. A guiding principal for considering which types of businesses should be encouraged in these two communities is whether the business in question will be used by residents and enhance their quality of life. If a business is solely oriented toward tourists, then it is questionable as to whether it will

fit within the fabric of the BayLands Region (with the possible exception of some low intensity uses such as campgrounds). In all cases, local and regional regulations must ensure that site planning and design result in projects that are visually appealing and fit into the character of the communities.

Summary of Necessary Steps:

1. Develop a list of recreation businesses that the community believes are appropriate and can also meet Pinelands Commission requirements.
2. Request assistance from a local or regional college. Use either a graduate planning or landscape architecture class, or work with a Small Business Development Center consultant who could coordinate a group of business students. Have the students begin by working off of the list developed under step 1 above, including compilation of good examples of the preferred types of businesses in other locations. Collect information on the owners, tax benefits, and site requirements.
3. Based on the findings, narrow the list of suitable businesses to those that meet community character and site criteria. With assistance from the local Township Committees, Planning Boards, and Economic and Environmental committees, identify potential locations that could be suitable for targeted types of recreation-oriented development. Brief property owners on the purpose and findings of the study.
4. Pursue a long-term program of contacting owners and developers of the preferred types of recreation businesses, and encourage them to consider locating in Dennis and Maurice River Townships.

Who Needs to be Involved: Township Committees, Planning Boards, local Economic and Environmental Committees, local residents, property owners of potential recreation sites

Resources to Support Action Item: Approach graduate departments of local colleges and universities for assistance (e.g., Rutgers University, Bloustein School of Planning, ph 732/932-5475; University of Pennsylvania, Graduate School of Fine Arts, Department of City and Regional Planning, ph 215/898-7880; Rowan University Graduate Business Program, ph 856/256-4050; Richard Stockton College of New Jersey, Business Studies Graduate Program, ph 609/652-4519). Also contact the Service Corps of Retired Executives to learn more about their services and locate volunteers with expertise in recreation management (ph 800/634-0245). As certain types of facilities become more likely, the economic development resources noted elsewhere in this report can be accessed.

Schedule: Develop list of potential recreation businesses by September 2000; contact graduate programs by December 2000; brief property owners and business developers on findings beginning in June 2001.



G. Education and Outreach

Action Item G.1 – Promote Citizen Awareness and Involvement

Rationale: As noted previously, an active and informed public is critical to the success of this implementation strategy. Placing public notices and waiting for people to show up at a meeting will not be sufficient to ensure public support and supply the effort needed to cover all of the actions called for by this strategy. Both townships must take proactive and creative approaches to involving their residents. Appendix C contains recommendations on involving the community from the University of Missouri’s Extension Service. Additional suggestions include setting limited objectives in terms of scope or time for volunteers to minimize burnout, recognizing and learning to address “problem” volunteers (e.g., naysayers, worst-case specialists, and turf protectors)², and providing transportation for poor and elderly citizens to attend meetings³.

Summary of Necessary Steps:

1. Both Township Committees and the Ecotourism Committee should hold a joint meeting to brainstorm ideas for strengthening and sustaining public involvement.
2. Corridor Committee members should present information or provide inserts for bulletins on the ecotourism strategy to schools, places of worship, and other civic organizations. Periodically follow up with each organization regarding progress and opportunities for involvement in upcoming activities.
3. Press releases should be issued to local newspapers following each major meeting, milestone, or other accomplishment, including the kick-off of the implementation strategy; actively promote opportunities for interviews and updates.

Don't . . .

assume that only those who come to meetings are willing to work for the community. Also, avoid the tendency to shift implementation work to paid staff, in this case the Townships. This approach undermines attempts to build a dynamic community in charge of its future.

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

² From Phillips, Phillip D., *Economic Development for Small Communities and Rural Areas*, Office of Continuing Education and Public Service, University of Illinois at Urbana-Champaign, 1990.

³ From *Measuring Community Success and Sustainability: An Interactive Workbook*, North Central Regional Center for Rural Development, Iowa State University, 1999.

4. Place notices of all public workshops and meetings on bulletin boards in the Townships' offices, local convenience stores, and any other appropriate locations.
5. Updates should be placed on the web site to be developed under Action Item D.2.

Who Needs to be Involved: Township committees, BayLands Ecotourism Committee, local civic and religious organizations

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

Schedule: Hold joint meeting in March 2000; implement ideas immediately.

