

Smart Growth Plan
Delaware River and I-295/NJ Turnpike
Planned Growth Corridor
Salem County, New Jersey

Submitted for Final Adoption
January 21, 2004



Prepared for:
The Salem County Board of Chosen Freeholders

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Since it was a multi-year process to develop this plan, thanks are also extended to other public and private contributors who have made this plan a successful guide for Salem County's future.

Special thanks are extended to the 2001-2003 Salem County Board of Chosen Freeholders, Salem County Planning Board, Salem County Economic Development Office, and leaders for all of our municipalities.

Smart Growth Plan Credits

Salem County

Delaware River and I-295/NJ Turnpike Planned Growth Corridor

The Steering Committee guided the development of this regional plan. The members were selected to be representative of key stakeholder groups including representatives of the Salem County Planning Board, Economic Development Department, and Agricultural Development Board, each participating municipality, Office of Smart Growth, key employers, local banks, post-secondary educational institutions, and private citizens.

Public Advisors participated primarily through the mail, Internet, fax and (at various stages of the process) by phone. They were asked to respond to and advise on plan report elements, the vision statement, plan objectives and implementation strategies.

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I. INTRODUCTION

A. Mission Statement

Located in the southwestern corner of the State of New Jersey, Salem County is bordered by Gloucester County to the north, Cumberland County to the east and south, and the Delaware River to the west. While only 15 minutes from Wilmington, Delaware and 35 minutes to Philadelphia, Salem remains by far the least populated county in New Jersey. In spite of its close proximity to these urban and regional centers, and major roadways such as the NJ Turnpike, I-295, US Routes 40 and 130, and NJ State Highways 45 and 49, only 10 percent of the County's land has been developed for residential, commercial, or industrial use. The remaining 90 percent of the County is dedicated to either farmland or environmental uses such as tidal and freshwater wetlands, lakes, ponds, and forests.

Salem County has, for the most part, maintained its traditional industries and land use patterns. The original settlements were made in the western end of the County where a network of rivers, streams, and creeks feed into the Delaware River. Lumber and grain mills were established among the major creeks as early industry was supported by timber and agriculture. Indeed, agriculture has played an important role in Salem County from the time it was inhabited by the Lenni Lenape tribe through the 17th Century arrival of the Swedes, Finns, and Quakers.

Today, approximately 40 percent of the County contains productive farmland, largely concentrated in rural central and eastern sections. According to the Census of Agriculture, more than \$67.9 million worth of agricultural products were grown and raised on the 660 farms in Salem County in 1997. Salem ranks first in the State for wheat, barley, sweet corn, and potatoes, and second for milk production, soybeans, asparagus, and corn harvested for grain. Representing more than 10 percent of the State's agricultural market, Salem County is among the State leaders for many other agricultural products as well.

While agriculture is the mainstay of eastern and central sections, western Salem County remains home to industry and the County's major employers. For more than a century, E.I. DuPont de Nemours and Company (DuPont) formed the backbone of that industry. At its peak in 1917, DuPont reportedly employed 25,000 people. By the 1960's, DuPont Chambers Works was the largest chemical factory in the world and DuPont employed 25 percent of Salem County households. Since then, the manufacturing industry in the United States declined, as have the payrolls and outputs of DuPont and other companies in Salem County. Global competition and environmental regulations have led DuPont to relocate many of the site's business lines, cease operations of some altogether, and otherwise downsize its operation at the Chambers Works facility. The corresponding reduction in the industrial tax base, diminished employment opportunities, and significant loss of disposable income in the community have compromised the high quality of life associated with Salem County. By 1999, the County's per capita income was \$20,874 or 23 percent lower than the State's per capita income of \$27,006. Only neighboring

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Cumberland County was lower than Salem, ranking them as the first and second lowest county per capita incomes in the State.

In recent years, Salem County officials have embraced a growing recognition that economic development is needed to augment the local tax base and to increase employment opportunities for residents.

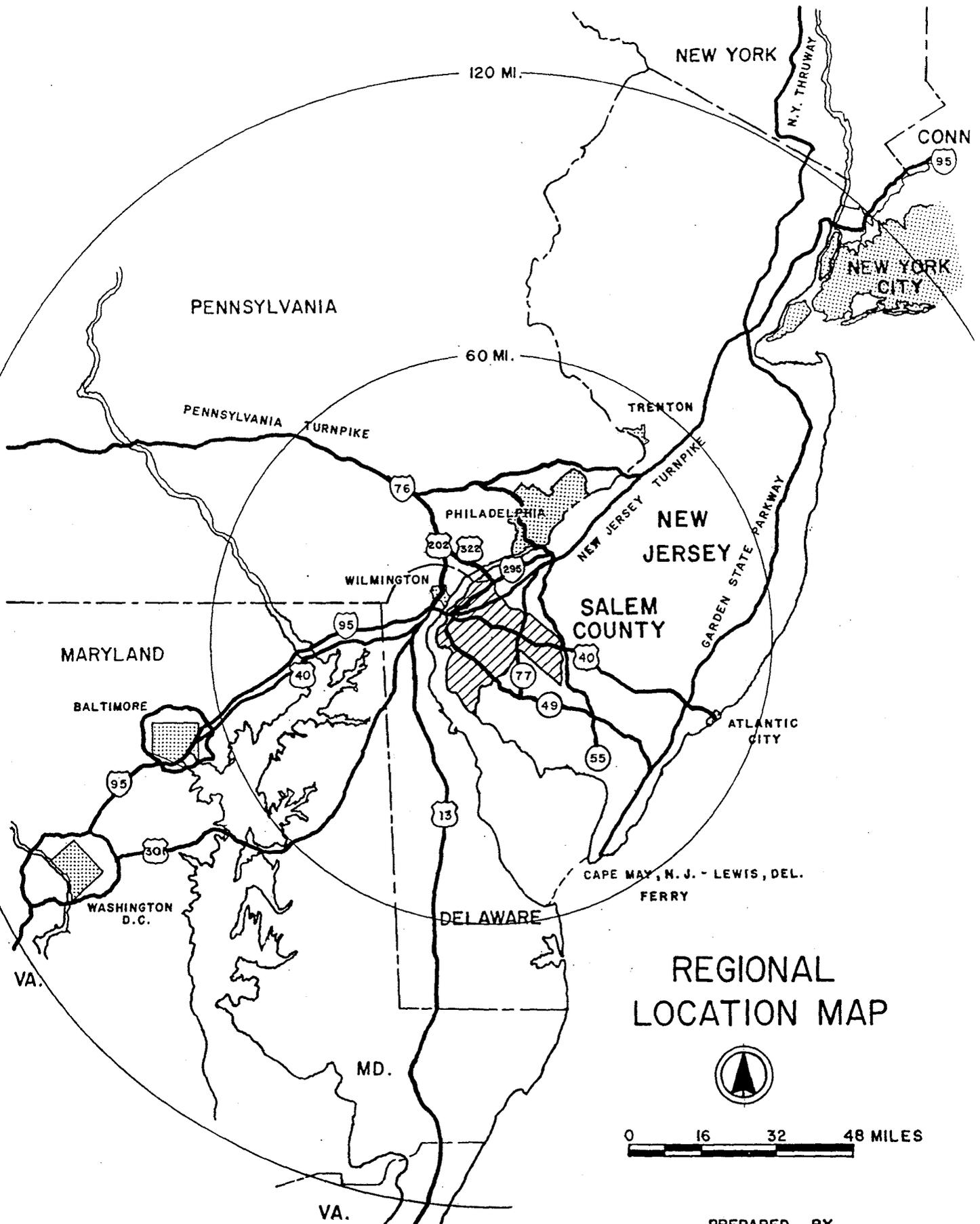
From 1996 onwards, county officials, municipal representatives, business groups, and citizens have collaborated in numerous pre-planning workshops and forums to determine the future of the County. The 2-part consensus of these efforts is that: 1) future growth should be directed to the western end of the County, where infrastructure and major roadways already exist, and 2) growth in the eastern and central portions of the County should be contained to protect the traditional agrarian economy of that area. Meanwhile, recent trends indicate that development is not occurring as would be fully desired. For example, the eastern, rural portions of the County have seen a population increase. A county that is relatively unscarred by “sprawl development” now finds itself at risk.

The purpose of this document is to set forth a strategic plan for a western economic growth and development corridor. As a result of the State plan cross-acceptance process, and approved revisions to the State Planning Area Map, a Planned Growth Corridor (Corridor) for Salem County has been indicated at the intersection of the Delaware River and major roadways, where water, electric, gas, sewer, solid waste disposal, and fiber optic infrastructure are already in place. Specifically, the Corridor corresponds to metropolitan, suburban, and fringe planning areas of Pennsville, Carneys Point, Pilesgrove, and Oldmans Townships and Penns Grove Borough (Planning Areas 1, 2, and 3). These areas are pictured on the attached State Development and Redevelopment Plan Map.

This strategic plan—the first comprehensive planning effort since 1970, the year of the last Salem County Comprehensive Plan—provides an updated Salem County profile, reviews the issues and assets of the Corridor initiative, identifies development-oriented goals and objectives, and produces an inventory of next steps and resources needed to realize the Corridor. While this effort focuses its attention on the Corridor, it is necessarily set in the overall context of Salem County. Indeed, it is the overall vision for the County and its corresponding desires that give rise to the Corridor as a facilitating mechanism.

The remainder of this document is organized as follows. The Vision Statement next completes the Introduction. Key Findings are presented in the Executive Summary, Section II, followed by the updated Regional Profile in Section III. Section IV recounts Recent Economic Development Initiatives in the Corridor. A Strategic Assessment of the Corridor comprises Section V, and is organized hierarchically by issue, goal, objective, and recommended tasks, followed by Section VI, which concludes with an Implementation Graphic.

FIGURE 1



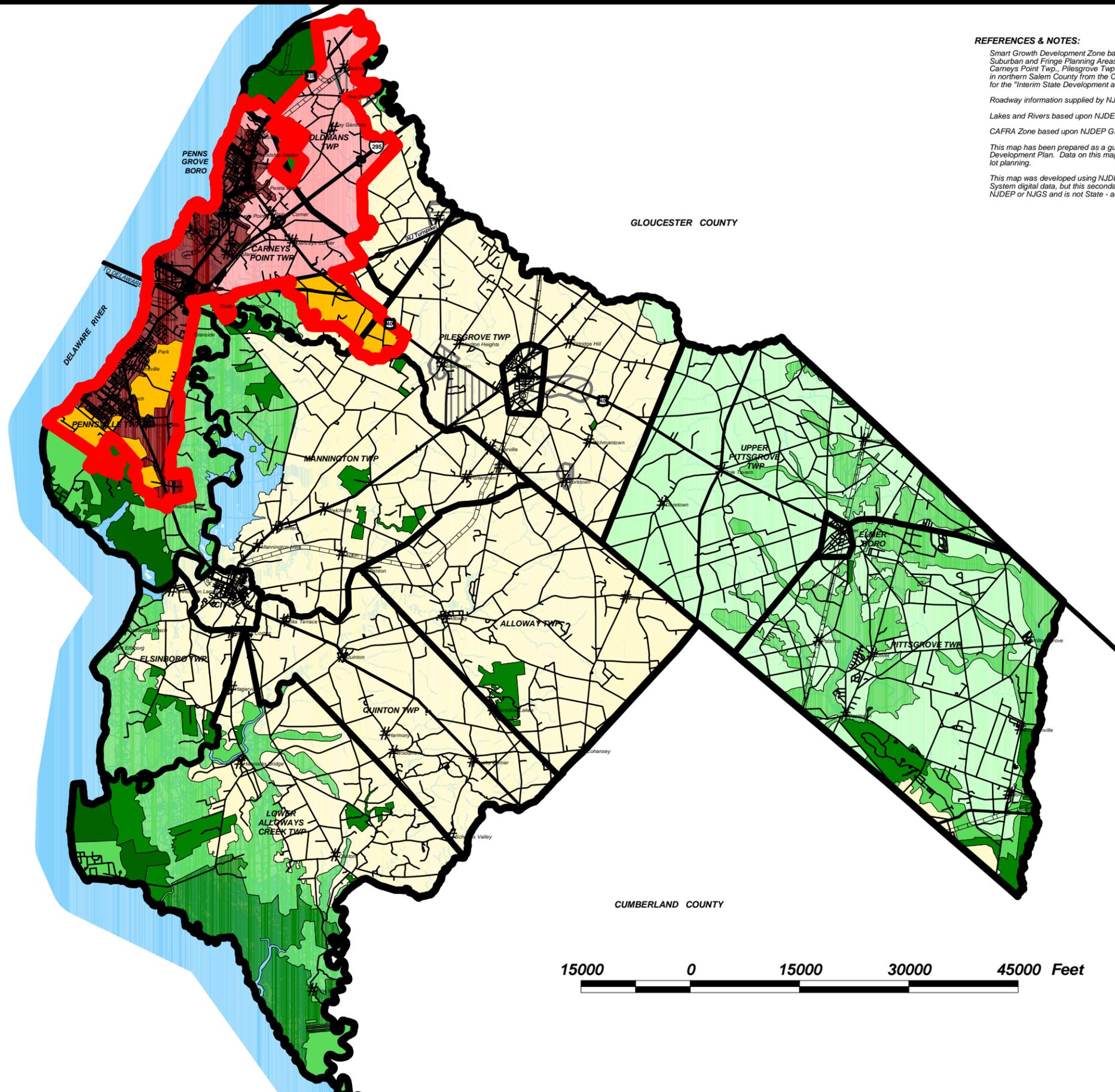
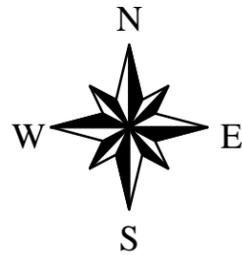
REGIONAL
LOCATION MAP



0 16 32 48 MILES

PREPARED BY
SALEM COUNTY PLANNING BOARD

1995



REFERENCES & NOTES:

Smart Growth Development Zone based upon limits of the Metropolitan, Suburban and Fringe Planning Areas in the municipalities of Oldmans Twp., Carneys Point Twp., Pilesgrove Twp., Pennsville Twp. and Penns Grove Boro. in northern Salem County from the Office of State Planning GIS coverage for the "Interim State Development and Redevelopment Plan", 10/26/00.

Roadway information supplied by NJ Office of State Planning.

Lakes and Rivers based upon NJDEP GIS coverage, 1986.

CAFRA Zone based upon NJDEP GIS coverage.

This map has been prepared as a guide for the Salem County Smart Growth Development Plan. Data on this map should not be relied upon for individual lot planning.

This map was developed using NJDEP & NJGS Geographic Information System digital data, but this secondary product has not been verified by the NJDEP or NJGS and is not State - authorized.

MAP LEGEND:

- Smart Growth Zone
 - Municipalities
 - Railroads
- State Planning Areas**
- PA 1 - METROPOLITAN
 - PA 2 - SUBURBAN
 - PA 3 - FRINGE
 - PA 4 - RURAL
 - PA 4B - RURAL ENV. SENSITIVE
 - PA 5 - ENVIRONMENTALLY SENSITIVE
 - STATE PARK
 - FEDERAL PARK
- Planning Centers**
- Designated Regional Center
 - Designated Town
 - Proposed Town
 - Proposed Village
 - Proposed Hamlet



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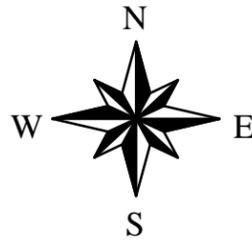
State Development and Redevelopment Plan
Smart Growth Development Plan
Northern Salem County
New Jersey

Scale: 1" = 15000' Date: 7/10/01

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REFERENCES & NOTES:

Smart Growth Development Zone based upon limits of the Metropolitan, Suburban and Fringe Planning Areas in the municipalities of Oldsman Twp., Cameys Point Twp., Pilesgrove Twp., Pennsville Twp. and Penns Grove Boro. in northern Salem County from the Office of State Planning GIS coverage for the "Interim State Development and Redevelopment Plan", 10/26/00.

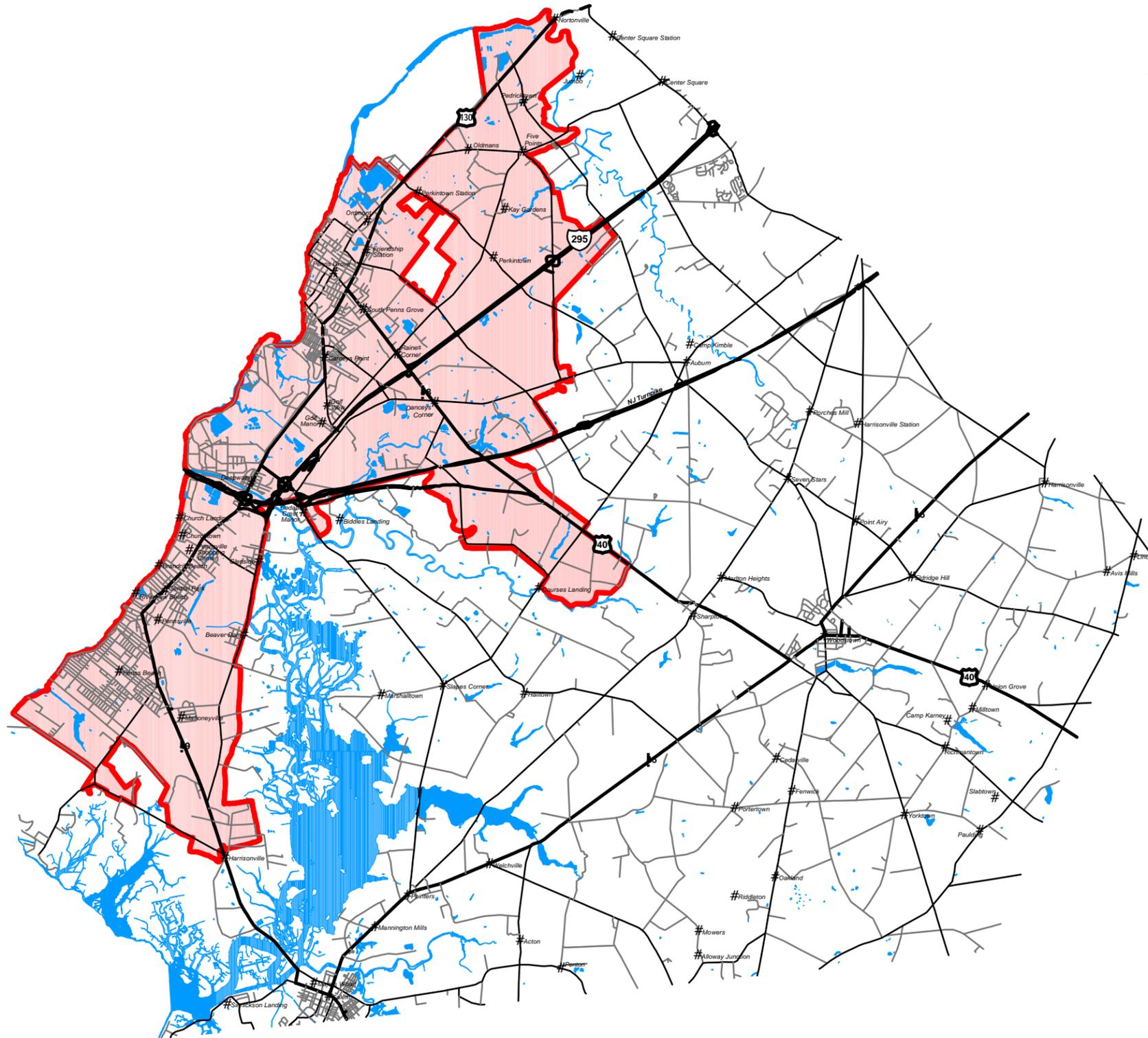
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 Smart Growth Zone

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Regional Base Map
Smart Growth Development Plan
Northern Salem County
New Jersey

Scale: 1" = 10,000'

Date: 5/29/01

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B. Salem County Vision Statement—Year 2010

This vision statement was prepared based upon extensive input from its citizens through a series of public meetings and from the Project Steering Committee. It is set in the future to give direction to the Regional Plan and assumes success in meeting the goals and objectives delineated in this Plan.