Action Item G.2 – Institute General Business Outreach Program

Rationale: There are a number of small steps that the Townships can take to improve the overall business environment for both existing companies and potentially interested firms. Among the easiest and most important activities is establishing a business visitation program to ensure that current needs are being met and to identify ways in which businesses can remain long-term members of the community (the program should include businesses inside and outside of the Pinelands). Other helpful activities include providing networking opportunities for small and home-based businesses (e.g., hold an open house at Township offices), leveraging free sources of technical assistance (e.g., local college business programs and the Service Corps for Retired Executives), and establishing a local revolving loan fund to provide “bricks and mortar” money for Township businesses.⁴

Summary of Necessary Steps:

1. Hold brainstorming session with Economic Development Committees, local chamber of commerce, and local business owners to identify activities of interest.
2. Identify and research information needs.
3. Prepare database of existing businesses.
4. Begin business visitation program.
5. Implement other activities as appropriate.

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

⁴ From *Harvesting Hometown Jobs, The New Small Town Guide to Local Economic Development*, National Center for Small Communities, Washington, DC, 1997

Resources to Support Action Item: Discuss activities with regional development agencies, including the South Jersey Economic Development District (Gordon Dahl, Executive Director, ph 609/794-8497). Approach business departments of local colleges for advice and assistance (e.g., Rowan University Graduate Business Program, ph 856/256-4050; Richard Stockton College of New Jersey, Business Studies Graduate Program, ph 609/652-4519). Contact the Service Corps of Retired Executives to learn more about their services and locate volunteers to work directly with Township businesses (ph 800/634-0245). Contact local businesses to assess interest in funding (or partially funding) a local revolving loan fund (be sure to include local owners of franchise operations).

Schedule: Hold brainstorming session by June 2000; organize business visitation program by September 2000; implement other activities as needed.



H. Partnerships

Action Item H.1 – Create Regional Forum to Involve Neighboring Communities

Rationale: While the success of the ecotourism strategy rests primarily with the Dennis and Maurice River Townships, the BayLands concept can be applied on a broader level. Woodbine Borough is located east of Belleplain State Forest and has the greatest potential to serve as a hub for visitor services including restaurants, hotels, and equipment rental. Tuckahoe serves as a natural gateway to the BayLands Region from Route 49, and recent revitalization efforts coupled with the terminus of the Cape May Railroad line make it a good community with which to partner. Finally, extending the partnership to Commercial Township would be beneficial given the municipality's natural resources and ongoing efforts to coordinate ecotourism attractions.

Summary of Necessary Steps:

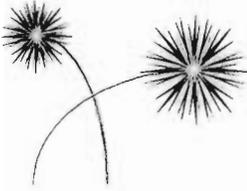
1. Invite all communities to a kick-off meeting to introduce the BayLands concept and discuss opportunities for cross-promotion.
2. Convene group on a semi-annual basis to review progress and plan future activities. Arrange for tours of attractions in each location on a rotating basis.

Who Needs to be Involved: Maurice River and Dennis Townships, Woodbine Borough, Upper Township, Commercial Township

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

Schedule: Hold initial meeting by September 2000; with subsequent meetings scheduled semi-annually thereafter.

I. Events



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

Rationale: Special events can often be difficult to implement when no well-funded organizations are in place to plan and sponsor the events. The BayLands Region falls somewhere in the middle range of areas seeking to develop their tourism economies: while it does not have a full-time staffed chamber, it does have a number of other organizations that could (and do now) sponsor special events. Consequently, it is recommended that organizations such as the Audubon Society, The Nature Conservancy, and the State Forest take the lead in developing a year-long calendar of small-scale special events. The topics for the special events should cover the resources of the area and be aligned with the seasonal occurrences of the natural events such as the Monarch butterfly migration, migrations of various bird species, crabbing season, and other similar activities. These special events should be held whenever possible within areas that have existing businesses to serve visitors, rather than held at the headquarters for the sponsoring organizations.

The key to success for this effort will be starting small and then moving up in size over time - if a larger size is appropriate. Generally speaking, the major limitation to events of any size will be the lack of lodging facilities. If the BayLands held major events today and people stayed in nearby areas, there would be few economic benefits to Dennis and Maurice River Townships. For now, small events (i.e., those attracting between 50-100 people) make the most sense as these can be timed and scaled to maximize local economic impacts, and present fewer complexities for event planners. Sites can be small and informal, vendors are not required, parking is less of a problem, and staffing, bathrooms and lodging all become more manageable. An important ingredient in managing these small events within the existing limits of staff and volunteers will be to limit the amount of dollars and time needed for publicity. The Region's focus should be on marketing through affiliated channels such as publications, educational institutions, and a regional web site.

Summary of Necessary Steps:

1. Contact the New Jersey Division of Travel and Tourism to sponsor a special event training session focused on professional, low-cost methods to stage events.

2. Encourage local environmental organizations and the State Forest to sponsor five new special events during the course of the year 2000. Potential festival themes include Monarch butterflies, stargazing, bird migrations, and coastal heritage.
3. Seek contributions from event sponsors and other organizations and businesses to assist with the promotion and organization of the special events.
4. Plan events carefully in order to reduce operating costs and emphasize the idea of low-impact, low-cost activities for the visitor. Adopt a "template" and emphasize this informal approach in promotion. An average of \$2,000 for each special event should pay for the following: signage, portable toilets, targeted low-cost ads, and time for a freelance writer to prepare press releases. Food should be provided for sale by local restaurants or caterers. Some of the startup money should be used to produce tee-shirts and other material for sale at events.