Salem County is known as a community of great distinction, offering the best qualities of small town rural living with modern convenience and employment opportunities. The respected public school system and post-graduate educational facilities, rural character, safe environment, and stabilized tax rate are among the qualities that make Salem County an ideal place to live, work, and visit.

Over the last several years, the County has capitalized on its assets including:

Location along the Delaware River;

Close proximity to the urban and regional centers in Wilmington, Delaware and Philadelphia, Pennsylvania, and major roadways such as the New Jersey Turnpike, I-295 interchanges and New Jersey State Highways 40, 130, and 49;

Availability of water, electric, sewer, natural gas, solid waste disposal, and fiber optic and wireless infrastructure;

Availability of a state-of-the-art hazardous waste facility;

Nutrient-rich soils suitable for agricultural use.

Salem County has worked together with both the public and private sectors to redevelop underutilized properties and attract new businesses and residents. The County is recognized as a center of technology, research, and innovation. With a greater spectrum of employment opportunities, a larger number of the youth in the community are remaining in the County and individuals with greater disposable incomes have been attracted to new, high-end housing developments. Meanwhile the availability of affordable housing provides residents with a wide variety of housing options, including the ability to live in a town center and to benefit from a full array of in-town services.

Despite this targeted development, Salem County remains the least populated county in the State, relatively unscarred by “sprawl development.” Regional and redevelopment planning have assured that development is channeled to appropriate areas with available infrastructure. Transportation planning has enabled the community to manage the impacts of new development and provide for improved pedestrian and traffic circulation.

The County offers a plethora of recreational and cultural outlets that further enhance the quality of living. A wildlife preserve, active marina, and entertainment center sit on the banks of the Delaware River. Bicycle and pedestrian trails link residential areas to

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employment centers and recreational facilities. A thriving farmers market supports local farmers, and bustling downtown areas with dining and retail options that feature a reduced sales tax of 3% contribute to the managed growth and desirability of Salem County.

The greatest resource within Salem County is the people who live there and their interest and commitment to improve their community. The County maintains a core citizens group that volunteers its time to plan for and manage growth responsibly. Through members' efforts, and the leadership of the Salem County Freeholders, the County prepared a Plan for the Delaware River and I-295/NJ Turnpike Corridor. The implementation of this Plan ensured that the County's limited developable land was dedicated for the highest and best use, water resources were conserved, farmland was retained for agricultural use, and the character that attracted past and present residents, and provides Salem County's unique identity, was protected.

II. EXECUTIVE SUMMARY

A. Goals and Policy

This Plan establishes 10 strategic goals to facilitate the Salem County Vision. These are:

- ❖ Improved availability of County-wide information
- ❖ Increased capacity and support for regional decision-making and implementation
- ❖ Identification, protection, preservation, enhancement of environmental resources
- ❖ Sustainable economic development
- ❖ Redevelopment of urban areas and rural centers
- ❖ Availability of a wide range of appropriate housing options
- ❖ Improvement in educational attainment and performance
- ❖ Augmentation of workforce training programs and facilities
- ❖ Maintenance and upgrades of a safe and energy efficient transportation system
- ❖ Regionalization of infrastructural systems and resources

Thus, this Plan seeks to provide a framework to promote smart growth within the Planned Growth Corridor while enhancing the County's highly desirable rural character, wide-ranging environmental features, and attractive quality of life. With the assistance of the participating municipalities the completed Plan will be used as a standard upon which to measure and formulate local plans and ordinances. With financial and technical assistance from the Office of Smart Growth, the completed Plan will be submitted to the State Planning Commission to obtain regional plan endorsement.

Accordingly, the Plan reflects an increased emphasis on regional planning to address concerns that span municipal boundaries such as transportation, land use, economic development, infrastructure, and conservation planning consistent with the goals and objectives of the State Plan, the County Growth Management Plan, and plans of the municipalities in the Corridor.

Planning Area Map Amendments and Cross Acceptance Background

During the State Plan Cross Acceptance Process, the State Planning Commission (SPC) approved Salem County's request to re-designate the urban/suburban growth corridor. Specifically, the SPC approved 2 significant map amendments. Approximately 6,000 acres in Carneys Point were changed from PA3 and PA4 to PA2 and the Fringe Planning

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Area was expanded to accommodate commercial and industrial development plans in Carneys Point Township, the I-295 interchange in Oldmans Township, and the Industrial Zone (western Township border) in Pilesgrove Township. No planning area changes were made in Pennsville Township or Penns Grove Borough.

In approving these changes, the SPC agreed with Salem County's position that future development should be encouraged and channeled into this western region, which represents approximately 12 percent of the County's total land area, in an effort to preserve the open space, agricultural lands, and rural character of the remainder of the County.

In particular, the SPC was impressed by Salem County's unified vision for growth management. Since 1996, Salem County and municipal leadership have participated in economic development conferences and collaborated with business groups and people interested in the future of the County. The consensus of these efforts is that future growth should be directed to the developed areas of the County, where it is supported by existing infrastructure and major roadways, and should be managed to embrace the traditional agricultural nature of the County.

This vision is consistently represented throughout the County Master Plan. The Growth Management Element of the County Master Plan encourages concentrating development within developed areas, preserving open space, and maintaining the County's rural character and the community character of rural towns and villages. The Agriculture Development Board specifically excludes the I-295 corridor from the County's 188 square mile Agriculture Development Area, and these areas do not appear as prime farmlands in the Office of State Planning database. The County's Economic Development Plan details the need to enhance and sustain rural environments, encourage agribusiness and tourism, and direct future development efforts to those areas most suited to or capable of growth.

The Salem County Growth Management Plan represents a commitment to hold the eastern most limit of Fringe Planning Area to the boundary line agreed upon by the County and State Planning Commission. Salem County leads the State in preserved farmland and open space. Approximately 300 square miles or 88 percent of the County falls in the environs outside the regional planning area and the designated centers in Salem City, Alloway, Woodstown, and Elmer. The environs encompass Planning Areas 4A, 4B, and 5 (rural) under the State Plan.

Municipal Plans and Regulations

The planning area map amendments also are consistent with the municipal zoning ordinances. Each participating municipality in the western growth corridor desires to encourage economic development to diversify its tax base and provide jobs for local residents. The challenge for the smart growth plan is to balance municipal development plans with the preservation of environmentally sensitive areas and open space, approved

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service areas for municipal wastewater management plans, and the land use and zoning regulations in the planning area environs.

Redevelopment Planning Represents a Critical Implementation Tool

Redevelopment planning represents a critical implementation tool to meet the competing challenges inherent in achieving the vision for Salem County. In 1992, the State of New Jersey adopted the Local Redevelopment and Housing Law (N.J.S.A. 40A:12A-1 *et. seq.*). The purpose of the Redevelopment Statute is to provide municipalities with the tools and powers needed to plan for decayed, undeveloped and underdeveloped portions of a municipality and to actively redevelop these areas into productive assets for the community. These tools include the power to investigate and survey property and building conditions, to install infrastructure and/or other site improvements, to provide tax abatement, to acquire private property through negotiations or eminent domain (only if necessary to effectuate redevelopment), and to negotiate and enter into partnerships with public and private entities in order to accomplish the municipality's redevelopment goals and objectives.

Redevelopment is a particularly valuable tool for promoting smart growth in the Corridor. First, redevelopment provides a balanced and land efficient approach to economic development. This approach is critical in Salem County, where State and County plans to achieve economic development goals must be viewed in connection with environmental and recreational resources. Highest and best use site-specific redevelopment plans become the mechanism to achieve overall balance.

Second, redevelopment maximizes local input and control. The Redevelopment Statute establishes redevelopment as a local planning process whereby the planning board and governing body take on an active role in deciding what type of development to encourage in targeted areas. This process must include public hearings and other opportunities for citizen participation in shaping the plan. While designating redevelopment areas and adopting redevelopment plans may be complicated, the planning process has the advantage of being very flexible.

Take for example, the challenge of applying the strategic goals for the smart growth plan to the adaptive reuse of the DuPont Chambers Works site. The DuPont site encompasses over 1,500 acres straddling 2 municipalities (Carneys Point and Pennsville) in the Planned Growth Corridor. Due to operational downsizing, this site is significantly underutilized, but maintains state of the art water and sewer infrastructure. In the opinion of local, County, and State Plans these underutilized resources should be used to restore tax ratables and lost employment opportunities. This same site also contains Helm's Cove (recognized as one of the more attractive environmental features along the Delaware River) and approximately 300-400 acres of vast wetlands and wildlife habitat area.

The DuPont Chambers Works site requires a balanced approach to development. Extensive wetlands and wildlife areas both limit the amount of land available for development and present an opportunity to protect and promote these natural resources

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and preserve the rural character of the area. Moreover, with limited public access to the Delaware River in both communities, increasing access to the waterfront and improving its recreational amenities will help preserve the desired balance. Finally, the site provides a storm water drainage basin that serves the surrounding residential neighborhoods.

At the same time, given its strategic location, abundant infrastructure (including rail and deep water) and access to major highways, this site provides an ideal opportunity to restore lost tax ratables and employment opportunities. At one time, DuPont Chambers Works was the largest chemical factory in the world and DuPont employed 25 percent of Salem County households. Unfortunately, from the 1980's onward, the manufacturing industry in the United States declined and DuPont and other manufacturing companies followed suit. More than 8,000 people were employed in moderate to high paying jobs at this facility at its peak; now there are less than 1,200. While DuPont remains the second largest employer in Salem County, the corresponding loss of population, disposable income, and tax ratables have all led County officials to initiate a study to explore the feasibility of redeveloping and enticing new businesses and companies to the DuPont Chambers Works site.

The implementation challenge is in identifying appropriate upland areas for development while preserving the environmental features can help keep the scale of development consistent with the area. To date, 4 of the 5 communities included in the Corridor (Penns Grove, Pennsville, Oldmans and Carneys Point) have initiated redevelopment plans and related projects. These municipal efforts should be supported and expanded by an overall County redevelopment initiative which takes into consideration the Key Findings of this Plan (next section) and their full analysis (Section V).

The proposed role for Salem County is to convene and coordinate a smart growth steering committee to guide the implementation of this strategic plan (similar in composition to the Steering Committee for this Smart Growth Regional Plan). The members should be selected to be representative of key stakeholder groups including the municipalities initiating the redevelopment efforts, the Salem County Board of Chosen Freeholders, the Agricultural Development Board, the Office of State Planning, key employers, local banks, post-secondary educational institutions, and other "public advisors."

The proposed role for the State is to support the notion that redevelopment should be emphasized equally in older suburbs and rural areas as it is presently in larger cities and urban areas. These communities have not had the opportunity to participate in the State's Urban Enterprise Zone and Urban Coordinating Council Programs which have provided critical seed money for redevelopment planning and projects. Similarly, most of these communities are not eligible for critical environmental and infrastructure funds available through the NJ Redevelopment Authority. Thus, policy changes at the state level are recommended to support this regional planning effort.

Successful redevelopment will require financial support, regional planning to create opportunities for shared municipal revenues and responsibilities, increased flexibility and

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streamlined state permitting, and assigning state agency implementation teams to communities targeted for redevelopment.

B. Key Findings

This section provides a summary of major issues of the Corridor initiative and priority recommendations.

Available Information

Although Salem County has taken steps toward developing a Geographic Information System (GIS), the ability to identify environmentally sensitive areas and developable areas on a regional basis is limited. Additional information is also required to understand the water resources available to support growth in the Corridor.

- *There is an immediate need to create an inventory of “development ready” lands and buildings and to develop a list of required approvals. These opportunities should be tied to available infrastructure including water, electric, sewer, gas, solid waste disposal, and fiber optic cable.*
- *Existing GIS capabilities are insufficient to support the Corridor, and should be extended for further identification of environmental constraints, and areas in need of redevelopment and infill development.*

Organizational Capacity and Regional Decision Making

Salem County is among the last of New Jersey’s remaining rural areas; yet, to remain economically viable, its leaders must balance the preservation of features that make Salem County unique (such as natural resources, community character, rural towns and villages) while reclaiming Brownfields and underutilized sites and creating new economic opportunities for jobs and enhanced tax ratables.

- *Current local initiatives are consistent with the goals of the Corridor and hold the potential to increase County employment by 40 percent; however, coordination of these initiatives will increase the chances of success.*
- *Formation of an ongoing inter-municipal Steering Committee will support local initiatives and identify activities that can be engaged through the regional planning process to increase the likelihood of success of these individual efforts.*

Environmental Resources

Today, 90 percent of the County’s land is dedicated to farmland or is considered an environmental resource. Nevertheless, there are several threats to these natural

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resources, which include a trend for population to shift from developed areas to the more rural parts of the County. Salem County has identified strategies for municipalities to protect its natural resources through the use of ordinances that provide buffer areas, and by incorporating clustering and conservation subdivision design techniques in the site plan/subdivision review process. In addition, since environmental issues are a countywide focus, this plan identifies the following strategic environmental objectives to identify, protect, preserve, and enhance Salem County's incredibly diverse environmental resources:

- *Inventory environmentally sensitive resources.*
- *Protect environmental resources from sprawl and related threats.*
- *Preserve natural resources through land regulation, acquisition, and other conservation efforts.*
- *Consistent with the best practices of environmental resource management, promote accessibility and passive and active participation by the public.*

Economic Development

Salem County maintains a strong need for economic development. The Corridor has lost both population and household income levels over the past 10 years. The combined effects of lower income levels and a smaller tax paying population amount to a lower degree of buying power than is seen throughout the rest of the State, and therefore a concomitant reduction in the demand for investment dollars and businesses supported exclusively by local residents.

The Corridor benefits by its proximity to major transportation routes, large population centers, and markets, and is well, if not completely, supported by existing infrastructure. Financial incentives are in place for business attraction, retention, and growth. However, the region lacks a comprehensive business attraction and land marketing plan.

- *Development in the Corridor would benefit from a targeted list of Brownfields and other developable land, served by existing infrastructure, and regulated by use and design standards that reflect the Master Plans of the respective municipalities.*
- *Target business sectors should be identified for new business attraction. Financial incentives should be linked to available development sites, including Brownfield and waterfront properties, as part of an overall publicity campaign to educate the public and market the available properties.*
- *Informational materials should highlight the advantages of existing infrastructure and current partnerships to develop and implement an enhanced technical and leadership program for the workforce.*

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- *Marketing efforts should include outreach efforts to retain and support existing businesses.*

Redevelopment

Redevelopment presents a critical growth management tool to meet both the economic development and environmental goals of the Salem County Planned Growth Corridor. 4 of the 5 communities included in the Corridor (Penns Grove, Pennsville, Oldmans, and Carneys Point) have initiated redevelopment plans and related projects. These municipal efforts should be supported and expanded through the creation of an overall redevelopment plan for the Planned Growth Corridor.

- *Establish an inter-municipal process for redevelopment, to include a formal, cooperative relationship between the Salem County Planning Board and the municipalities located within the Corridor.*
- *Identify Brownfield and environmentally contaminated sites.*
- *Identify areas in need of redevelopment as per the redevelopment statute.*
- *Work with state agencies to create financial incentives for redevelopment.*
- *Establish a regional redevelopment agency for plan implementation.*
- *Conduct marketing and outreach efforts to private developers to facilitate targeted economic development opportunities.*

Housing

During the past decade, Salem County authorized the fewest privately owned residential units for construction of any county in New Jersey. Housing starts and areas drawing population are highly correlated, as building permits reflect steep growth outside of the Corridor in Pilesgrove and Pittsgrove. Within Salem County, 45 percent of all housing units are located within the Corridor, but there is a lack of high-end housing and a need for housing rehabilitation to assist the high percentage of older dwellings.

- *A housing policy should seek to fill the gaps in the types of housing available in the Corridor emphasizing the need for housing rehabilitation, related support services, and homeownership opportunities. Higher-end housing may be incorporated as part of mixed-use redevelopment projects.*
- *Housing rehabilitation opportunities may be explored through New Jersey Small Cities Program, USDA, Federal Home Loan Bank Affordable Housing Program, and First Time Homebuyers Club.*

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- *Efforts to obtain COAH certification on both municipal and regional levels should be encouraged, in the context of overall growth management goals for the Corridor and the County.*

Education

The average number of high school graduates in the region among residents older than eighteen, range from thirty-seven percent in Penns Grove to 57 percent in Pennsville. In the most recent report of high schools in the State, high schools in the Corridor had among the lowest SAT scores and percentage of students going on to college. Education is a valuable tool to help mitigate an otherwise enduring cycle of underachievement. In order to upgrade the existing educational system, the responsible parties might consider:

- *Encourage the use of the Salem County United Way, which partners with local agencies providing day care, literacy programs, counseling for people with disabilities and hardships. Add the United Way as a member of the Regional Plan Steering Committee to ensure that social services are considered through plan implementation.*
- *Explore the role of faith-based organizations in securing federal funding to assist in the provision of remedial tutoring, as well as needed “wrap-around” services such as day care, provision and delivery of health care services, and employment counseling and training services.*
- *Explore public funding opportunities for social services on a regional basis including programs such as job training centers for urban women (NJ DCA).*

Workforce

The Salem County workforce has consistently adapted to meet the challenges of employers. A highly skilled workforce has supported the growth of the chemical and nuclear energy industries. The missive of the Corridor and changing economic conditions generally, suggest that further job skills adaptation will be necessary. Salem County’s reliance on manufacturing and utilities poses a weakness to its economy as the State and nation move more toward a more service-based economy. To capitalize on and augment workforce-training programs, the following tasks should be considered:

- *Promote the use of the Salem County Vocational Tech School and One Stop Center as the first source of employment referral for prospective employers.*
- *Promote the continuation of the Regional Plan Steering Committee, which links municipal and private economic development initiatives with existing workforce readiness services.*

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- *Encourage the use of the Salem County United Way, which partners with local agencies providing day care, literacy programs, counseling for people with disabilities and hardships.*
- *Request that a percentage of property tax revenues generated by new development be reserved for employment-related support services for low and moderate-income residents.*

Transportation

The Corridor is well situated to benefit from a regional transportation system. The Delaware Memorial Bridge links the County to Wilmington, Baltimore, and Washington DC. Interstate highways that pass through the County create easy access to Philadelphia and up through New Jersey to New York City. US 40 and NJ 49 connect Salem to New Jersey's shore points. Salem contains the Port of Salem, Oldmans Airport, and three active rail lines that provide freight service through the County. There is limited local public bus service in the western part of Salem County and commuter buses to Woodbury, Camden, and Philadelphia from 3 different locations in the County.

Unfortunately, traffic congestion and bottlenecks are increasingly problematic. These not only delay local commuters and lead to a poorer quality of life, but also interfere with speedy cargo movement—essential to regional competitiveness. The challenge and the goal are to assure that new growth and development occur on a scale that provides opportunities to preserve accessibility and a “small town” feel. Utilizing transportation planning tools will facilitate efficiently providing for automotive and pedestrian circulation needs.

- *Utilizing resources of the South Jersey Transportation Planning Organization, the State Transportation Plan, and other regional and state tools, identify congested roads and intersections, and develop an action plan.*
- *Reduce auto-dependency, thereby positively affecting air quality, and reduce the number of vehicles on the road.*
- *Exploit the Port of Salem, which is easily accessible from the Delaware, Chesapeake Bays, and the Delaware Canal. It occupies a central location in the Boston-to-Washington megalopolis via waterway, railway, and highway. Perform cost-benefit analysis of the economic feasibility of port expansion. Analysis should include comparison to Port of Elizabeth and Delaware ports and feasibility of attracting New Jersey industry to the Port.*
- *Promote the use of alternative energy.*

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Wastewater and Water Supply

A sound infrastructure is necessary to implement the County's Smart Growth planning strategy and to ensure the economic competitiveness and viability of the Corridor. The Planned Growth Corridor benefits from existing infrastructure and services and there is capacity in the existing or planned wastewater treatment facilities. In light of limited resources, the regionalization of infrastructure resources would result not only in greater efficiency, but also in a greater balance between those areas with excess capacity and those with a deficit of infrastructure. The challenge is most evident with regard to regional wastewater management and water supply.