Who Needs to be Involved: Township Committees, The New Jersey Division of Travel and Tourism, regional environmental organizations, Belleplain State Forest

Resources to Support Action Item:

1. Contact the New Jersey Division of Travel and Tourism for training, technical assistance and marketing funds. Contact: Contact: Lee Purcell, New Jersey Department of Commerce and Economic Development, Division of Travel and Tourism, CN 826, Trenton, NJ, 08625; ph (609)292-2470.
2. Apply for marketing and promotion funds from the National Scenic Byways Program (see Action Item A.1 above).
3. Obtain contributions from event sponsors and other businesses to assist with the promotion and organization of the special events. A budget of approximately \$10,000 should be sought for the first year with a general breakdown by contributor as follows:

Dennis Township	\$2,000
Maurice River Township	\$2,000
Audubon Society	\$1,000
The Nature Conservancy	\$1,000
Belleplain State Forest	\$1,000
Ten high-benefit businesses (\$200 each)	\$2,000
Other businesses and organizations	\$1,000

Municipal contributions should be from a specially created tourism economic development fund established by each Township to finance special events. These funds should be initially financed on a five-year basis, after which time the success of the program should be reevaluated and the contributions made by the municipalities should be reconsidered.

Schedule: Contact Division of Travel and Tourism by March 2000; schedule new events beginning in May 2000.

4. Summary

The implementation strategy detailed in this document outlines realistic, achievable steps that Dennis and Maurice River Townships can take to enhance their economic base without compromising local character. This strategy is based on the economic development plan that was prepared for Dennis and Maurice River Townships under the Pinelands Rural Economic Development Pilot Program, which in turn, was based on extensive research and public input. Successful implementation of the strategy is ultimately in the hands of the two Townships; their residents; and local business owners. The creation and execution of a monitoring plan as discussed in Appendix A will help ensure that the implementation strategy is a living document, subject to ongoing assessment and improvement.

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

Table 1. Summary of BayLands Implementation Strategy

Action Item	Timeframe			Involvement*						
	2000	2001	2002	EcT	TC	EcC	EnC	PZB	PC	Other
A.1 – Form BayLands Ecotourism Committee	X				X					X
A.2 – Form Task Force to Fund Facilities	X	X		X		X				X
A.3 – Support Creation of Econ. Dev. Circuit Rider	X				X	X				X
B.1 – Develop Interpretation Plan	X	X		X	X				X	X
B.2 – Review Local Zoning	X			X	X			X	X	
B.3 – Consider Historic Designation	X			X	X			X	X	X
C.1 – Provide Small-Scale Wastewater Treatment		X	X	X	X				X	X
C.2 – Support Off-Site Dilution	X			X	X					X
C.3 – Develop BayLands Trail		X	X	X	X		X			X
C.4 – Develop Interpretation Infrastructure		X	X	X	X		X	X		X
C.5 – Assess Support for Infrastructure Improvements	X			X	X			X		X
D.1 – Develop Regional Marketing Strategy		X		X		X				X
D.2 – Develop BayLands Web Site	X	X		X	X	X	X			X
D.3 – Develop BayLands Village Program	X		X	X		X		X		X
E.1 – Construct Railroad Station in Dennisville	X	X		X	X			X	X	X

* EcT - Ecotourism Committee; TC - Township Committees; EcC – Economic Development Committees; EnC – Environmental Committees; PZB - Planning and Zoning/Land Use Boards; PC – Pinelands Commission

Action Item	Timeframe			Involvement*						
	2000	2001	2002	EcT	TC	EcC	EnC	PZB	PC	Other
	E.2 – Construct Visitors Center in Maurice River	X		X	X	X		X	X	
F.1 – Develop Lodging Alternatives	X			X		X		X		X
F.2 – Attract Recreation Businesses	X			X	X	X	X	X		X
G.1 – Promote Citizen Awareness & Involvement	X			X	X	X	X			X
G.2 – Institute Business Outreach Program	X			X		X				X
H.1 – Create Regional Forum	X			X	X					X
I.1 – Schedule Calendar of Festivals & Events	X			X	X					X

* EcT - Ecotourism Committee; TC - Township Committees; EcC – Economic Development Committees; EnC – Environmental Committees; PZB - Planning and Zoning/Land Use Boards; PC – Pinelands Commission

Appendix A. Establishing a Monitoring Program

Communities implement monitoring programs to learn how implementation is progressing (and whether revisions are needed) and to demonstrate accountability of actions and resources. On a broader level, the measuring process leads to a better understanding of the link between actions and overall goals.⁵ Since most sources of grants and loans now require plans for measuring success as part of the overall application, having a monitoring program in place also gives communities a head start in pursuing future funding opportunities.

As a starting point, Dennis and Maurice River Townships should consider organizing its monitoring plan around the broad goals set forth in the economic development strategy; i.e., strengthen local businesses, draw sufficient number of visitors without compromising local character (including natural resources), increase tax rates, address wastewater treatment needs, encourage other forms of economic development, and assist with community renewal. A comprehensive framework for a monitoring plan relates each goal to one or more indicators, which in turn, are evaluated by one or more measures. For example:

Goal – Increase tax rates

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

Measures – Taxes billed and taxes paid; total number of employers (this measurement serves as a proxy for the number of types of employers, which is more difficult to track); number of new business openings reported in local paper.

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

In identifying appropriate measures, Dennis and Maurice River Townships should refer to the following guidelines:

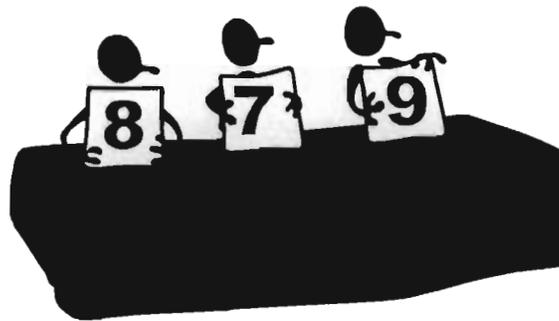
- When possible, measure “goods” (e.g., employment levels) as opposed to “bads” (unemployment levels) to foster more positive efforts
- Only measure things that provide needed information
- Use indicators that have the most potential to focus and redirect activities, if needed
- Use proxy measures when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

⁵ Much of the information used to develop this section is based on *Measuring Community Success and Sustainability: An Interactive Workbook*, North Central Regional Center for Rural Development, Iowa State University, 1999. Other sources are noted where appropriate.

Other helpful suggestions include:

- Seek assistance from a regional or state economic development agency or university in developing appropriate measures, particularly for difficult-to-measure indicators, such as the local impact of travel and tourism.
- Celebrate successes and recognize those involved in the effort.
- Establish and participate in “peer community sessions” with other Pilot Program municipalities to exchange information on goals and strategies with each other.⁶
- Consider using different measures for different audiences to address different needs (e.g., program administrators, taxpayers, and outside funders).⁶
- Recognize that measurements can be made of either processes or products.⁷
- Avoid using measures that are outside of the Township’s controls (e.g., creating a certain number of jobs per year versus creating a new industrial site).⁷
- Institute a once-a-year formal review of progress in implementing the strategy.⁷

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



⁶ From Walzer, Norman, *Community Visioning/Strategic Planning Programs: State of the Art*, Illinois Institute of Rural Affairs, 1995 (available at <http://cait.wiu.edu/iira/main.html>).

⁷ From Phillips, Phillip D., *Economic Development for Small Communities and Rural Areas*, Office of Continuing Education and Public Service, University of Illinois at Urbana-Champaign, 1990.

Appendix B. Additional Resources

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

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

A. Publications

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

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

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

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

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

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

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

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

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

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

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

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

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

B. Web Sites

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

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

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

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

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

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

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

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

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

www.planning.org – The American Planning Association sponsors research, publications, and conferences on a broad spectrum of planning topics, including small town and rural planning.

www.ecotourism.org – The Ecotourism Society provides information on research, conservation, and business issues related to ecotourism.

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

C. Other

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

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

Appendix C. Resource Guides

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

4 Getting Started: Forming A Steering Committee

Author: Mary Simon Leuci

Developed by University Outreach and Extension, University of Missouri System

Once several people in the community decide that it's time to pursue the development of a community information network, the work of how to organize and guide the process begins. Nearly every development of a new community endeavor starts with a few dedicated people who work together to give direction to the project. It doesn't matter what this group is called, but in reality they are a steering committee.. They are people who envision the project and draw in others who represent the community to both assist and take on additional leadership as the project evolves.

Several key components are important for the formation of the steering committee. It is important to understand the role and purpose of the steering committee. There are also some guiding principles for development in general that relate directly to development of community information networks. Finally serious consideration needs to be given to who is invited to join the steering committee and how it gets put together.

After an initial group is established, its major responsibility is devising the largely social mechanisms that will enable people to come together and cooperatively conceive a community network and promote its general development. These mechanisms should describe the general decision-making, responsibility allocating, and communicating methods that will guide the group.