- *Implement the regional wastewater management solution for the Planned Growth Corridor, funded through NJ State appropriations.*
- *Work with NJ DEP to obtain local water supply information and develop long-term solutions to address sustainability in water supply.*
- *Establish a countywide water quality management plan, to be coordinated by Salem County.*

III. REGIONAL PROFILE

A. History¹

Salem County's first European settler, Andrew Anders Seneca, Sr. purchased Obisquahassit, now known as Pennsville, from Native Americans in 1638. Other colonies of Finns, Swedes, and Dutch inhabited the area for a brief period during the 17th century. John Fenwick arrived in 1675. Fenwick, a Quaker, had purchased "Western New Jersey" for 1,000 pounds to facilitate his flight from religious persecution in England. Upon arriving in New Jersey he named his property Salem, the Hebrew word for peace (shalom), because it was so quiet. Salem County was established in 1681 and originally included Gloucester, Cumberland, Cape May, and Atlantic Counties within its borders.

Fenwick's colonists established their settlement at the confluence of the Delaware and Salem Rivers (in what is now Salem City). Fenwick negotiated a lasting peace treaty with the Lenni Lenape tribe at their council meetings under the venerable Salem Oak, a 500-year old white oak tree that still stands in the Friends Burial Ground in Salem City. Fenwick purchased the area that is now Carneys Point-Penns Grove from the Lenni Lenapes for 2 ankers of rum, 8 knives, and 3 pairs of scissors. During that time, the timber industry flourished as native woodland was cleared in favor of agriculture, and lumber mills were established along the County's many streams and creeks. Unfortunately for Fenwick, his ambitions for development of the region eclipsed his resources, and he was forced to sell his holdings to William Penn in 1682.

In 1725, 2 Irish immigrants, Thomas Carney and William Summerill, bought the land around Helm's Cove (Carneys Point-Penns Grove) from the Penn family. An estate was established, including a mill and a wharf. Carney's granddaughter, Hannah Carney, married Colonel Robert G. Johnson who bolstered Salem County's agriculture by introducing the tomato. Colonists believed the "love apple," as it's known, to be poisonous, but in July of 1820 Johnson sat on the front steps of his house and ate a tomato in front of a large crowd who expected him to drop dead. When he didn't, one of Salem County's most important crops was established. By 1900, there were 30 canning factories in the County including the H.J. Heinz Ketchup Plant in Salem City.

In 1738, the glass plant Wistarburg was founded near Alloway. Wistarburg would grow to become the largest flint glass plant in what was then the United Colonies, employing over 1,000 workers and spearheading the glassware industry throughout South Jersey. Over the next century, glassware would continue to be an important part of the Salem County economy. Salem Glass Works, founded in 1862, became one of the largest hollow glassware makers in the world. Gayner Glass was founded in 1874, specializing in hand blown glassware. In 1934, Anchor Cap Company purchased Salem Glass and today the Salem Plant remains in operation as a division of Anchor Glass Container.

¹ See generally, FENWICK'S COLONY, Salem County Tercentenary Committee (1964).

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By the 1830's, a steamboat wharf was well established in western Salem County, which grew into a small but successful fishing, canning, and shipping industrial area. In a symbiotic relationship with the farmers of eastern Salem County, freighters carried fresh produce to Wilmington and Philadelphia.

By 1869, the son of Hannah Carney and Robert Johnson had sold their 200-acre farm in Carneys Point and in 1891 the E.I. DuPont de Nemours and Company purchased the property. This land transfer would irrevocably alter the nature of Salem County. DuPont purchased the site to build a small plant and laboratory to produce smokeless gunpowder. With the outbreak of World War I, demand for the gunpowder exploded. In less than a year, the population grew from 2,000 to 10,000 people. At its peak in 1917, DuPont employed 25,000 people. After the war, DuPont added its Chambers Works facility to produce dyes and related chemicals. By the 1960's, Chambers Works become the largest chemical factory in the world and DuPont employed 25 percent of Salem County households.

In the 1970's, construction began on the Salem Generating Station. Located on Artificial Island in the rural southwestern portion of the County, the Salem nuclear generating station is the County's largest employer (with approximately 1,800 employees). The facility consists of three power plants (two for the Salem station and one for the Hope Creek station) and a 500-foot cooling tower serving the energy needs of residents in Central and North Jersey. The facilities also include numerous ancillary buildings and structures, a large parking area, and wetland/buffer areas.

Currently, Salem County maintains over 100 historic sites including the following: Hancock House, Salem City and Woodstown Historic Districts, Fort Elfsborg, Alloway Village, the Salem Oak Tree, Friends Meeting House, Oldmans Bridge, Fort Mott Lighthouse, and Finns Point National Cemetery.

B. Land Use

Introduction

Salem County is an anomaly in New Jersey. In the most densely populated state in the Nation, only 10 percent of Salem County is developed for residential, commercial, or industrial use. More than half of the County's land is dedicated to environmental uses such as tidal and freshwater wetlands, lakes, ponds, and forests (natural habitats for a range of wildlife, some endangered). The remaining land, which totals more than a third of the County, is farmland.

Salem County possesses nearly ideal conditions for proponents of small town living. The land use map below illustrates its characteristic openness. Industry is limited to the Corridor along the Delaware River, and adjacent Salem City. The Corridor houses 43 percent of the County population, yet comprises only 10 percent of the total land area. Agriculture occupies vast areas in the rural central and eastern sections of the County. 2 small, but densely developed municipalities, the Boroughs of Woodstown and Elmer, are

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located in the interior of the County and serve as regional centers of commerce and social activity for the surrounding rural area.

Existing Land Use Analysis

In 1995, New Jersey DEP undertook a survey of New Jersey's counties and municipalities through ground and aerial observation to classify land by use. Through GIS technology, the survey has been confirmed by municipal tax and zoning maps. The categories used to describe land use in the Corridor are agriculture, barren land, forest, urban, water, and wetlands. In the Corridor, agriculture, urban areas, and wetlands each contain approximately 6,500 acres, or 28 percent of the Corridor's 23,395 acres, with the remaining area covered mostly by forest.

Agriculture

Salem County's largest single land use is agriculture. GIS surveys show 38 percent of the County's land as agricultural. However, further study by the 1998 Census of Agriculture, found that 42.6 percent of Salem County's land is under active farmland cultivation. More than 10 percent of the State's farmland is located in Salem County, and Salem County ranks second behind Burlington County in acres of farmland preserved. As of July 2001, 581 farms totaling 79,349 acres have been preserved statewide through the Farmland Preservation Easement Purchase Program. Fifteen percent of the statewide total (11,531 acres) of development rights purchased by the State Agriculture Development Committee are located in Salem County.

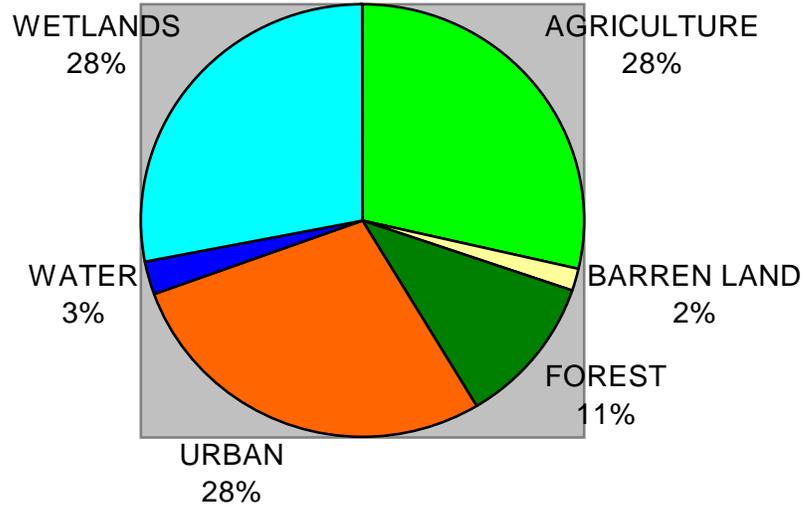
In 2002, the State Agriculture Development Committee issued preliminary approval to another 29 farms for preservation. In this latest round, one out of every 2 farms preserved by the State was a Salem County farm. Salem County currently has preserved 88 farms totaling 14,271 acres, not counting the 29 farms that were selected in this round.

In 2002, Salem County voters passed a referendum to establish a dedicated fund to preserve farmland and open space. This additional County tax will generate approximately \$660,000 annually.

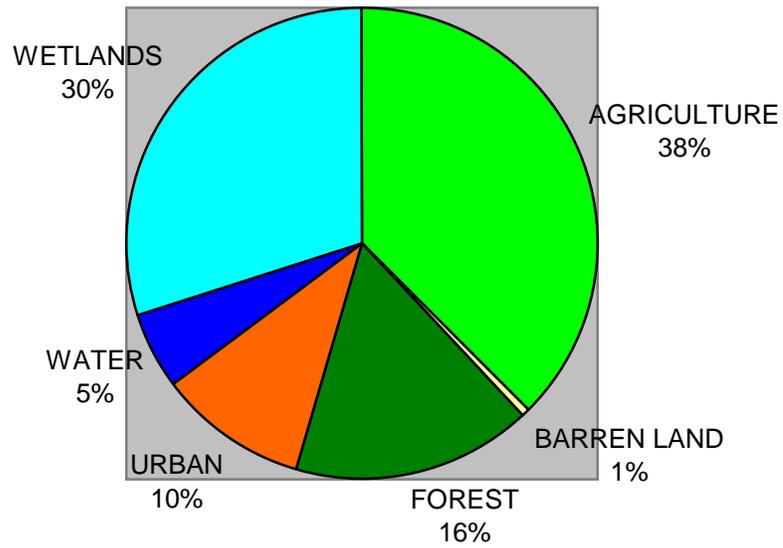
Like the County as a whole, agricultural use is the greatest single use in the Corridor at 6,664.21 acres. The total County agricultural land is more than a third—38 percent, and the Corridor's agricultural lands are less than a third—28 percent. Most of the Corridor's agriculture is found in Oldmans Township and in the eastern end of Carneys Point, into Pilesgrove.

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Salem County Smart Growth Area Land Uses



Salem County Total Area Land Uses



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Water and Wetlands

Water and wetlands cover approximately the same percentage of the County and the Corridor: together water and wetlands represent 31 percent of the Corridor and 35 percent of the entire County. This natural resource, while contributing greatly to the beauty of the area, greatly limits the development potential of a number of the Corridor's municipalities. For instance, Pennsville Township, one of the most urban municipalities in the County, is 57% wetland or water.

These vast wetlands and marshlands contain unique vegetation and wildlife as well as numerous species of wildlife, some endangered. The most prevalent type of wetlands is coastal shallow freshwater marshes, such as Mannington Meadows. Salem County's surface waters drain into 5 major drainage basins all of which feed into the Delaware River and Bay.

Forests

Forests are found in 11 percent of the Corridor and 16 percent of the County as a whole. Forested land is found mainly adjacent to wetlands throughout the Corridor. Large forested tracts are found throughout the County, particularly in Quinton, Alloway, and Pittsgrove.

Barren Land

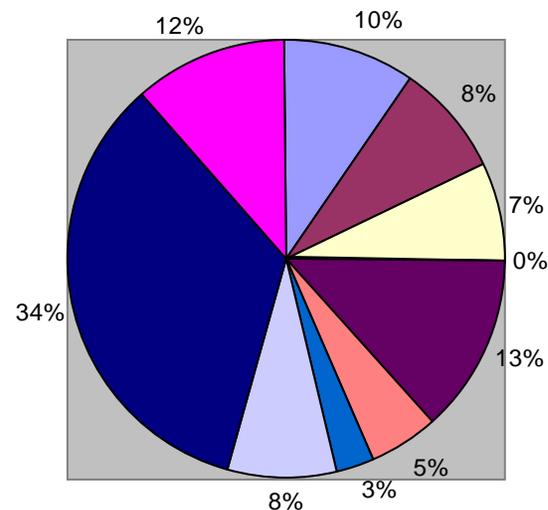
The barren lands are mostly "altered lands" which are lands under construction and are scattered in small parcels throughout 4 percent of the Corridor and one percent of the County.

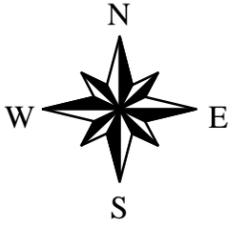
Urban

The Corridor represents 10 percent of the County's total land area, but houses approximately 43 percent of the County's population. In the County, the only industrial uses not in the Corridor are Mannington Mills and Anchor Glass, respectively adjacent to and in Salem City, and PSE&G's Artificial Island in Lower Alloway Creek. Commercial and residential centers are found outside of the Corridor in Pittsgrove, Elmer, Piles Grove, and Salem City. As previously noted, the total urban area for the County is 10 percent.

Twenty-eight percent of the Corridor is classified as urban, which can be further broken down to eleven subsets. Of these, the greatest portion, 34 percent, is medium-density residential.

- Industrial—uses are limited to major manufacturing and warehousing firms.
- Commercial/Services—includes most of the traditional retail and service uses that are located along the main streets of the municipalities, such as grocery stores, pharmacies, restaurants, etc. Eight percent is commercial (541.7 acres of the Corridor).
- Communications/Utilities/Transportation— The presence of major transportation routes, utilities (sewer treatment plants, power lines), and communications facilities often associated with urban uses. The Corridor contains 472 acres (7%) in this category.
- Military Reservations—in Oldmans, on slightly less than one acre.
- Mixed Use/Other Urban—together, contain 851 acres, or nearly 13 percent of the Corridor's land.
- Recreational Land/ Athletic Fields (Schools)—315 acres (five percent).
- Residential, High Density, Multiple Dwelling—comprise 195 acres (three percent).
- Residential, Low Density, Single Unit—518 acres (eight percent).
- Residential, Medium Density, Single Unit—15,000 sq. ft. lots comprise/represent 2,250.5 acres (34 percent). 2250.479
- Residential, Rural, Single Unit—755 acres (12 percent).





REFERENCES & NOTES:

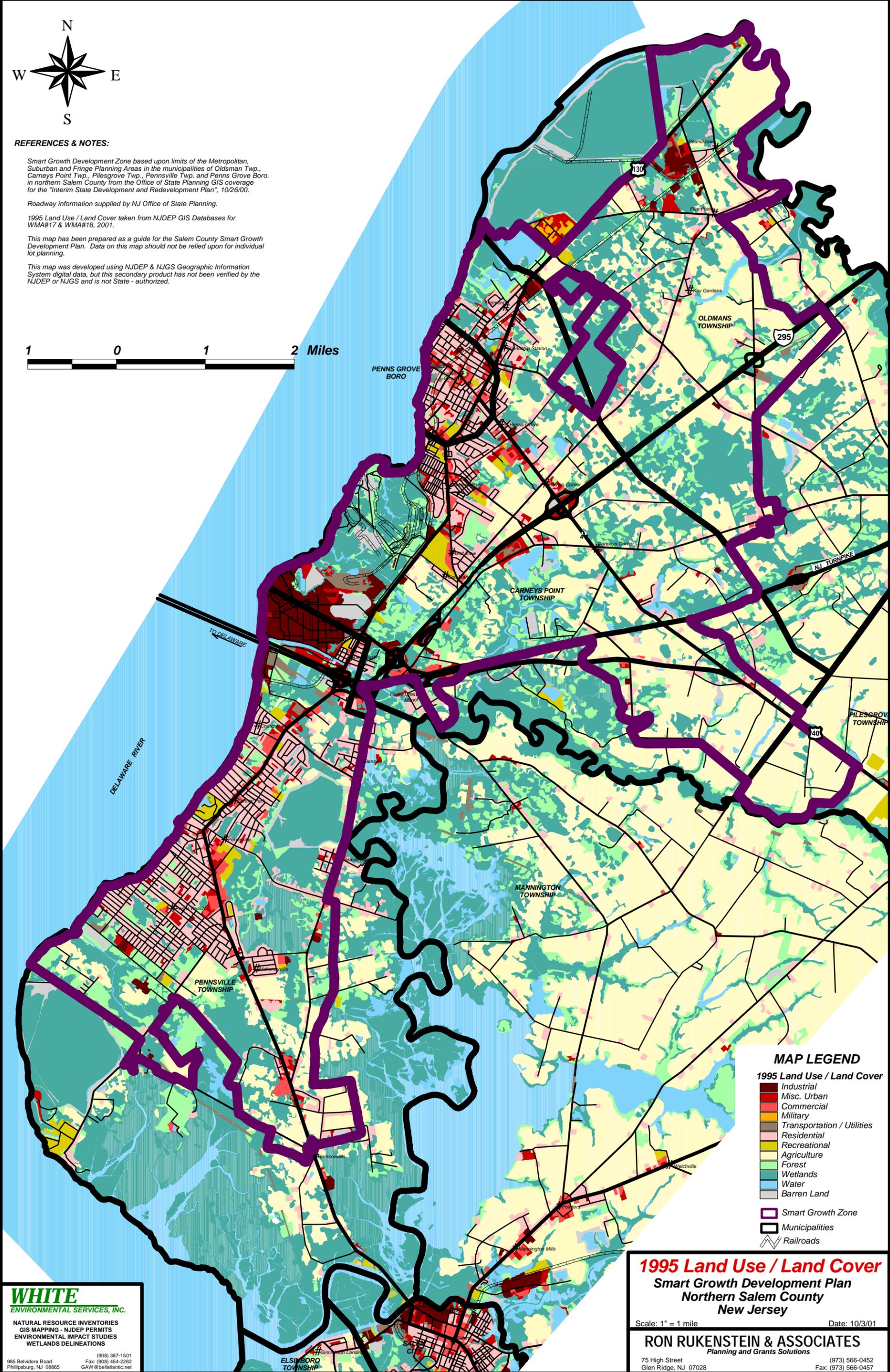
Smart Growth Development Zone based upon limits of the Metropolitan, Suburban and Fringe Planning Areas in the municipalities of Oldsman Twp., Carneys Point Twp., Pilesgrove Twp., Pennsville Twp. and Penns Grove Boro. in northern Salem County from the Office of State Planning GIS coverage for the "Interim State Development and Redevelopment Plan", 10/26/00.

Roadway information supplied by NJ Office of State Planning.

1995 Land Use / Land Cover taken from NJDEP GIS Databases for WMA#17 & WMA#18, 2001.

This map has been prepared as a guide for the Salem County Smart Growth Development Plan. Data on this map should not be relied upon for individual lot planning.

This map was developed using NJDEP & NJGS Geographic Information System digital data, but this secondary product has not been verified by the NJDEP or NJGS and is not State - authorized.