- Douglas Schuler
*New Community
Networks: Wired for
Change*

Purpose and work of the steering committee

The primary work of the steering committee is to provide guidance and direction for the planning of the community information network. This task includes the following components:

- determining initial direction (purpose, principles and vision)
- determining the scope of the network (defining area or "community" to be served)
- insuring this is a "community" project vs. one of a "select few" determining opportunities and support
- determining who to involve and involving them
 - determining and committing potential partners for involvement and support
 - reaching out and involving the people and organizations in the community
- guiding formation of a comprehensive community-based plan for implementation
- tapping the Missouri Express regional resource team for assistance when needed
- submitting the proposal for participation in the project through the appropriate local sponsor
- laying the groundwork for leadership and implementation of the network if the application is approved.

Other resource guides will deal with processes, suggestions and examples of how to do the tasks of the steering committee.

Putting together the steering committee

The ideal size for the steering committee is 10 to 12 people. Experience has shown that it takes this number to organize effectively and to represent the community adequately. More than this number makes it difficult to communicate and arrive at shared decisions. This does NOT mean that more people should not be involved, ONLY that this initial group who gets things underway best functions if it's approximately this size.

In determining who to invite to participate in the steering committee, consider these factors:

- Insure adequate representation from the "community" by ethnicity and race, geographic location, socio-economic, occupation, points of view, etc.
- Think about recognized leaders such as a county or municipal officials, economic development organization leaders, etc.
- Involve "emerging" and other leaders such as youth organization leaders, people who hold no title but are well respected in the community, church leaders, etc.
- Consider people who represent constituencies in the community. Sometimes people are acknowledged as leaders by virtue of their position, but are not necessarily the people who can get others involved. Steering committees need to have members who can get others in the community involved once a plan direction is identified.
- Consider involving one or two youth on the steering committee. All of the school districts in the state and most of the schools are connected to the Internet via MOREnet. Young people have many talents and skills to bring to this project. Many communities also include special youth features as part of their network and their home pages on the World Wide Web.

Tips

- The following is a starting point for people to consider for inclusion in the steering committee:
 - Local colleges or universities
 - Schools
 - Libraries (also connected to Internet via MOREnet)
 - Hospitals
 - Local government
 - Economic development organizations
 - Civic organizations
 - Chamber of commerce(s) or other business organizations
 - Youth organizations
 - Social service agencies
 - Local utilities (including the electric coop) or telephone companies
 - Local churches
 - Extension council
 - Professionals who understand the legalities of organizations, financial management, etc.
- Most of the people on the steering committee should NOT be "techie" types. They should be community types. Yes, one or two people who understand the technical aspects are necessary.
- Use one of the tools to plan specifically for involving people that are described in detail in Guide 10: Building a Broad Basis of Support and Involvement.
- It is important to consider where you will meet, when you will meet, how long you will meet. These things can affect members' ability to fully participate. They can also raise barriers. Some groups have found it best to alternate meetings among locations of members. Others have found that convenience for all is most important. Regardless, ask these questions:
 - Will we be excluding someone because of the location or time of our meeting?
 - Will everyone feel a sense of ease and comfort in the location chosen? Is it perceived to be neutral ground?

Guiding principles of development

The following Principles of Good Practice for Community Development are critical to the local community development process of planning. Paying attention to these will help the steering committee accomplish its tasks.

- Promote active and representative citizen participation in decision making so that community members can meaningfully influence decisions that affect their lives.

This means we take a serious approach to including people from all segments of the community in the planning and development, implementation, operation, and ongoing development of the CIN. Community information networks are about networking people primarily, and the use of technology to do so, secondarily.

The community planning and community implementation phases are critically linked. The ultimate success of a community network will depend greatly on the process of developing the "social infrastructure"—of taking the necessary time to engage the broad-based community in meaningful participation during the planning and implementation phases. If you want to create something people will use and be proud of, involve them because it becomes their network.

- Engage community members in issue analysis so that those affected may adequately understand their situation.

The more people are involved in analyzing and understanding the issues, the better able they are to make informed decisions and to support those decisions in the community. The resource guides and the regional resource teams provide tools to help communities involve people, engage in analyzing what's most appropriate for their community, and plan for a community information network that reflects the community.

- Help community leaders and citizens understand the economic, social, political, environmental, and psychological impact associated with alternative solutions.

The resource teams and MOREnet will strive to provide the best of information about various alternatives and assist communities in analyzing what the different options they might choose mean for them in the short term and the long term. The steering committee also has a responsibility to involve the community in anticipating the impact of the various decisions that will be made in the planning of a community information network.

Also important will be creating a balance between creating and maintaining enthusiasm about the project and creating unrealistic expectations in the community regarding what the CIN will do, what will be delivered, time frame, up front and long term costs for the community, etc.

Assist community members in designing and implementing a plan to address agreed upon issues by emphasizing shared leadership and active citizen participation in that process.

Community information networks must foster collaboration, partnership, and meaningful citizen involvement to accomplish the development of CIN's that reflect the local desires.