MAP LEGEND

1995 Land Use / Land Cover

- Industrial
- Misc. Urban
- Commercial
- Military
- Transportation / Utilities
- Residential
- Recreational
- Agriculture
- Forest
- Wetlands
- Water
- Barren Land

- Smart Growth Zone
- Municipalities
- Railroads

1995 Land Use / Land Cover
Smart Growth Development Plan
Northern Salem County
New Jersey

Scale: 1" = 1 mile

Date: 10/3/01

RON RUKENSTEIN & ASSOCIATES
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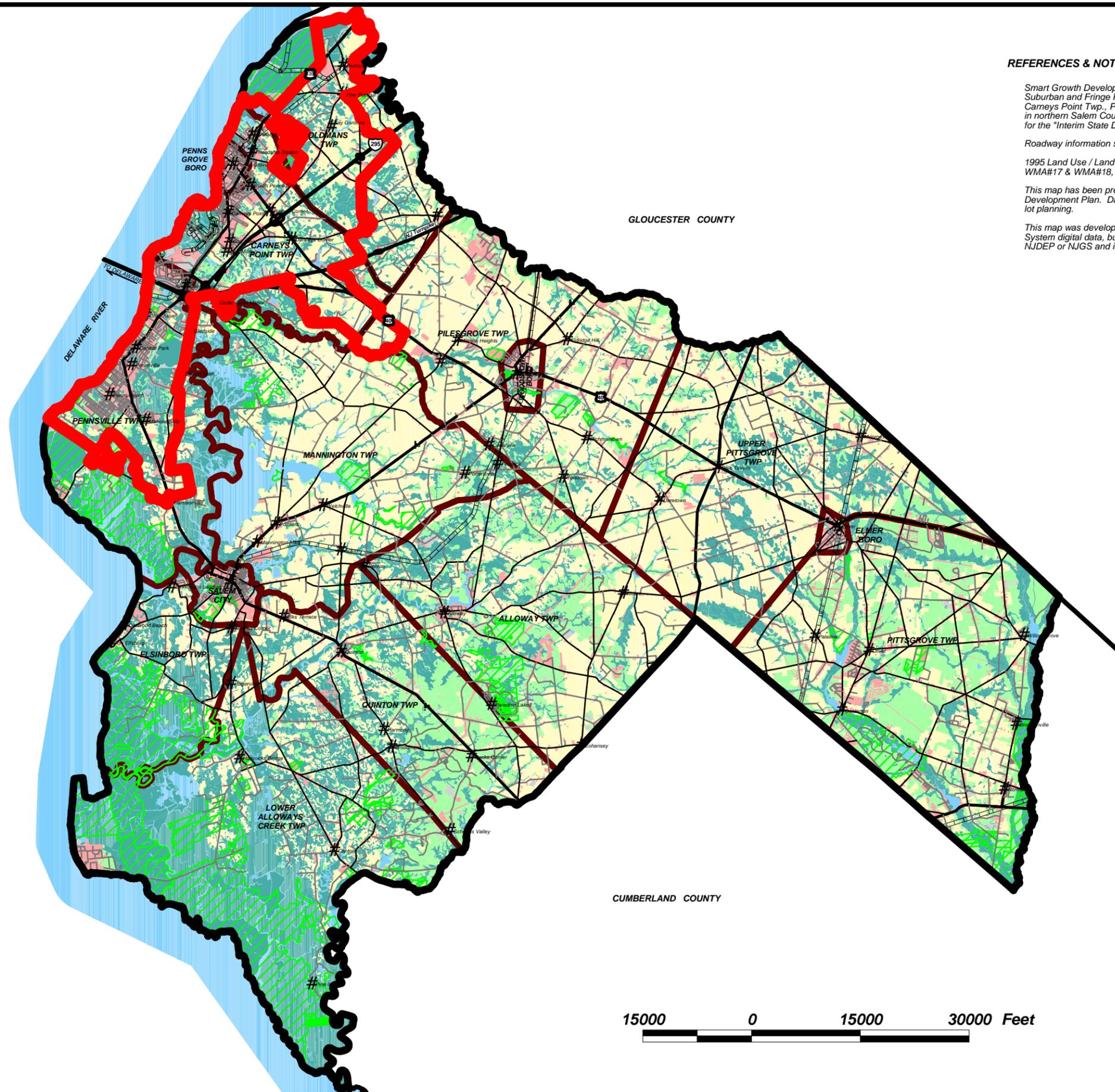
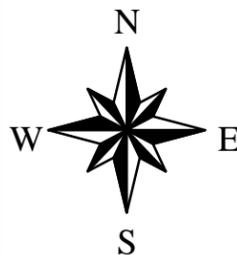
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 GAW@bellatlantic.net



REFERENCES & NOTES:

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Roadway information supplied by NJ Office of State Planning.

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MAP LEGEND:

- Smart Growth Zone
- Municipalities

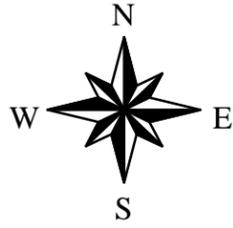
1995 Land Use / Land Cover

- Urban
- Agriculture
- Forest
- Wetlands
- Water
- Barren Land
- Public Open Space

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 Scale: 1" = 15000' Date: 7/10/01
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Municipal Zoning as digitized by Civil Solutions, 2002.

Roadway information supplied by NJ Office of State Planning.

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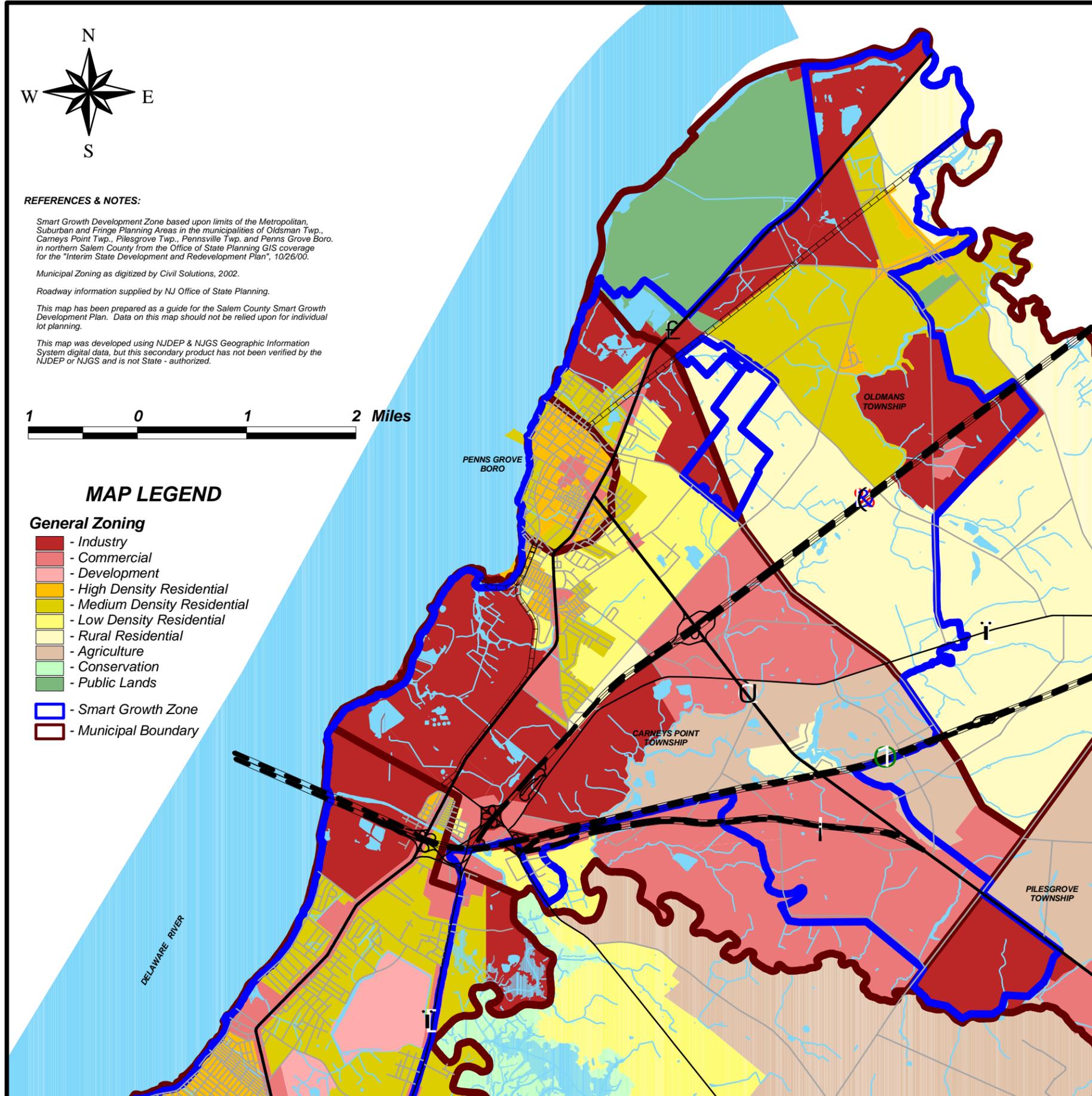


MAP LEGEND

General Zoning

-  - Industry
-  - Commercial
-  - Development
-  - High Density Residential
-  - Medium Density Residential
-  - Low Density Residential
-  - Rural Residential
-  - Agriculture
-  - Conservation
-  - Public Lands

-  - Smart Growth Zone
-  - Municipal Boundary



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C. Population

While proximate to several densely developed areas (Wilmington, Philadelphia, the Vineland-Millville-Bridgeton area, and suburban Gloucester County), Salem County remains by far the least populated and least densely developed county in New Jersey¹. Cape May, the second least populated county, has over 50 percent more people than Salem County. By maintaining its rural character and limited population, Salem County need not address the costs endemic to areas with increasing population such as larger school systems and soaring municipal costs.

With a population decline of nearly 2 percent (1,009), Salem County also was the only New Jersey county to experience a decline in population over the past 10 years (2000 Census). The 2000 Census indicates the Salem County population is 64,285, totaling less than one percent of the State's population (8,414,350). The County's population has remained virtually unchanged since 1980 (64,676). Neighboring Gloucester and Cumberland Counties increased their populations by 10 percent (24,591) and 6 percent (8,385) respectively during the same time period.

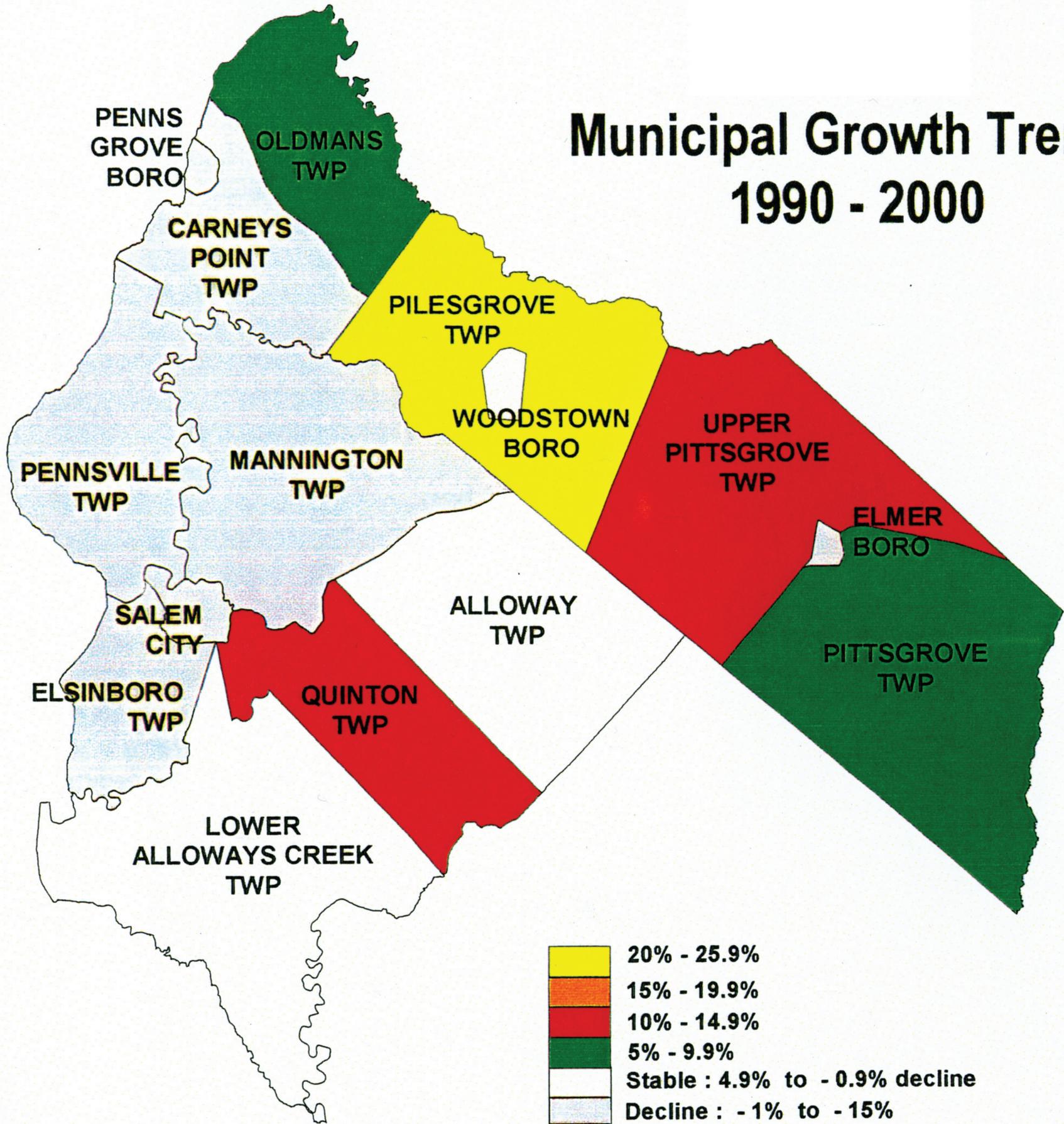
Salem's population is spread out over 338 square miles, making it the 10th largest county in New Jersey (out of 21 counties). As a result, Salem County is by far the least densely populated county in the State, with approximately 200 persons per square mile. By comparison, neighboring Gloucester County has more than 700 persons per square mile and Hudson County, New Jersey's most densely populated county, has more than 12,000 persons per square mile.

Despite this extended slow growth period, there are some high growth areas in Salem County. The leading population-growth municipalities during the past decade were Pilesgrove, Quinton, Upper Pittsgrove, Pittsgrove, and Oldmans. It should be noted, however, that while there was an increase in the population of Oldmans and Quinton during the past decade, these increases were offset by a decline of population in the 1980-1990 period. Conversely, both Alloway and Lower Alloway Creek experienced a loss of population during the past ten years, which was offset by increases from 1980-1990. The other 8 municipalities in the County saw a decline in their population during both the past 2 Census periods.

Clearly the trend within the County is a population shift from the western areas to the more rural central and eastern areas. Pittsgrove Township, located at the eastern end of the County, is the fastest growing municipality. Pittsgrove's development pressures are related to growth along NJ Route 55, which provides access to the more developed and populated labor areas in Vineland-Millville, Camden, and Philadelphia. Pilesgrove has become a prime target for growth from Gloucester County with both US 40 and NJ 45 traversing the center of the Township. Upper Pittsgrove also is located near US 40 and NJ 55. The population increase in these three municipalities has occurred despite the lack of public sewer or water infrastructure.

¹ Population estimates for Counties, July 1, 1999, Population Division, U.S. Census Bureau

Municipal Growth Trends 1990 - 2000



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Population within the western growth corridor has fallen since 1970. Carneys Point, Penns Grove, and Pennsville lost 9, 7, and 4 percent of population respectively over the past 10 years. Immediately south and west of the growth corridor, Salem City and Mannington lost fifteen and 8 percent of population respectively during this time period. This trend may be attributable, in part, to downsizing at DuPont Chambers Works. More than 4,000 people were employed in moderate to high paying jobs at this facility in the mid-1980's; now there are approximately 1,200. Some of the former employees have been unable to find suitable alternative employment in the area and the stagnation of employment opportunities has contributed to a population loss. Population projections should consider these past trends in light of current development plans and visions for growth management within Salem County.

SALEM COUNTY - POPULATION GROWTH TRENDS—1980-2000

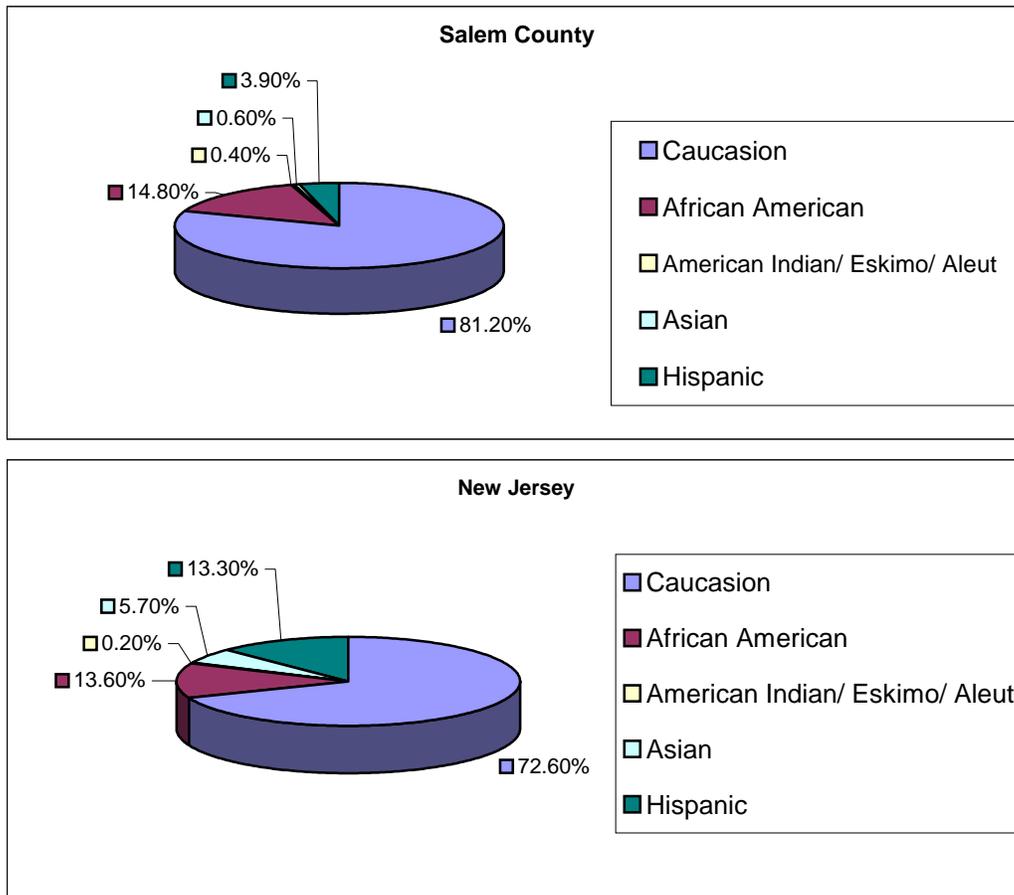
Municipality	Census 1980	Census 1990	Census 2000	1980-1990		1990-2000	
				Amount	% Inc	Amount	% Inc
Pittsgrove	6954	8121	8893	1167	16.8%	772	9.5%
Pilesgrove	2810	3250	3923	440	15.7%	673	20.7%
Upper Pittsgrove	3139	3140	3468	1	0.0%	328	10.4%
Oldmans	1847	1683	1798	(-164)	(-8.9%)	115	6.8%
Quinton	2887	2511	2786	(-376)	(-13.0%)	275	11.0%
LAC	1547	1858	1851	311	20.1%	(-7)	(-0.4%)
Alloway	2680	2795	2774	115	4.3%	(-21)	(-0.8%)
Woodstown	3250	3154	3136	(-96)	(-3.0%)	(-18)	(-0.6%)
Elsinboro	1290	1170	1092	(-120)	(-9.3%)	(-78)	(-6.7%)
Mannington	1740	1693	1559	(-47)	(-2.7%)	(-134)	(-7.9%)
Elmer	1569	1571	1384	2	0.1%	(-187)	-11.9%
Penns Grove	5760	5228	4886	(-532)	(-9.2%)	(-342)	(-6.5%)
Pennsville	13848	13794	13194	(-54)	(-0.4%)	(-600)	(-4.3%)
Carneys Point	8396	8443	7684	47	0.6%	(-759)	(-9.0%)
Salem City	6959	6883	5857	(-76)	(-1.1%)	(-1026)	(-14.9%)
Salem County	64676	65294	64285	618	1.0%	(-1009)	(-1.5%)

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Racial Composition

Salem County has a more established population compared to the rest of New Jersey. Caucasians and African Americans comprise 96 percent of Salem County's population, 10 percent higher than the combined percentage for the rest of the State. While American Indian, Eskimo, Asian, and Hispanic ethnicities comprise nearly 20 percent of New Jersey's population, these groups make up less than 5 percent of Salem County's population. These statistics suggest lower immigration rates in Salem County.

Immigration Comparison by Racial Breakdown



Age

In 2000, the population of Salem County was 64,285, a 1.5 percent decrease from its mark of 65,294 in 1990. Meanwhile, the State as a whole grew by 8.6 percent over the past decade totaling 8,414,350 in 2000.

Still, estimates of county population by age group show similarities between Salem County and the State. In 2000, the population of those aged 18 and younger comprised 25.6 percent of Salem's population while this group made up 24.8 percent of New

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Jersey's population. Persons over 65 years of age accounted for 14.5 percent of the County's population and 13.2 percent of the State's. The 2000 Census further indicates that the population is aging as the median age in New Jersey has risen to 36.7 from 34.5 in 1990. Salem County's median age is an even 38, slightly higher than the State median.