Steering committees will have to give themselves and their community the "license" to take the necessary time to go about the development of a CIN in "the right way." Short changing the process for the sake of turning in an application by the first deadline will cost a community in terms of long term sustainability, community buy-in (ownership), and network effectiveness and use to the community. This is especially critical if a community is just beginning its discussion and planning for development of a CIN.

- Seek to prevent any effort and inform those involved of the consequences of any effort

that is likely to adversely affect the disadvantaged segments of a community.

The very concept of a community information network includes a commitment to equal access and opportunity for involvement and participation in the process.

We must foster openness, cohesiveness, inclusiveness and competence in the steering group and in the community as these are critical to building trust, credibility, community-based ownership, and a successful network.

- Actively work to increase leadership capacity (skills, confidence, and aspirations) in the community development process.

This means that planning and implementation processes occur in such a way as to foster their development of capability to participate, to lead, to make decisions, to learn more about computers, etc.

Summary

Establishing an initial organizing group or steering committee that represents the community, understands community issues, can envision the future, and can involve others is critical to beginning the planning and development of a community information network. Remember this is a project in "community" development that seeks to link and network people together so they can participate in the life of the community more effectively. Computers and technology are tools that expand the possibilities and make this possible.

Resources

- Community Information Service Management Guidelines. Pittsburgh, PA: infoWorks Publishing, 1996. Each regional resource team has a copy. Also ordering information can be found at the following:
<http://www.infowks.com/bookord.html>

Neighborhood Networks: A Resource Guide, Aspen Systems Corporation and the Harrison Institute. Washington, DC: U.S. Department of Housing and Urban Development, 1996.

New Community Networks, Wired for Change, Douglas Schuler. Addison Wesley, New York, NY, 1996.

"Principles of Good Practice," Community Development Society Member Handbook/Directory, Milwaukee, WI: Community Development Society, November 1995.

World Wide Web Resources:

- The Morino Institute
<http://www.morino.org/>

National Public Telecomputing Network
<http://www.nptn.org/>

Neighborhood Networks
<http://www.hud.gov/nnw/nnwindex.html>
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10 Building a Broad Basis of Support and Involvement

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Key considerations for involving people

Community action and success are built by involving people. Involving people takes time. The process often starts with a few people planning for a kick-off event such as a community workshop, and more people getting involved in such a planning/kickoff event. As each of these people involves others in the implementation, the number of people participating in a community information network grows.

In most communities, we have found that for every person who generally shows up at a planning meeting for development of a community project, there are 10-20 people willing to assist in some way, whether it's doing something once a year (like helping with a fund-raiser) or making phone calls once a month. They simply can't or don't desire to go to meetings BUT they do care about the community, they do have good ideas, and they are willing to work to improve the community.

Efforts to involve people are most successful when they are inclusive and well-planned. This means involving a balance of people from the public sector (schools, government, etc.), private sector (businesses, professionals, churches, civic organizations, etc.), youth and youth-serving organizations, and representative of the cultural diversity within the community.

A word about timing

People interested in developing their community may feel they just do not have a lot of time to study the situation or that it is a waste of time. This leads to a tendency to rush into a project without proper research or a support base. Over and over, experience and research teaches that it is more effective to build a solid base. This base consists of knowledge and understanding about the community and a detailed list of people who may have a stake in the project which will affect it. Beginning without these basic tools may lead to incorrect assumptions and false starts which must be corrected later.

To forge projects for improving the situation in the community, it is necessary to take time to accurately inform people and seek their input. People will not support what they do not trust or understand.

Stakeholder identification

Stakeholders are people with information, people with authority and resources to act, and people affected by what happens. They can be individuals, businesses or groups of people. They have an interest in community and/or in community information networks, a responsibility to citizens or customers, a concern for some aspect of the community or the process, or will be affected by decisions and actions dealing with the community information network.

Why is this important? Stakeholders have a greater sense of ownership or interest in their

issues. When there is a sense of ownership or interest in an issue, there is an increased probability of participation. Furthermore, people affected by the project have the right to participate in those decisions which affect them.

Below are two tools for identifying stakeholders and building a broad basis of community participation.

Tool 1: Informal stakeholder identification survey and file

A community information network project has some obvious primary stakeholders. These include schools, local government, utilities, chamber of commerce, environmental groups, libraries, civic organizations, state/federal government agencies, and local computer users.

The way to develop an accurate list and file of stakeholders is to go to the obvious ones to discuss their interest and concern about the project. Ask them who else is responsible for, interested in, or would be affected by the development of a community information network. Then talk to those people. Ask them the same questions. When no new names emerge, your list and file will be fairly complete and accurate.

Record this information using the Stakeholder Identification Card shown below.