From 1990-2000, the population of those aged 17 and younger remained constant in both the County and State with a percentage change of -0.2 in Salem County and 1.4 for New Jersey. Over the same decade, both the County and the State maintained the exact same percentage within their respective populations of those aged 65 and over, showing 14.5 percent in Salem County and 13.2 percent for the State in both 1990 and 2000. For more information on age populations please see related topics in the Income section.

2000 Population Breakdown by Age Salem County vs. State of New Jersey							
	Salem County		New Jersey		Salem County		New Jersey
Age	Number	%	%	Age	Number	%	%
Under 5	3,942	6.1	6.7	45 to 49	4,849	7.5	7.3
5 to 9	4,646	7.2	7.2	50 to 54	4,534	7.1	6.5
10 to 14	4,847	7.5	7	55 to 59	3,461	5.4	5
15 to 17	3,015	4.7	3.9	60 to 61	1,209	1.9	1.7
18 and 19	1,640	2.6	2.3	62 to 64	1,493	2.3	2.3
20	773	1.2	1.2	65 to 66	944	1.5	1.4
21	701	1.1	1.1	67 to 69	1,430	2.2	2.1
22 to 24	1,925	3	3.4	70 to 74	2,297	3.6	3.3
25 to 29	3,583	5.6	6.5	75 to 79	2,082	3.2	2.9
30 to 34	4,054	6.3	7.7	80 to 84	1,466	2.3	1.9
35 to 39	4,974	7.7	8.7	85 and over	1,092	1.7	1.6
40 to 44	5,328	8.3	8.4	Total Pop.	64,285		8,414,350

D. Poverty Status

Based upon the 2000 Census, 5,980 Salem County residents live in poverty, the majority of them are children (3,786). Salem County's poverty level decreased over the past decade by 1.5 percent, from 11 percent in 1989 to 9.5 percent in 1999, while the State's poverty rate as a whole increased to 8.5 percent from 7.6 in 1990. Therefore, Salem County fared better than the State on poverty rate over the past decade. Salem County is now within one percent of the State's rate and above the poverty rate of other counties in the southern region including Cumberland (3rd), Atlantic (5th), and Camden (6th).

Penns Grove Borough and Salem City rank among the poorest municipalities in the State and drive the County's numbers in terms of poverty rate. In 1999, Penns Grove and Salem City had respective poverty rates of 21 and 27 percent and both recorded income

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levels that were less than half of the State's median. Without figuring in statistics from these 2 municipalities, Salem County would have a poverty rate of 6.5 percent (vs. the current 9.5 percent) and would rank 12th out of the 21 counties in the State.

Consistent with State trends, Salem County maintains a high correlation between female-headed families and poverty status. The percentage of county families with a female householder, no husband present, in poverty was 26, almost 4 times greater than the percent of families in poverty (7 percent). In fact, nearly half (44 percent) of female-headed families with children under 5 years old are below the poverty level. Based upon this information we anticipate that there are many single mothers in the County who will need financial aid, childcare, and probably educational assistance in order to become self-sufficient and part of the workforce.

A similar statistical correlation can be made between children and the poverty rate in Salem County. In 1999, Salem County had 818 families living in poverty with no husband present. Of these, 726, or 89 percent had related children under the age of 18. Over 36 percent of all individuals living in poverty in Salem County are under the age of 18 as compared to the State average of 31.5 percent.

In the Corridor¹, half of the children below the poverty level live in Penns Grove, where there is a poverty rate of 29 percent for individuals under the age of 18. Still, Penns Grove's poverty level for children has declined over 10 percent since 1990 while Salem County's poverty rate for children under 18 decreased only 1.5 percent over that same decade. The poverty illustrated by these statistics is similar to that exhibited elsewhere in the State; high unemployment and lower incomes are concentrated in urban areas. However, the Corridor suffers more than its northern neighbors due to the fact that it is surrounded not by the rich suburbs of an affluent city, but by a rural county with an agrarian economy and lower per capita incomes.

E. Housing

During the past decade, only 1,464 new privately owned residential units were authorized for construction in Salem County, the least of any county in New Jersey. From 1990-99, housing starts were concentrated in Pittsgrove (27 percent), Pilesgrove (14 percent), Alloway (11 percent), Pennsville (11 percent), and Upper Pittsgrove (10 percent). With the exception of Pennsville, these municipalities all experienced significant population growth during this same time period. Furthermore, based upon the number of new residential lots created in 2000 (63 and 57 respectively) Pittsgrove and Pilesgrove remain the fastest growing municipalities in Salem County. For both municipalities, new residential growth was greater in 2000 than in any other year over the last decade.

¹ Note that in this report, in referring to the region of the Corridor statistics in the discussion above, Pilesgrove has not been included. Only a small, and generally unpopulated portion of Pilesgrove is actually included in the regional description. The rest of the Corridor is comprised of Oldmans, Carneys Point, and Pennsville Townships, as well as Penns Grove Borough.

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Based upon the 2000 Census, there are 26,158 total housing units in Salem County. The vacancy rate in Salem County is 7.1 percent, which is slightly below the 7.4 percent State average. Also, Salem County maintains a significantly higher owner-occupancy rate than the State as a whole (73 percent vs. 65.6 percent).

Within Salem County, 11,709 or 45 percent of all housing units are located within the Corridor². Since the Plan seeks to address development efforts within the Corridor, this housing condition and affordability analysis will concentrate on the Corridor, using recently made available 2000 census housing data.

Within the Corridor, 3 out of 4 (75.7 percent) housing units are single-family structures (including 3.7 percent that are single-family, attached units). The remainder consists of buildings with 2 to 20+ units, or mobile homes or trailers. Almost 16 percent of all housing units in the Corridor are in 2-19 unit buildings, while only 5.4 percent of housing is in 20+ unit structures. Within this Corridor there are 403 mobile homes/trailers that comprise 3.4 percent of the total housing. There are more mobile homes/trailers in Pennsville (250) than in any other municipality in the Growth Corridor, Penns Grove has only 22, and Oldmans has none. In Penns Grove, almost 39 percent of the units are in 2-9 unit buildings. Oldmans is almost exclusively single unit dwellings, with only 28 structures in the range of 2-4 units and with no buildings having more than 4 units.

In the Corridor, the dwellings themselves are older, with only 1,149, or 9.8 percent, of units built after 1980. Nearly 91 percent of all Corridor dwellings were built in 1979 or earlier. Approximately 20 percent (2,386 of 11,709) were built before 1939. The number of older homes may be significant in terms of the potential for historic preservation; however, it raises a concern for children's health as research has shown that young children are more likely to have elevated lead levels if they live in housing built before 1960.

In terms of housing deficiencies, the 2000 Census reports that less than one percent (44 of 11,709) of units in the Corridor lack plumbing facilities and less than one percent (48 of 11,709) of units lack a complete kitchen, which is most likely attributable to single-room occupancy rentals where kitchen and bath facilities are shared. Moreover, the likelihood of these conditions occurring together in a single unit reduces further the overall number.

As is typical of the northeast, most homeowners rely on either fuel oil or utility gas to heat their homes, with over 76 percent of housing units in the Corridor and 74 percent county-wide utilize fossil fuel for their heating needs. Almost 13 percent of homes within the Corridor are heated by electricity (vs. 11.5 percent for the County as a whole) and the few remaining others utilize wood or bottled gas (such as propane). Only 17 housing units in Salem County utilize solar energy as an alternative source of energy with 9 of these being found in Pennsville Township.

² Note: As previously footnoted, Corridor statistics do not include the small tract of land in Pilesgrove that does fall within the lines of the Corridor.

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The Corridor is typical of other U.S. rural regions in its higher rate of homeownership. However, it also is typical in that the equity owners accumulate is much less because housing values are lower than that of metro area owners. Housing values are quite low by the standards of the rest of New Jersey. Salem County's median housing value is \$105,200, which is 30 percent lower than the State's median of \$170,800. Only 11.7 percent of all County housing is valued at more than \$150,000. The limited supply of high-end housing may limit housing options for people earning higher incomes in Salem County. Limited high-end housing may, in part, explain the statistics detailed in the Economic Development Section, demonstrating that Salem County maintains the highest wage rates in South Jersey and among the lowest per capita incomes.

High-end housing is even more limited within the Corridor, where median housing values range from \$72,900 in Penns Grove to \$104,300 in Oldmans Township. Of the 11,709 units in the Corridor, only 805 units, or 6.8 percent, are valued at over \$150,000 and of these only 7 units are valued at over \$300,000.

However, the availability of affordable housing is a strategic advantage in the Corridor. The Council on Affordable Housing has established that 30 percent of gross monthly income is an appropriate housing allowance to cover housing costs such as rent or mortgage, interest, taxes, insurance, and utilities. The median income for the Corridor as per the 2000 Census is \$43,018. Moderate income is defined as 50 to 80 percent of median household income and low income is less than 50 percent of the median household income. Thus, moderate income is \$21,509 to \$34,414 and low income is less than \$21,509. The maximum affordable monthly housing cost, including utilities, for low income families is \$538 and for moderate income families is \$860, which compares favorably to the \$610 median gross rent within the Corridor.

The availability and quality of housing is a critical component to the quality of life in Salem County. Housing that is affordable helps stabilize the lives of low-income families and improves their ability to secure and retain jobs. When residents' income costs are within the standards established by the NJ Council on Affordable Housing (COAH), families have funds for work related expenses such as childcare, work clothes, and transportation. In an area with a larger than average percentage of people living in poverty, ensuring that housing is both safe and affordable has a positive effect on economic development, children's health, and the well-being of families.

F. Income

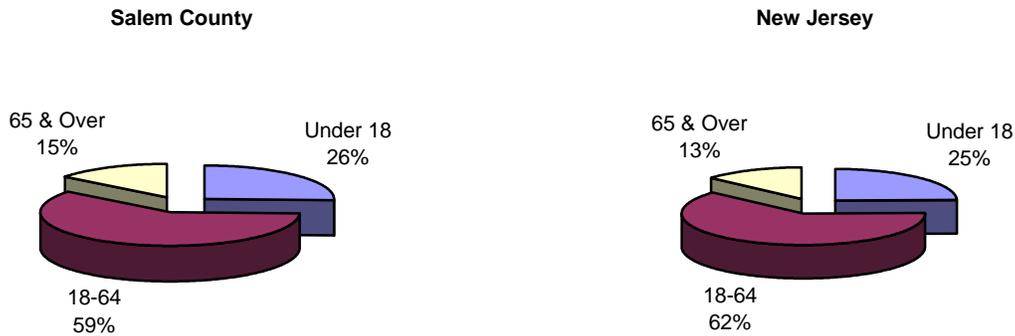
The U.S. Census Bureau reported that in 1999 the per capita income in Salem County was \$20,874, ranking 20th or second lowest among the 21 New Jersey Counties³. In the same time period, the 1999 per capita personal income for the State as a whole was \$27,006 or 23 percent higher than Salem County. Only neighboring Cumberland County was lower than Salem ranking them as the first and second lowest per capita incomes in

³ Per capita income is calculated by dividing total income by total population.

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the State. On a positive note, Salem County's per capita increase over the past decade was 50 percent, the highest of all 7 counties in the southern region.

These differences between the State and the County per capita income are not accounted for by age differential as Salem County maintains similar percentage to the State for persons between the ages of 18 and 64.



The U.S. Census Bureau estimated that in 1999 the median income level per household in Salem County to be \$45,573 vs. a New Jersey median of \$55,146, ranking 16th of the 21 counties in the State. Again, this income differential cannot be accounted for by differences in household size (Salem County and New Jersey coinciding at 2.60 and 2.68 respectively) nor the percentage of family vs. single person households (since both the State and County percentages maintain approximately 30 percent single person households). However, when adjusted for inflation, the County's median income increased by 5.9 percent over the past decade compared to the State's increase of 3.8%.

On the municipal level, 4 municipalities in the County exceeded the State's \$55,146 median household income (Alloway, Oldmans, Pilesgrove, and Pittsgrove). While Salem City and Penns Grove recorded household income levels that were less than half of the same State figure, Carneys Point, Penns Grove, and Pennsville were the only three municipalities in Salem County where median household income levels did not keep up with inflation during the past 10 years.

Third, the State Department of Treasury reports that Salem County is third lowest in average grossing income with only Cumberland and Atlantic Counties falling below Salem's average gross income of \$41,690. Salem's average income is only two-thirds that of the State average of \$60,721, showing substantial room for growth.

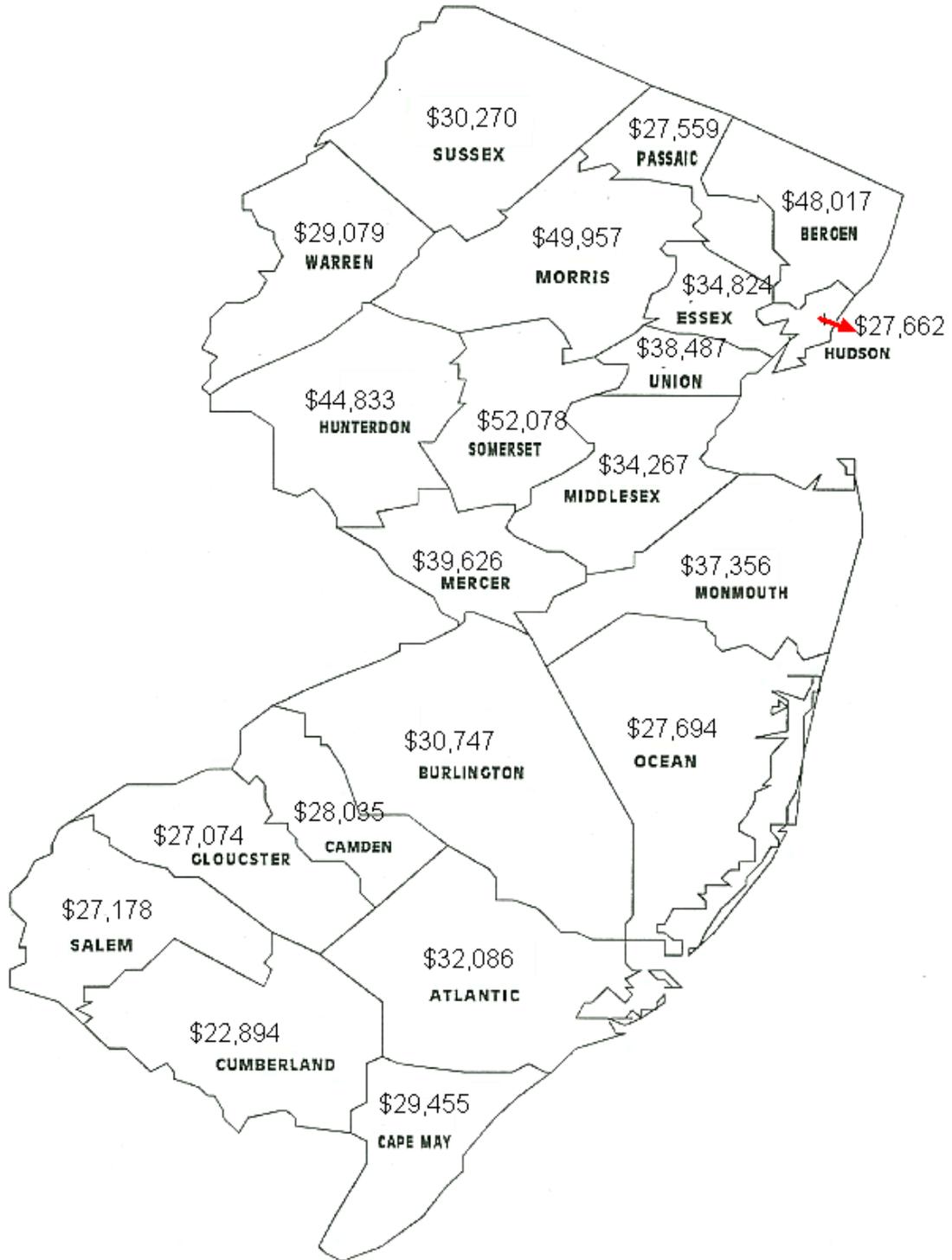
With lower levels of income and population, Salem maintains the least personal income of any county in the State. In 2001 the State Department of the Treasury reported that Salem County had the least number of tax returns in New Jersey. Neighboring counties such as Cape May and Cumberland were just behind Salem in returns filed, with all three counties showing approximately 40 percent of the population paying income tax. The combined effects of low level income and a smaller tax paying population amount to a

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lower degree of buying power than is seen throughout the rest of the State. This makes it extremely difficult for the southern portion of the State to attract businesses that are supported predominantly or exclusively by local residents.

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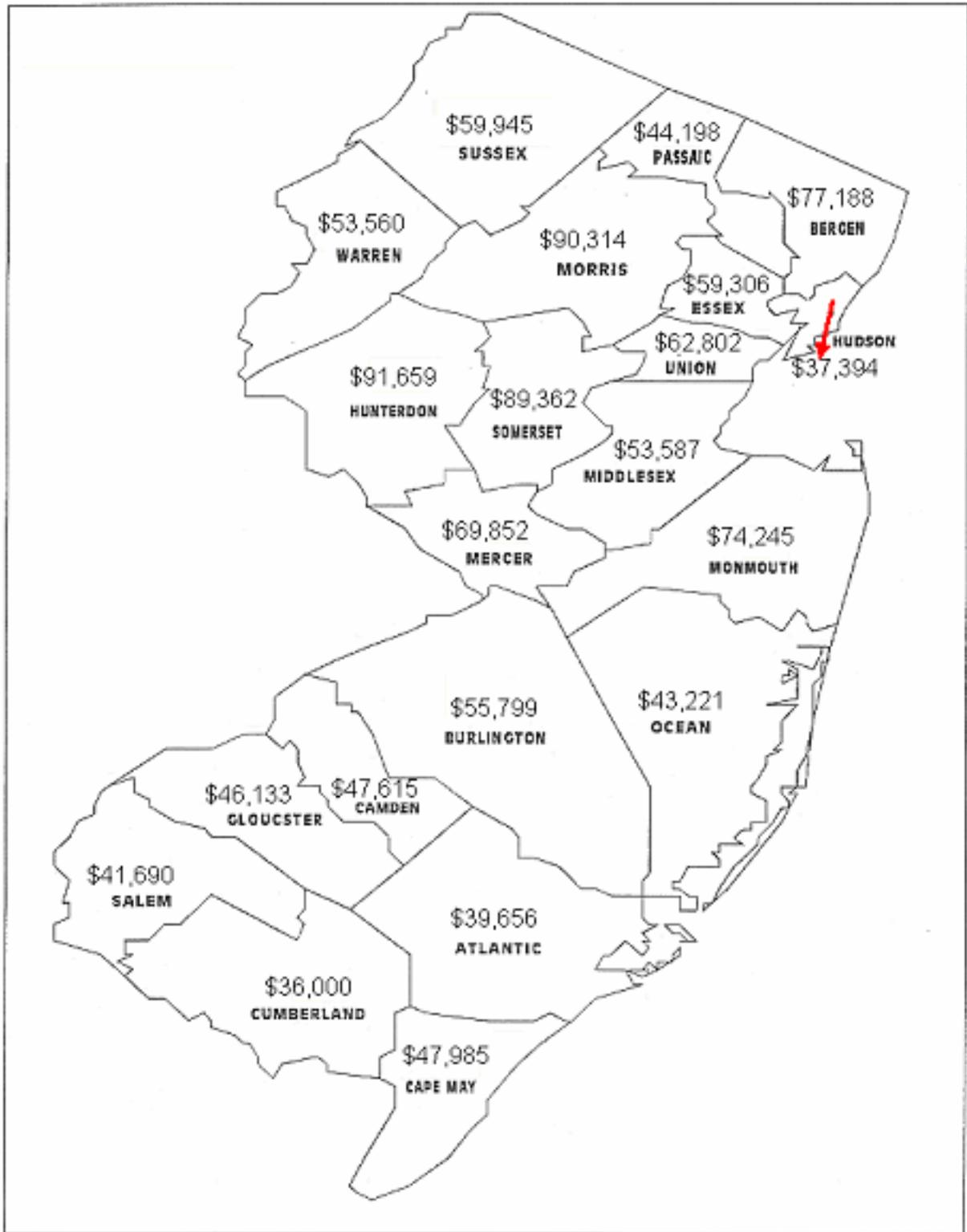
INSERT REVISED MAP



1999 Per Capita Income by County
(Source: New Jersey Bureau of Economic Analysis)

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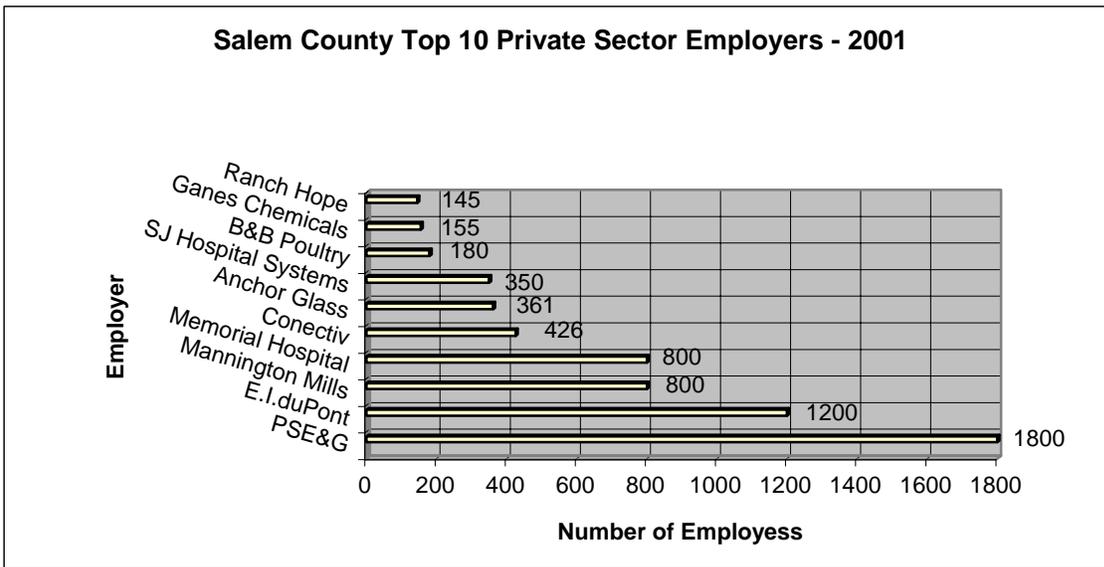
1999 Average Gross Income Per Person by County
(Source: New Jersey Bureau of Economic Analysis)

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G. Employment Facts and Trends

Part 1 - Employment Overview

Salem County maintains several major employers in the chemical, utilities, and manufacturing fields. In fact, Salem County's 4 major employers account for 4,600 or more than one out of every 4 (26 percent) non-retail, private sector jobs in the County. In October 2001, as documented by the Salem County Department of Economic Development, PSE&G, DuPont, Mannington Mills, and Memorial Hospital combined for 80 percent of employment among Salem County's top 10 private sector employers.



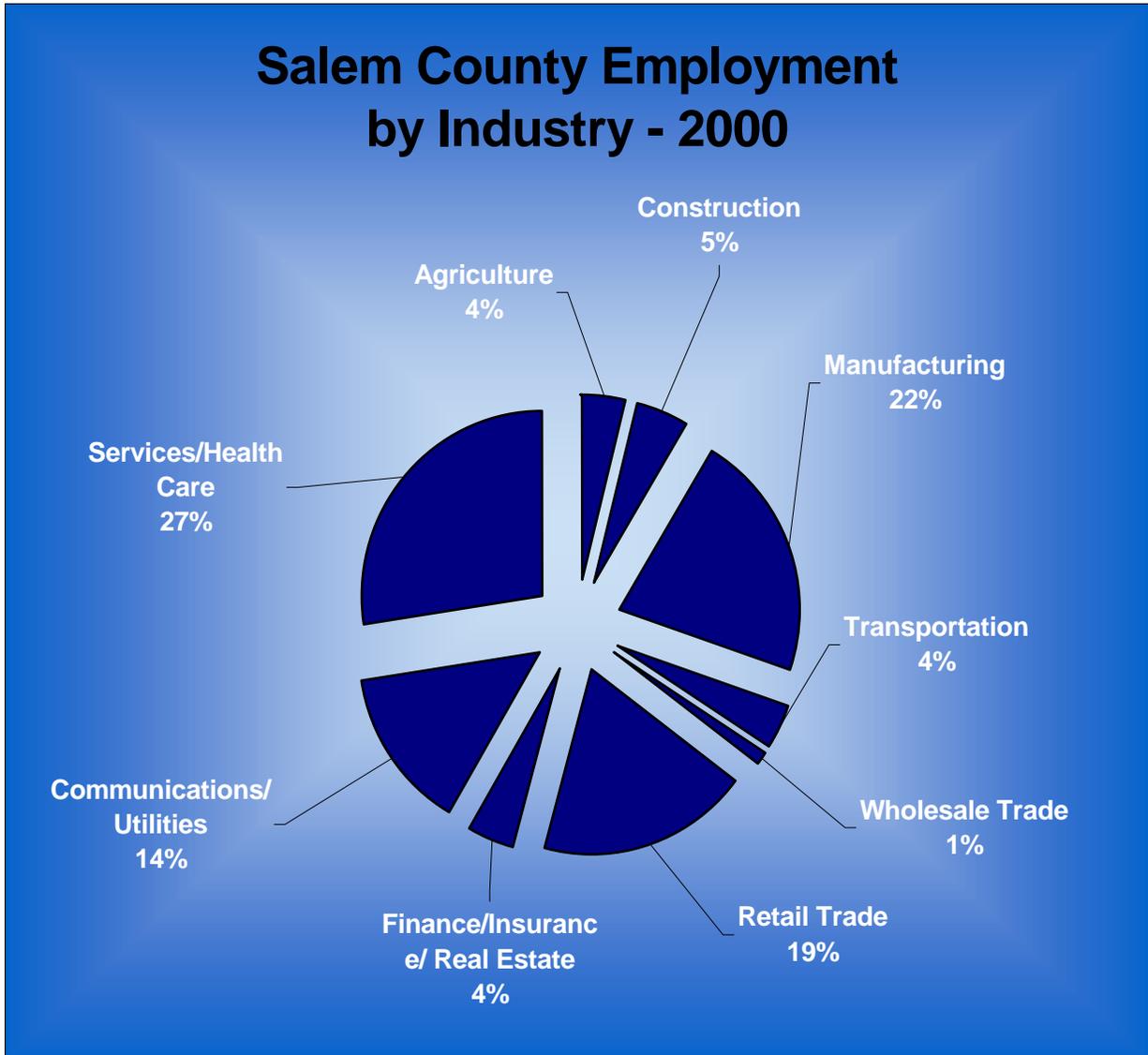
Part 2 - Employment Breakdown by Industry

There are several notable differences between Salem County and State industrial composition. Specifically, the County maintains a greater proportion of jobs in manufacturing (13 to 19 percent) and transportation/public utilities (7 to 14 percent) due in large part to DuPont and PSE&G. However, the County is also able to maintain a smaller proportion of jobs in trade (17 to 23 percent) and services (27 to 32 percent), due to the concentration of warehouses and business services in the surrounding areas.

The industry mix helps account for the lagging covered employment figures (the number of people employed in Salem County) detailed in Part V below. Since 1992 an increase in the Southern Regional Labor Market's nonfarm employment has been centered in the service-producing industry with more than 9 out of every 10 jobs (92.2 percent) occurring in this sector. Consistent with State trends, the largest growth areas within the service industry are in the following areas: employment agencies, health and social services, advertising, and computer programming.

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Statistics in the Southern Regional Labor Market show that the service industry continued to fuel new job growth in the year 2001 (February-July) with a majority of employment growth in services (+2,200) and finance (+400)⁴. These growth sectors are currently underrepresented in the Salem County economy.



(Source: New Jersey Department of Labor, New Jersey Employment and Wages: 2000 Annual Private Sector Report⁵)

⁴ *Employment & the Economy: Southern New Jersey Region*, Number 142, July 2001

⁵ Please note that this data source did not have available numbers for the Communications/Utilities Industry. Figures for this sector were derived from the Salem County Department of Economic Development Listing of Private Sector Major Employers, October 2001.

Part 3 - Economic Sector Analysis

The following section breaks down private sector industries, highlighting trends, problems, and opportunities.

Manufacturing Industry

Manufacturing remains the second largest industry in Salem County despite a heavy drop-off in glass manufacturing. Gaynor Glass closed its facility in Salem County and Anchor Glass reduced its labor force from 1,800 to 361 employees (although Anchor Glass still ranks sixth among the County's major employers).

Mannington Mills, a manufacturer of hard floor coverings, is the largest manufacturer in the County and is Salem's third largest employer overall. In 2001, only B & B Poultry and Cumberland Dairy remain food processing companies in Salem County's top 30 employers.

Consistent with national trends, the manufacturing sector of Salem has weakened over the past 10 years. From 1990 to 1999, Salem County lost 1,509 jobs or 26.3 percent of manufacturing positions covered by unemployment insurance (5,734 to 4,225). Due to the decline in manufacturing employment, the need for an increase in the other industry group, particularly the service-producing sector, is crucial.

Chemical Industry

The chemical industry, which is represented in the manufacturing sector of the Salem County Employment by Industry—2000 chart (previous page), has experienced an overall job loss due to downsizing at DuPont, once the County's major employer. Historically, DuPont Chambers Works was the largest chemical manufacturing facility in the world and the DuPont Corporation (DuPont) was the County's most dominant economic force. With international headquarters directly across the Delaware River in Wilmington, this "smoke stack" facility influenced community life as the largest producer, employer, and taxpayer.

In recent years, global competition required that DuPont export many of the site's businesses, get out of some altogether, and otherwise downsize its operation at the Chambers Works facility. More than 10,000 people were employed in high paying jobs at this facility in the mid-80's; now there are approximately 1,200. While DuPont still remains the second largest employer in Salem County, county officials have recently initiated a study to explore the feasibility of enticing companies to the DuPont Chambers Works site. Ganes Chemicals out of Pennsville has moved up two notches in Salem's list of top employers ranking 9th as of October 2001.

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Service/Health Care Industry

While the majority of the New Jersey has experienced significant growth in the service industry (+2,600 jobs in 2001), Salem County did not expand to the same extent with less than 8 percent of Salem County's employment situated in service industries. Private service producing employment increased 1.5 percent from 11,864 in 1990 to 12,044 in 1999. Health care divisions remain a bright spot in the service industry, comprising 16 percent of Salem County's industry.

Salem County has 2 major hospitals, both located outside of the regional study area, however, they do service the Corridor residents. The Memorial Hospital of Salem County is a 150-bed facility located on Route 45 in Mannington Township. Services include a 24-hour emergency department, ICU/Telemetry units, a cardiac rehabilitation program, and a family birth center. In 2002, The Memorial Hospital of Salem County became the first and only for-profit acute care facility in the State with the sale to Community Health Systems, Incorporated. As part of the sale, \$14 million was donated to the newly created Salem Health and Wellness Foundation, created to fund Salem County's health care projects.

The Elmer Community Hospital is a 91-bed facility located in eastern Salem County. As a member of Cooperative Health Care of Southern New Jersey, one of the largest health care providers in South Jersey, Elmer Community Hospital has access to regional services including a cancer treatment center, a dialysis center, adult and child mental health units, full maternity services, and cardiac rehabilitation.

Information Technology (IT) and Internet business may suggest a promising way to expand service industry employment and attract a new type of business medium to the County. *Firmbuy.com*, the first Internet start-up company in Salem, is already on its way to becoming a major employer in the County, ranking 22 out of Salem's top 30 employers.

Divisions of finance, insurance and real estate have not expanded to the same extent as surrounding areas due in part to a lack of large offices within the County (with the exception of *Conectiv* in Carneys Point). As detailed in the economic development section, County officials are working to address this issue through the construction of an industrial park in Oldmans Township and an office park in Carneys Point Township.

Trade and Transportation Industries

Trade employment in Salem County increased by 200 or 5.1 percent from 1992 to 1997. Much of this increase is in retail trade. Peebles Department Store, Pennsville Plaza Center anchored by a Wal-Mart and Superfresh supermarket, and Acme supermarket are among the larger retailers in Salem County. However, retailers in Salem County are challenged by the lack of large shopping malls that could house small to large-scale retail names and by competition from Delaware, a no sales tax state. Authorized by the State in

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1994, Salem County offers a reduced 3 percent retail sales tax program to help its businesses compete with Delaware retailers.

Similarly, slow development of industrial size parks has impeded the progress of drawing wholesalers and transportation services to Salem County. Near the Salem County border, in neighboring Gloucester County, 2 large parks (Commodore and Pureland Parks) have enabled Gloucester to meet County needs for warehousing, transportation, and light manufacturing. The largest transportation service company is Walt's Bus Service, a school bus transportation company located in Oldmans Township.

Energy

PSE&G Nuclear is Salem County's largest employer with more than 1,800 employees at three nuclear power plants. In 2000, the three plants, Salem 1, Salem 2, and Hope Creek produced 24,606 gigawatt hours of electric power. A study prepared in 1998 concluded that half of the plant employees (900) are Salem County residents. Unfortunately, starting in 1990, trends have shown that public utilities employment decreased as power generating plants have come to rely less on employees and more on computers and mechanical operations. For example, Atlantic Electric Generating eliminated 160 jobs at its Deepwater site in Pennsville Township.

Agriculture

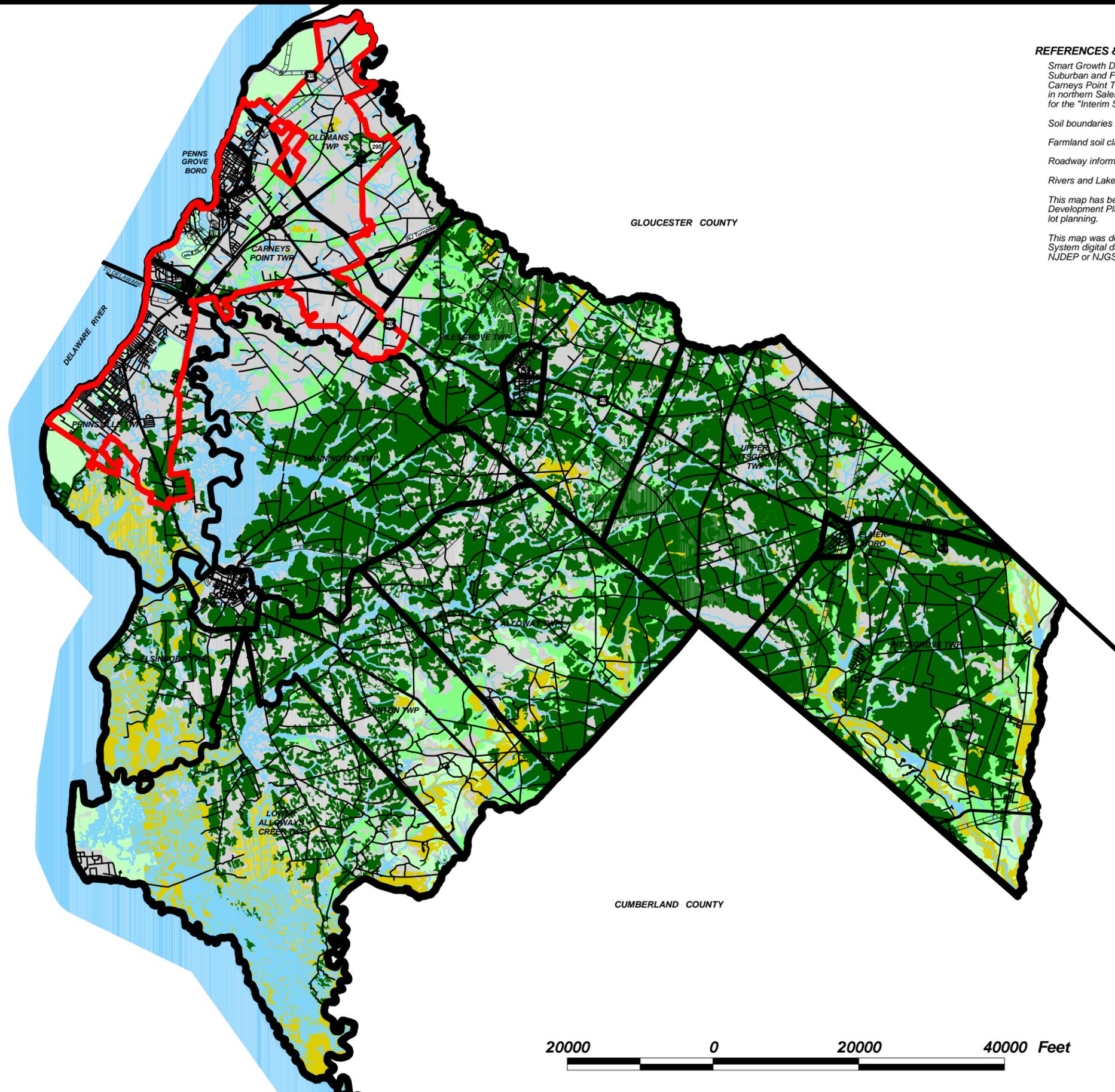
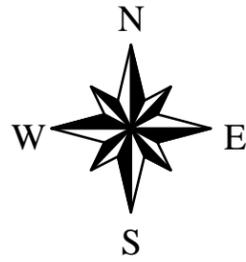
Agriculture remains a significant component of the County economy and farming is the predominant use of land. In 1997, more than \$67.9 million worth of agricultural products were grown and raised on the 660 farms in Salem County. Salem ranks first in the state for wheat, barley, sweet corn, and potatoes, and second for milk production, soybeans, asparagus, and corn harvested for grain. It is among the State leaders for many other agricultural products as well. With this production, Salem County represents more than 10 percent of the State's agricultural market. Salem County farms average 139 acres in size and occupies nearly half the land in the County.

In recent years, however, new technologies have eliminated many employment opportunities that previously existed on farms. In addition, to remain competitive, many Salem County farmers changed their crop production from consumer products to primary feed grain and soybeans, which further eliminates the need for hands-on labor.

The agriculture that for many years bolstered the County's economy now faces a number of new challenges. Agriculture experts cite higher costs, lower revenue, and an aging farmer population as causes for concern about the future of farming in Salem County. However, reasons for optimism in the agricultural industry include a Farm Bureau feasibility study on the construction of an ethanol plant in New Jersey, possibly in Salem County. The plant would boost demand for crops used to create the fuel. Another initiative that would positively impact the Corridor is a New Jersey Department of Agriculture (DOA) marketing project for dairy products similar to the "Jersey Fresh"

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vegetable marketing plan, which has been so successful in recent years. About half of the 76 farmers working on a milk quality project with the DOA are from Salem County.



REFERENCES & NOTES:

Smart Growth Development Zone based upon limits of the Metropolitan, Suburban and Fringe Planning Areas in the municipalities of Oldmans Twp., Carneys Point Twp., Pilesgrove Twp., Pennsville Twp. and Penns Grove Boro. in northern Salem County from the Office of State Planning GIS coverage for the "Interim State Development and Redevelopment Plan", 10/26/00.

Soil boundaries based upon NRCS Soil Survey, 2001.

Farmland soil classification based upon NRCS documentation, 1990.

Roadway information supplied by NJ Office of State Planning.

Rivers and Lakes taken from NJDEP GIS database, 1986.

This map has been prepared as a guide for the Salem County Smart Growth Development Plan. Data on this map should not be relied upon for individual lot planning.

This map was developed using NJDEP & NJGS Geographic Information System digital data, but this secondary product has not been verified by the NJDEP or NJGS and is not State - authorized.