Issue or Project Name			
Name of Stakeholders	Type of concern or interest	What resources do they have?	How do they participate

The goal is to acquire an extensive stakeholder file that includes people who have various perspectives, skills, resources and interests. For example, a community information network is going to require the talents of people with community interests and concerns, those primarily skilled in the technical aspects of the computer network, and people who can provide business and organizational planning and skills. Carefully review the file and the knowledge base generated to see if there are gaps. Be alert for the emergence of new stakeholders.

Stakeholder interests and concerns differ. The development of a community information network will affect people and institutions both positively and negatively. People can look at the same information and draw different conclusions based on interest, values and belief. Do not expect stakeholder agreement!

Tool 2: The Participation Table

Step 1: Identify the categories for the horizontal rows of the table.

- A community information network project has some obvious primary stakeholders. These include schools, local government, utilities, chamber of commerce, environmental groups, libraries, civic organizations, state/federal government agencies, and local computer users.
- Racial/Ethnic /Cultural Diversity-Determine the extent of cultural, ethnic and racial diversity within the community. For example, the community may include African Americans, White Caucasians, and Hispanic peoples. An inner city neighborhood may contain various peoples from different identifiable heritages or nationalities. A rural community may contain several races but be divided as well by what is perceived as "natives" and "newcomers" to the community. In some communities, diversity is clearly defined by religious affiliation or even by points of view.

One way to determine what kind of diversity exists in the community is to do the following. Give each person on the steering committee a sheet of paper with a grid on it.

Each person writes in one box an example of the diversity that comprises the community (make sure you have adequately determined the "boundaries" of the community before you attempt this exercise). Be sure to start off with one or two examples. Pass the paper to the right (or left) and repeat until the sheets are full. Do not repeat what you or others have already written.

- **Special Interest Groups**-Determine what specific special interests are a part of the community you have defined for the community information network. This will be different for every community. Some examples might include: environmentalists, farmers, historic preservation, tourism.

Deciding what special interests are important to your community can be accomplished in the same manner as determining the diversity-by passing a grid around for people to fill in or working together off a flip chart for the whole group.

Step 2: Identify the categories for the vertical columns of the table.

- **Private sector**-Determine the private sector arenas that exist your community . Some starting suggestions might include: Chambers of Commerce, lawyers, bankers, churches, private schools or colleges, private telephone companies and Internet service providers.
- **Public sector**-Determine specific public sector arenas from the community. Some starting suggestions might include: city and county government, library, public schools, vocational education and colleges, state and federal government agencies that work in the community.
- **Youth**-Experience indicates that excluding the youth in community projects is a common mistake. They bring valuable experience and knowledge, energy and enthusiasm, time, and a fresh perspective to the development of a community information network.
- **Determine specific categories of youth that exist in your community.** Some examples might be:
Many 4-H clubs adopt an annual community service project. Some 4-H members' individual projects include one about computers.
Girl Scouts and Boy Scouts also engage in community service projects.
Other youth groups such as Campfire, Community Betterment, etc. should be mentioned if they exist in your community.
School-based clubs such as honor societies, FFA, FHA, DECA, honor societies, etc. either engage in community activities and/or are involved in computer applications.
School classes that deal with computers, social studies, journalism, etc. are often looking for real life applications and projects.

Step 3: On a large piece of butcher paper or newsprint (10-12 feet long), make a table List private sector groups, public sector groups, and youth groups that make up the community across the top.

Down the side, list the smaller communities which make up the community, the cultures/races/ethnic groups which exist in the community, and types of special interests you specifically want to include.

Begin to fill in the names of people who represent the characteristics depicted. Include name and phone number.

And now ask yourselves: Have we included people from all socio-economic levels as well as blue collar and white collar people within the community? It's hard to plan for somebody else and much better to plan with them if you truly want their participation.

Maintain and add to this chart as it is the most valuable data base you may have of potential community participants for action.

Step 4: For a kickoff event, workshop, focus groups, or whatever purpose you are using this

tool for, determine which of the people in the table that you feel need to sanction the process. Circle them with one color of marker. You'll want to develop specific strategies that help them understand, endorse and participate.

Strategies for involving people

Strategies that work best involve a personal invitation-whether it's a printed flyer or letter of invitation handed to someone by a person who knows them, a phone call accompanied by something in the mail, a follow-up visit, etc. Simply mailing an invitation or announcement and placing something in the local media seldom generate a high rate of participation.

Be creative and try to think of a variety of ways to reach people, both those on your chart and others you might have missed. That's why the personal touch also has to be accompanied by use of the media and printed flyers, etc. Consider who will be reached by where information is placed. Think broadly. For example, you will reach different people by placing flyers in the local laundromat and in the country club foyer.

Who will be difficult to get to attend the meeting or work session? Circle their names with a different color of marker. Specific strategies will need to be developed to increase participation of those identified. In particular, these must include some form of personal invitation and follow-up.

Methods for bringing different groups into the discussion might include going out to meet them on their turf. This is especially important when working to involve people who feel like they have been left out in the past, they don't have anything to contribute, or they are not really welcome to participate. Who are these people or groups in your community? How are you going to involve them in a meaningful way?

Regardless of the method used to identify stakeholders, an accurate stakeholder inventory helps to deal with everyone equally. Everyone gets the same information. Everyone is invited and encouraged to participate in project formation and implementation. Destructive conflict may be avoided by dealing with the variety of positions and viewpoints up front.

Rules for participants in inclusive groups

There are four cardinal rules for successful development and implementation of projects within a community. These are important in order for people to support, and participate effectively in community issues or projects.

1. **People need to be aware of the issue and the effect of that issue on them or their firm, farm, family or community.** People want to know how they will be affected and to what degree in order to make decisions about investment of resources in a given project. This understanding should never be assumed!
2. **People must realize or believe that they have a reasonable opportunity to make a difference if they are going to participate.** Often people are aware of situations and sincerely believe they or their organizations cannot make a difference. Never label lack of participation as indifference or apathy. Why should people participate if they think they cannot make a difference or it is not their place to do so?
3. **People need to have a basic understanding of how to make a difference in community issues and projects.** People and groups need basic skills and concepts in organizational development, issue analysis, civic participation, communication, planning and other tools and functions of leadership.
4. **People require access to accurate information which they trust.** For example, people need basic data on computer information networks and approaches to dealing with development and how each might affect them and their community.

Tips for a Community Meeting

- Checklist for a community meeting location
 - convenient location
 - accessible to people with handicapped conditions
 - adequate free parking
 - non-threatening to any potential participants (on neutral turf)
 - a comfortable setting with fresh air, light and heat/air suited to arrangement of people in the type of groups that will encourage interaction and participation (such as tables or circular seating)
 - good acoustics-even though a microphone should be used for 30 or more people
 - room for child care (if you are providing)
 - ability to use a phone jack to dial up Internet for demonstrations (if this is a part of the program)
- Checklist for equipment for a community meeting
 - flip chart pads and stands (at least 2, but may need more with larger group)
 - microphone with enough cord to reach back of room or a cordless microphone (even if you only have 30 people because it is important that people hear each other)
 - computer or projection equipment and wall or screen to project on (if a presentation or demonstration is included). Make sure you test the equipment in the meeting room before the meeting.

Summary

Building a broad basis of support and participation of individuals and organizations in the community is necessary to the long term future of a community information network. To do requires an accurate and comprehensive identification of those who have a stake in the development of a community information network. Communicating the importance of the project to each of those identified in terms that they can understand also contributes to their successful involvement.

Participation is important to many aspects of the planning, development and implementation, and ongoing support of a community information network. Using effective ways to engage people will be important in involving the broader public to determine what is desirable for the network, involving partners, involving financial supporters, involving organizations who will provide information on the network, and involving users. For more information about gathering information from groups and people in the community, see Guides 7, 8, 9, and 15.

Resources

- Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets, 1993, Center for Urban Affairs and Policy Research, Neighborhood Innovations Network, Northwestern, University, Evanston, IL. Each regional resource team has a copy.
- Community Development Handbook: A Guide for Facilitators, Community Leaders and Catalysts, Donald Littrell, Doris Littrell, Lee Cary, Murray Hardesty, Susan Maze, Jack Timmons. The Entergy Corporation, New Orleans, LA, 1992.
- Community Information Service Management Guidelines, 1996, infoWorks Publishing. Each regional resource team has a copy. Also ordering information can be found at the following: <http://www.infowks.com/bookord.html>.
- Community Politics, 2nd Edition, David Mathews and Noelle McAfee. The Kettering Foundation, Dayton, OH, 1993.
- Discovering Common Ground: How Future Search Conferences Bring People Together to Achieve Breakthrough Innovation, Shared Vision & Collaborative Action, Marvin Weisbord (Ed.). Berrett-Koehler Publishers, San Francisco, CA, 1993.
- Neighborhood Networks: A Resource Guide, Aspen Systems Corporation and the Harrison Insitute. Washington, DC: U.S. Department of Housing and Urban Development, 1996. Each regional resource team has a copy.
- New Community Networks: Wired for Change, Douglas Schuler. Addison-Wessley,

- New York, 1996. Each regional resource team has a copy.
- Preparing Your Community: A Guide to Community Action Planning in Oregon, (1990), Kathe Schaaf and Teresa Hogue, Positive Youth of Oregon, 530 Center Street N.E., Suite 300, Salem, Oregon 97310.

World Wide Web Resources

- The Morino Institute <http://www.morino.org/>
- National Public Telecomputing Network <http://www.nptn.org/>
- Neighborhood Networks <http://www.hud.gov/nnw/nnwindex.html>
e-mail: neighborhood_net@aspensys.com

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