MAP LEGEND:

- Smart Growth Zone
- Municipalities
- Farmland Soils**
- Prime Farmlands
- Farmland of statewide importance
- Farmland of local importance
- Farmland of unique importance
- Not prime farmland

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Salem County Farmland Soils
Smart Growth Development Plan
Northern Salem County
New Jersey

Scale: 1" = 15000' Date: 10/3/01

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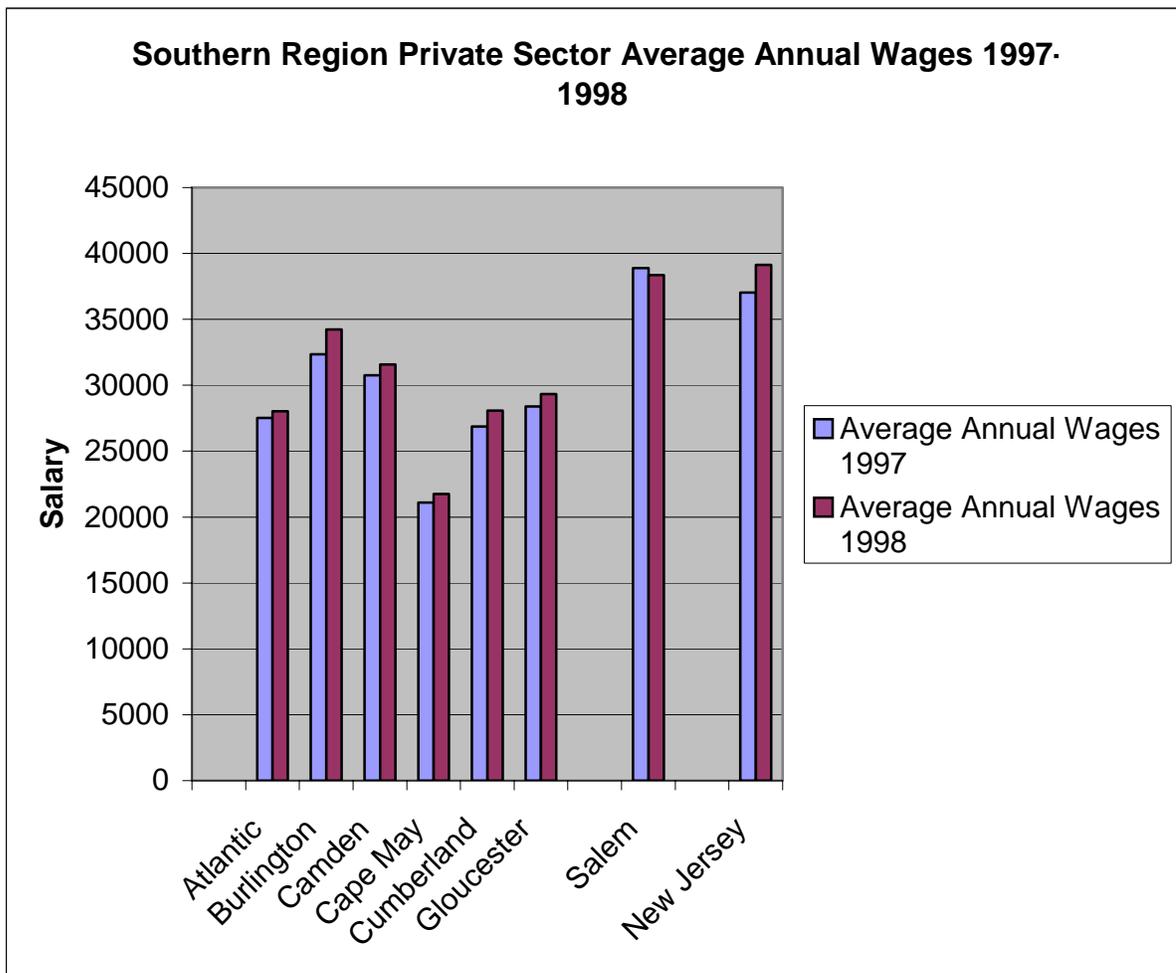
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Part 4 - Wages

Salem County maintains the highest annual wages in comparison to other counties in Southern New Jersey, even while residential incomes are among the lowest. In 1998, the average annual wage in Salem County was \$38,349, only slightly less than the State's average of \$39,349. These wage levels can be linked to a concentration of employment in the high-paying public utilities and manufacturing sectors. However, due to employment downsizing and special skill requirements among major employers such as PSE&G and DuPont, few of these positions are available to entry-level workers. By and large, youth in Salem County must travel to Cherry Hill, New Jersey and Wilmington, Delaware in order to secure entry-level technical positions.



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Part 5 - Covered Employment

In 2000, covered employment (the number of people employed) in Salem County was 17,509 individuals. The chart below shows Salem County's employment trends over the past 20 years in relation to its surrounding Counties and State. In comparison, Cumberland, Salem, and Camden were the only counties not to match or exceed the State's percentage of growth over that same time period. While Cumberland was the only county to show negative returns in terms of job growth, Salem remained virtually neutral, gaining only a half-percent gain over the past 20 years.

Private Sector Jobs Covered by Unemployment Insurance

	1980	1985	1990	1995	2000	1980-2000	1980-2000
Southern Region County	# of Jobs/ % of State	Change by Percentage	Change in Percent of State Jobs				
Atlantic	76,928 3.0%	104,951 3.7%	120,298 4.0	118,730 3.9	124,544 3.7	62%	0.7
Burlington	79,892 3.1%	105,292 3.7%	125,893 4.1%	132,662 4.4	153,137 4.7	92%	1.6
Camden	139,365 5.5%	164,109 5.7%	171,431 5.6%	164,528 5.4%	166,631 5.0	20%	-0.5
Cape May	25,968 1.0%	28,666 0.9%	30,307 1.0%	33,159 1.1%	35,144 1.0%	35%	0
Cumberland	45,087 1.7%	42,818 1.4%	48,004 1.6%	45,593 1.5%	44,869 1.3%	-0.40%	-0.4
Gloucester	45,983 1.8%	51,826 1.8%	58,839 1.9%	67,886 2.2%	72,971 2.2%	59%	0.4
Salem	17,418 0.7%	23,629 0.8%	19,961 0.6%	19,287 0.6%	17,509 0.5%	0.50%	-0.2
New Jersey	2,530,556	2,869,833	3,036,932	3,017,640	3,352,822	32%	N/A

(Source: County Trends for September of Selected Years; NJ Department of Labor)

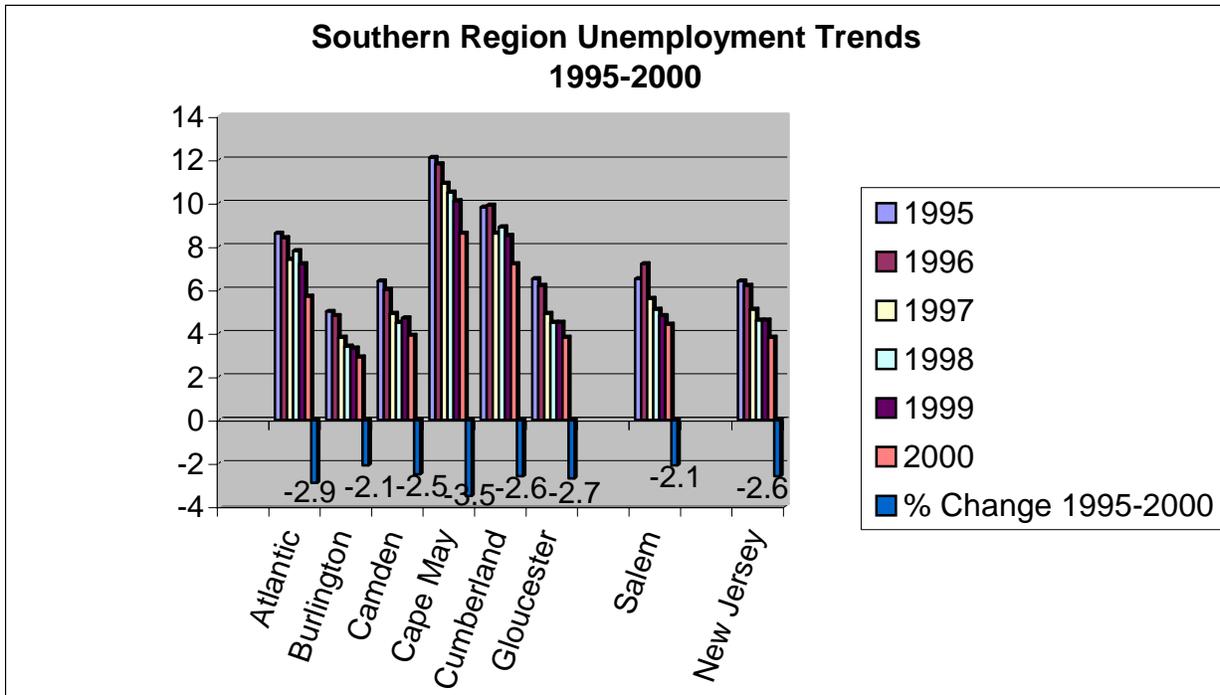
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Part 6 - Labor Force

Consistent with population trends, Salem County’s labor force has been virtually level over the past 20 years, increasing 1.3 percent from 1980-2000, while the State’s labor force as a whole increased 16.5 percent. However, as detailed in Figure 1.1, Salem County maintains strong employment levels on a regional basis in comparison to other South Jersey Counties. The unemployment rate in Salem County has improved from 7.4 percent in 1980 to 4.4 percent in 2000. Salem County’s 2000 unemployment rate is fourth among the 7 South Jersey Counties, considerably below the unemployment rate in Cumberland and Cape May Counties (7.2 and 8.6 percent respectively).

Salem City and Penns Grove Borough are notable exceptions with regard to the Salem County’s lower unemployment rates. With unemployment rates above 9 percent and downtown areas characterized by vacant commercial buildings, Salem City and Penns Grove Borough are among the most distressed small cities in the State, qualifying them for Urban Aid. Penns Grove Borough and Salem City are ranked sixth and 34th respectively on the 1996 (most recent) Municipal Distress Index.

Based upon a slight increase in labor force and decrease in covered employment over the past twenty years, Salem County residents must increasingly seek employment outside the County. This suggests a need to create more jobs and business within Salem County, as well as the need for a better match between available opportunities and skills.



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Southern Region Labor Force Comparison by County 1980-2000				
1980				
Southern Region County	Labor Force	Employed	Unemployed	Unemp. Rate
Atlantic	98,000	86,500	8,500	8.9
Burlington	166,300	156,900	9,400	5.7
Camden	218,500	204,100	14,400	6.6
Cape May	41,500	36,600	4,900	11.8
Cumberland	59,400	52,900	6,500	10.9
Gloucester	92,800	86,500	6,300	6.8
Salem	30,900	28,600	2,300	7.4
New Jersey	3,594,000	3,334,000	260,000	7.2
1990				
Atlantic	122,647	115,062	7,585	6.2
Burlington	207,578	197,981	9,597	4.6
Camden	253,829	238,834	14,995	5.9
Cape May	44,516	41,110	3,406	7.7
Cumberland	65,719	60,789	4,930	7.5
Gloucester	119,644	112,904	6,740	5.6
Salem	31,430	29,773	1,657	5.3
New Jersey	4,066,500	3,860,700	205,900	5.1
2000				
Atlantic	125,341	118,222	7,119	5.7
Burlington	222,471	216,040	6,431	2.9
Camden	253,052	243,091	9,961	3.9
Cape May	44,663	40,835	3,828	8.6
Cumberland	63,390	58,825	4,565	7.2
Gloucester	129,514	124,655	4,859	3.8
Salem	31,312	29,936	1,376	4.4
New Jersey	4,187,900	4,028,760	159,140	3.8

Figure 1.1

(Source: New Jersey Department of Labor, Division of Planning and Research)

H. Educational Attainment

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H. Educational Attainment

Based upon the 2000 Census, 33,995 of all persons aged 18 or older in Salem County had either a high school or college diploma. This number represents nearly 53 percent of the County's total population, 10 points lower than the New Jersey average of 63 percent. Moreover, 27 percent of adults in Salem County over the age of 25 do not have a high school diploma. These numbers vary somewhat throughout the Corridor only 37 percent of Penns Grove residents have a high school diploma (or higher) whereas 57 percent of Pennsville residents and 56 percent of Oldmans residents graduated from high school (or higher).

Salem County Educational Attainment—Age 18+

	Less Than 9 th Grade	9 th to 12 th Grade*	High School Graduate**	Some College*	Associate's Degree	Bachelor's Degree	Grad/Prof Degree	TOTAL
Alloway	62	167	708	401	106	249	119	1812
Carneys Point	400	772	2058	980	291	542	197	5240
Elmer	34	102	412	159	77	101	35	920
Elsinboro	39	92	346	146	57	78	56	814
LAC	80	146	536	271	101	122	28	1284
Mannington	116	156	394	178	61	167	68	1140
Oldmans	69	155	538	218	121	96	39	1236
Penns Grove	403	562	972	517	140	165	44	2803
Pennsville	410	1260	3782	1759	792	1020	237	9260
Pilesgrove	82	251	999	538	221	437	181	2709
Pittsgrove	488	748	2285	980	371	701	254	5827
Quinton	211	328	761	334	98	157	42	1931
Salem	409	682	1361	534	133	204	62	3385
U. Pittsgrove	155	261	951	396	97	305	134	2299
Woodstown	59	95	681	394	228	464	208	2129
Salem County	3017	5777	16784	7805	2894	4808	1704	42789

* = No degree earned

**Includes equivalency degrees

Public School Districts

There are 15 local school districts within Salem County. The County's 2 largest school districts are located within the Corridor. The Penns Grove-Carneys Point District serves 2,314 students and employs 291 staff. The Pennsville School District serves 2,249 students and employs 287 staff. The Oldmans School District serves 261 students in elementary and middle school (attend high school at Penns Grove-Carneys Point) and

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employs 21 staff. The Woodstown-Pilesgrove School District serves 1,610 students and employs 195 staff.

I. Workforce Development

The Salem County workforce has consistently adapted to meet the challenges of employers. Historically, a highly skilled workforce has supported the growth of the chemical and nuclear energy industries. In the context of the Corridor, and changing economic conditions generally, further job skills adaptation may be necessary.

Salem Community College

The Salem Community College (SCC) was founded in 1972. SCC offers 14 degree programs and 11 certificate programs to more than 600 full-time and 750 part-time students. From 1998-2000 there was a 7.3 percent increase in enrollment at SCC. Since the fall 2000 semester, SCC reported a 14 percent increase in credit hours by the student body. To build on the success the college has attained in its first 30 years, SCC plans to expand its campus by adding a combined corporate/business childcare center and a process operator technology building.

The college is not only an educational institution, but has developed partnerships with local school districts and the business community to promote an educated workforce and improve the economic vitality of the region. For example:

- ◆ SCC is the only college in the country that offers an associate's degree and a certificate program in scientific glass technology. Housed in SCC's state-of-the-art, 5,000 square foot Glass Center, students learn scientific glass technology and glass art.
- ◆ Thousands of certified practical nurses for the region have been trained through SCC's nursing program and earned their licenses through the National Council Licensing Examination.

In July 2000, the New Jersey Commission on Higher Education awarded SCC a \$204,163 grant as part of the State's High Tech Workforce Excellence Initiative. SCC was one of 2 community colleges statewide to receive funding under this initiative. The grant enabled SCC to develop an associate's degree program in process technology for the manufacturing industry. Employees from companies such as DuPont and Mannington Mills have benefited from this new program.

SCC also serves as a vital resource for low and moderate-income residents to improve employment opportunities. SCC's Workforce Readiness Center has a special mission to help unemployed and underserved populations overcome economic, social, and educational barriers to self-sufficiency. The Workforce Readiness Center provides skill training resources and referral services to individuals such as displaced homemakers, single parents, single pregnant women, and WorkFirst clients. Workforce Readiness

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activities include job/pre-employment training, employment search and placement, life skills workshops, seminars as well as academic, personal and career counseling. The SCC Workforce Readiness Center serves approximately 300 individuals annually.

Workforce Readiness training is also available through the SCC One Stop Career Center. Located in the Salem City, the One Stop Center provides County residents with job search assistance and training. The One Stop Center also includes the New Jersey Employment Services and Unemployment offices.

SCC's Community and Customized Educational Services help local businesses and industry train and educate their workforce. Under this program, SCC offers skill assessment and on-site customized training, assesses the training needs of employers, develops a training program to meet those needs, and evaluates the effectiveness of those training efforts. In the Central Dispatch and Superior Customer Care areas, SCC also coaches employers to deliver the training programs in-house and mentors those individuals throughout the process. SCC's customized training clients include DuPont, Mannington Mills, PSE&G, PolyOne, Woodstown National Bank, Ganes Chemicals, BF Goodrich, and the Delaware River and Bay Authority (DRBA).

Salem County Vocational Technical Schools

The Salem County Vocational Technical Schools (SCVTS) integrates classroom skills with hands-on occupational and technical programs for high school and adult students. Programs and services are designed to meet the needs of local businesses and individuals entering or reentering the workplace. SCVTS operates 2 programs within the Corridor: the graphic arts academy in Pennsville High School and the engineering academy in Penns Grove-Carneys Point High School.

In 2001, SCVTS welcomed students to the newly constructed 35,112 square foot, \$3.8 million Science and Technology Building. The building enables the science and technology instruction to expand and will host future programs such as the U.S. Air Force Junior ROTC program and collaborative ventures with SCC.

Together SCC and SCVTS assist more than 900 day students and 2,000 evening students in diverse career programs.

Library

Salem County does not maintain a county public library. There are 5 municipal public libraries in Salem County, 3 of which are located within the Corridor, including the Penns Grove-Carneys Point Library, Pennsville Public Library, and the Woodstown-Pilesgrove Library. Salem County operates a bookmobile, which serves all of the rural communities without a public library.

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J. Environment

Smart Growth seeks to achieve a balance between environmental and development issues. These are, of course, inter-related issues that must be in sync to sustain and enhance the quality of life Salem County residents have chosen and wish to maintain. The challenge for this plan is to create a framework to facilitate development while protecting and sustaining environmental resources.

Water

Salem County features incredibly diverse surface waterways and ecosystems. There are approximately 83,600 acres of farmland, 67,000 acres of tidal and freshwater wetlands and marshlands, approximately 25 lakes, 2 inland rivers (the Salem and Maurice Rivers), numerous streams and important headwaters, and bay beaches and dunes. The County's waterways are predominantly located in its interior upland and are generally narrow and short, meandering slowly though the landscape as they flow toward the Delaware River.

Salem County is generally flat, as 94 percent of the land has a less than 5 percent grade. The County's surface waters drain into 5 major drainage basins, all of which feed into the Delaware River and Bay. Adjacent to the developed areas of Salem City and Pennsville Township constant pumping is needed to maintain important dry land. In Elsinboro, the Mason Point Dike, spanning 7,600 feet and 9 feet tall, holds back brackish water from Delaware River tributaries.

Salem County's vast wetlands and waterways serve many important environmental functions, including water purification, excess storage capacity for storm water, and habitat for a wide variety of vegetation and wildlife. The most prevalent type of wetlands are coastal, shallow, freshwater marshes, such as Mannington Meadows, and salt water meadows. Thousands of waterfowl use these wetlands during migration periods. These lands support black ducks, woodchucks, herons, swans, shore birds, mink, muskrats, and beavers, as well as important microorganisms that provide food for a great variety of shell and fin fish in tidal estuaries along the Delaware River and Bay. Tidal and freshwater wetlands also support about 30 species of grasses, cattails, 3-square sedge, and maiden cane, none of the floral species in Salem County are considered endangered, threatened, or rare.

The Salem River Watershed is the largest watershed in Salem County, covering 115 square miles and 13 of the County's 15 municipalities. Salem County contains 5 aquifers that supply ground water for domestic and industrial users. Two major aquifers provide water in excess of 500 gallons per minute: (1) the Potomac-Raritan-Magothy (PRM), which outcrops in the northwestern portion of the County, and (2) the Cohansey Sands, which outcrops over most of the eastern area of the County. three minor aquifers supply water between 100 and 500 gallons per minute: (1) the Mount Laurel and Wenonah Sands, which outcrop northeast from Salem City, (2) the Vincetown Sands, which

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outcrops northeast from Lower Alloways Creek, and (3) the Kirkwood Sands, which outcrops west from Woodstown.

Water supply is a critical issue in considering development plans in Salem County. To ensure that Regional development plans are realistic and tailored to available resources, on September 21, 2000 the NJ Office of State Planning organized a meeting to link the smart growth planning process with water supply concerns regarding the effects of future PRM aquifer pumpage in Salem and Gloucester Counties. At that time, staff from the NJ Department of Environmental Protection (DEP) Bureau of Water Allocation explained that the Salem County planning area lies at the edge of Water Supply Critical Area II. The Critical Area represents a cone of depression which reflects a decreased water supply. As a result, new wells must be dug at greater depths, thereby raising concerns of salt-water intrusion and the capacity of the PRM to support current and projected water supply demands.

These concerns were further detailed in an informational meeting on November 8, 2000. This meeting presented the preliminary results of the yearlong US Geological Survey (USGS) study of ground water supplies in the PRM aquifer system. The meeting was co-chaired by Ray Cantor, NJ DEP Assistant Commissioner, Land Use Management and Eric Evenson, USGS NJ District Chief, Water Resources Division. In this meeting we learned that public-supply purveyors are at or near the limits of their water allocation permit and future permits will be severely limited as they affect the critical area boundary.

At this point, DEP has been requested to assist in two areas: providing local water supply information and developing long-term solutions to address sustainability in water supply.

Soil

Salem County contains nearly 100 different soils as classified by the United States Soil Conservation Service. The majority of Salem County soils are of silty composition with clays, sands, and gravel comprising the balance. Roughly 45 percent of the County's total soil resources can be considered prime agricultural, however, the Salem County Agriculture Development Board specifically excludes the developing I-295 corridor from the County's 188 square mile Agriculture Development Area, these areas do not show up as prime farmlands in the Office of State Planning database.

Forest

Based upon the NJ Department of Environmental Protection database, Salem County contains approximately 36,500 acres of forest and woodlands. These County woodlands support several species of oak, poplar, sweetgum, ash, willow, cedar, magnolia, maple, chestnut, hickory, beech, and pine. The Atlantic White Cedar is the County's only endangered woodland species and is located primarily in Lower Alloways Creek Township.

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Protected Areas

There are several protected areas within or adjacent to the Corridor, including Fort Mott State Park, Killcohook National Wildlife Refuge, and Supawna Meadows National Wildlife Refuge.

Salem County Conservation and Open Space Areas

Owner	Location	Site	Acres
FEDERAL	PENNSVILLE	KILLCOHOOK NWR	35
	PENNSVILLE	SUPAWNA MEADOWS NWR	1,718
STATE	CARNEYS PT./OLDMANS	DOD PONDS WMA	320
	LAC	MAD HORSE CREEK WMA	5,826
	LAC	MASKELL'S MILL POND WMA	57
	LAC	HANCOCK HOUSE PARK	1
	MANNINGTON	MANN.MEADOWS WMA	202
	PILESGROVE	HARRISONVILLE LAKE WMA	22
	PITTS GROVE	UNION LAKE WMA	1,058
	PITTS GROVE	GREENWOOD PONDS WMA	57

NWR = National Wildlife Refuge WMA = Wildlife Management Area

Geographic Information System (GIS)

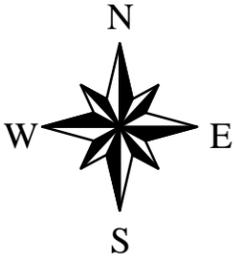
Unfortunately, there is currently insufficient information to properly identify the environmentally sensitive areas on a regional basis. The master plan for each participating municipality provides valuable local information regarding the location of wetlands, floodplains, and soil conditions. However, environmental constraints are not identified under the Penns Grove Master Plan and are mapped only in an earlier version of the Carneys Point Master Plan. Both Oldmans and Pennsville identify large wetland and environmentally sensitive areas. However, this information is presented on incompatible base maps and not comparable on a regional basis. While Pilesgrove has permanently preserved significant farmland areas and the Township Development Ordinance does provide for the type of “greenway” planning encouraged by the State and County plans, these preservation efforts do not target the area included in the Smart Growth Regional Plan.

The starting point for developing a balanced Smart Growth Regional Plan should be preparation of a Regional inventory of natural resources including: watersheds, wetlands, agricultural land, state-owned land, steep slopes, marshes, forest lands, rivers and

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waterways, fisheries, soil conditions, endangered or threatened resources, and other environmental constraints. The solution to address this current weakness is the creation of a regional Geographic Information System (GIS). The County Planning Board currently maintains a GIS for use in farmland preservation programs. This GIS can be expanded to meet the needs of the Smart Growth Regional Plan, as confirmed by the Office of State Planning, the Salem County Planning Board and several environmental consultants.

This multi-jurisdictional GIS will also provide an innovative model to improve the “Smart Growth” planning efforts of other counties, municipalities, and local agencies. The underlying message behind GIS is that better information leads to better decisions. In support of that message, a regional GIS will prove a model to query, analyze, and map data. The lessons learned and successes of this model can be applied to wide-ranging “Smart Growth” planning efforts in other communities.



REFERENCES & NOTES:

Smart Growth Development Zone based upon limits of the Metropolitan, Suburban and Fringe Planning Areas in the municipalities of Oldsman Twp., Carneys Point Twp., Pilesgrove Twp., Pennsville Twp. and Penns Grove Boro. in northern Salem County from the Office of State Planning GIS coverage for the "Interim State Development and Redevelopment Plan", 10/26/00.

Roadway information supplied by NJ Office of State Planning.

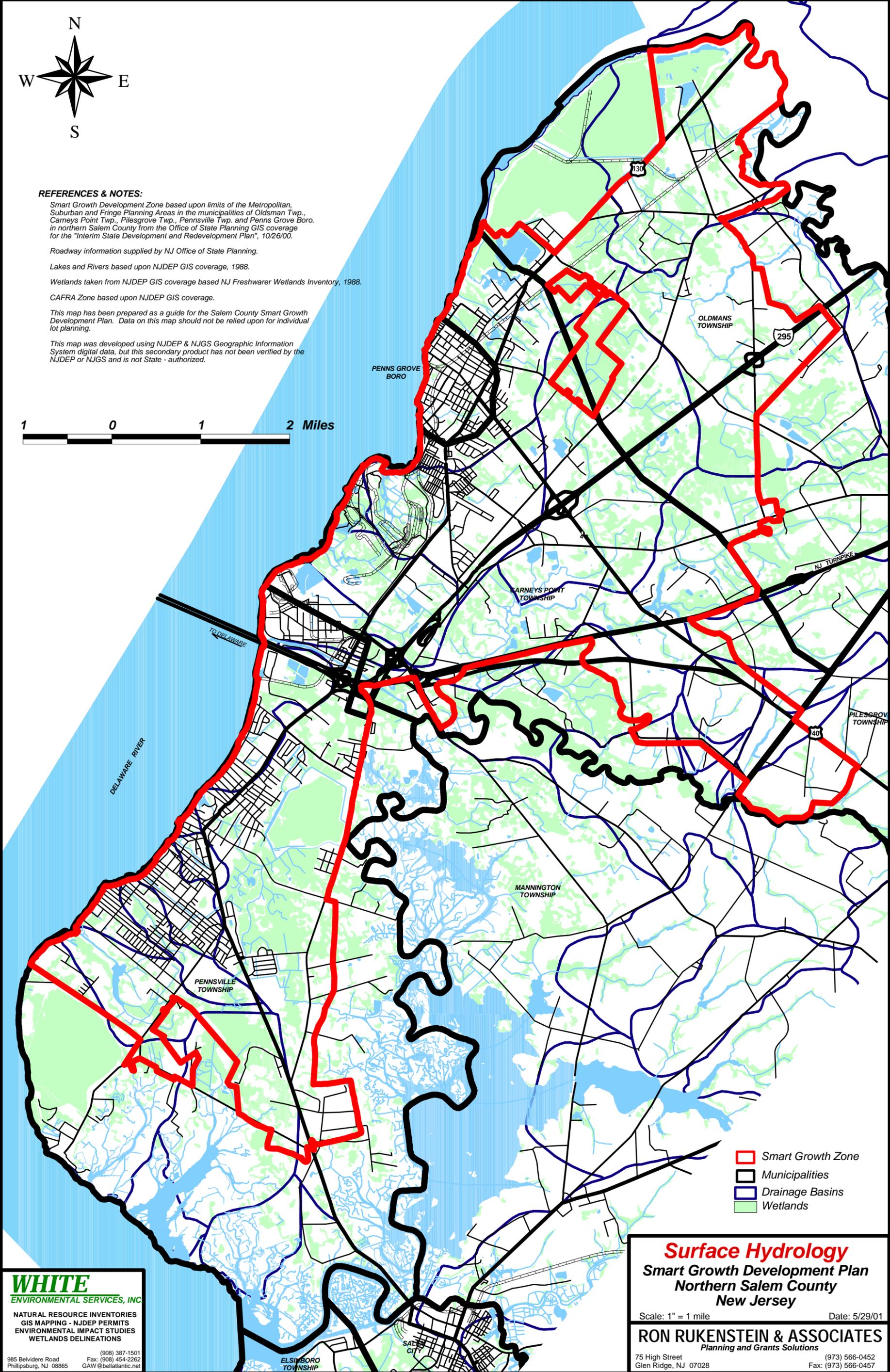
Lakes and Rivers based upon NJDEP GIS coverage, 1988.

Wetlands taken from NJDEP GIS coverage based NJ Freshwater Wetlands Inventory, 1988.

CAFRA Zone based upon NJDEP GIS coverage.

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- Smart Growth Zone
- Municipalities
- Drainage Basins
- Wetlands

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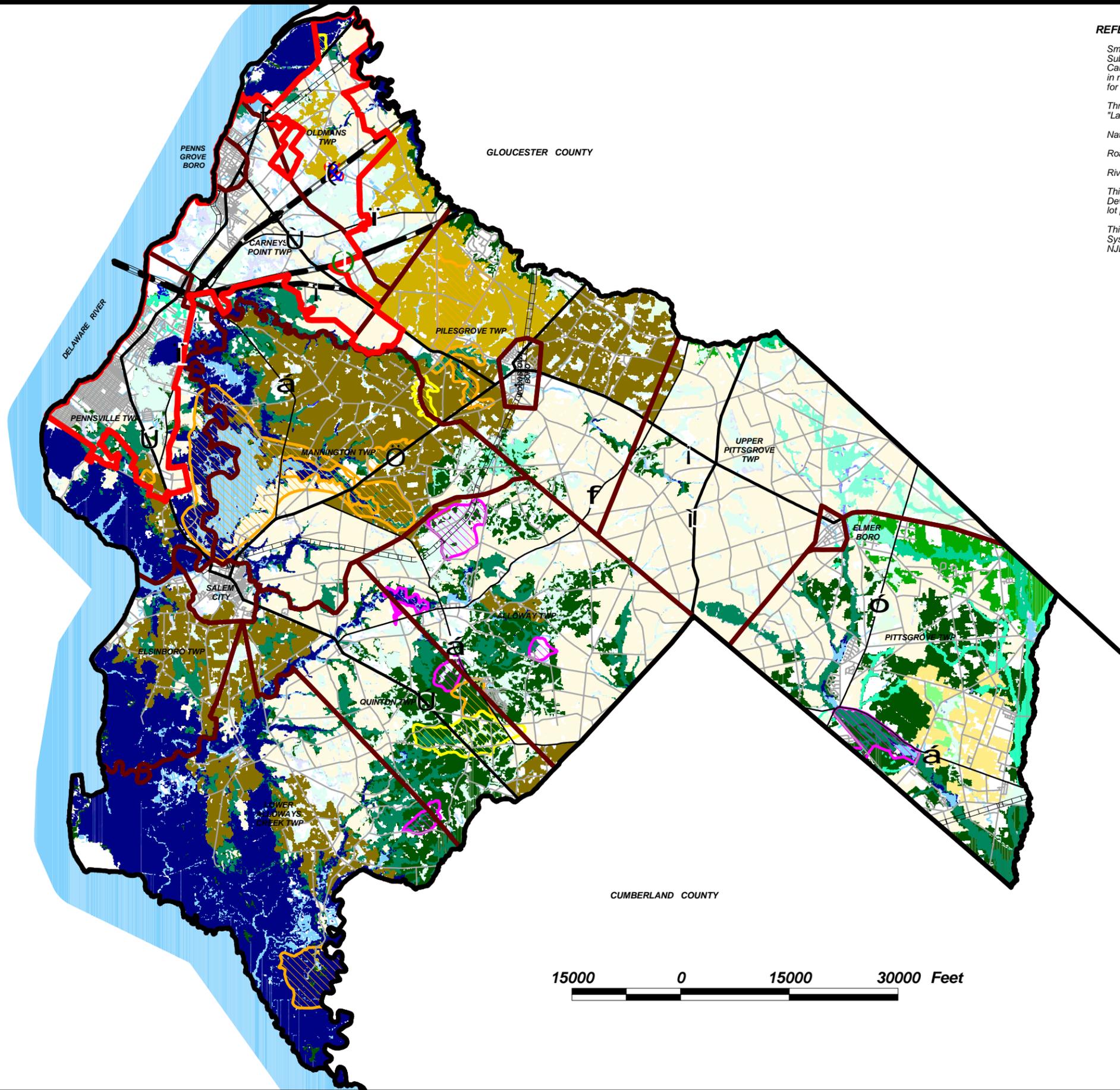
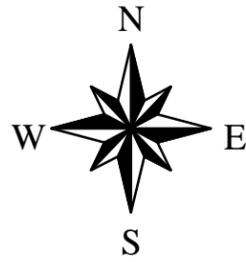
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Surface Hydrology
 Smart Growth Development Plan
 Northern Salem County
 New Jersey

Scale: 1" = 1 mile Date: 5/29/01

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Threatened and Endangered Species Habitat Information based upon NJDEP "Landscape Project" GIS database, 2002.

Natural Heritage Priority Site Information based upon NJDEP GIS database, 2002.

Roadway information supplied by NJ Office of State Planning.

Rivers and Lakes taken from NJDEP GIS database, 1986.

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MAP LEGEND:

- Natural Heritage Priority Sites**
- NONE B1 - Outstanding Significance
 - NONE B2 - Very High Significance
 - B3 - High Significance
 - B4 - Moderate Significance
 - B5 - Of General Biodiversity Interest

Threatened & Endangered Species Habitat

Emergent Wetland Habitat

- Suitable Habitat
- Special Concern
- State Threatened
- State Endangered
- Federal T & E

Grassland Habitat

- Suitable Habitat
- Special Concern
- State Threatened
- State Endangered
- Federal T & E

Forested Wetland Habitat

- Suitable Habitat
- Special Concern
- State Threatened
- State Endangered
- Federal T & E

Forest Habitat

- Suitable Habitat
- Special Concern
- State Threatened
- State Endangered
- Federal T & E

- Smart Growth Zone
- Municipal Boundaries



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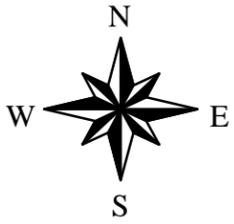
Critical Wildlife Habitat
Smart Growth Development Plan
Northern Salem County
New Jersey

Scale: 1" = 15,000' Date: 5/27/03

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MAP LEGEND

- Smart Growth Zone
- Municipalities
- Public Wells
- Wellhead Protection Areas**
- Tier 1: 2 year time of travel
- Tier 2: 5 year time of travel
- Tier 3: 12 year time of travel
- Surficial Aquifers**
- Surficial sediment of the Coastal Plain > 50 ft thick
- Bedrock Aquifer**
- Potomac-Raritan-Magothy aquifer system - ("A" Ranking)
- Merchantville-Woodbury confining unit - ("E" Ranking)
- Englishtown aquifer system - ("B" Ranking)
- Marshalltown-Wenonah confining unit - ("E" Ranking)
- Mt. Laurel-Wenonah aquifer - ("C" Ranking)
- Composite confining unit - (E-D" Ranking)
- Composite confining unit aquifer - ("C-B" Ranking)
- Kirkwood-Cohansey aquifer system - ("C-B" Ranking)

REFERENCES & NOTES:

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Roadway information supplied by NJ Office of State Planning.

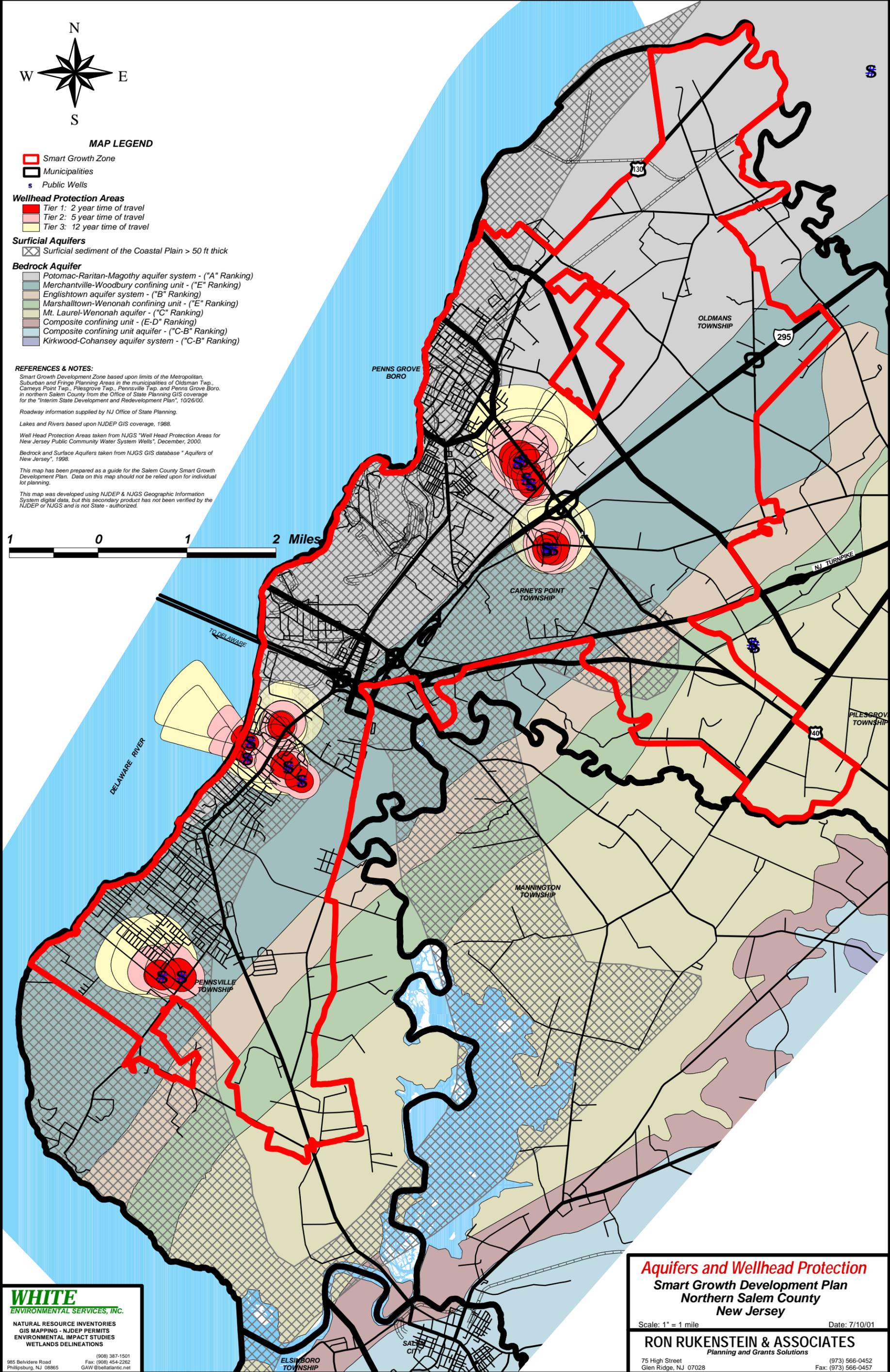
Lakes and Rivers based upon NJDEP GIS coverage, 1988.

Well Head Protection Areas taken from NJGS "Well Head Protection Areas for New Jersey Public Community Water System Wells", December, 2000.

Bedrock and Surface Aquifers taken from NJGS GIS database "Aquifers of New Jersey", 1998.

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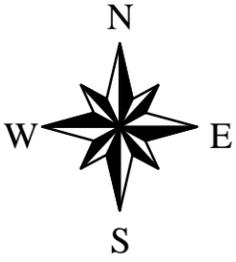
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Aquifers and Wellhead Protection
Smart Growth Development Plan
Northern Salem County
New Jersey

Scale: 1" = 1 mile Date: 7/10/01

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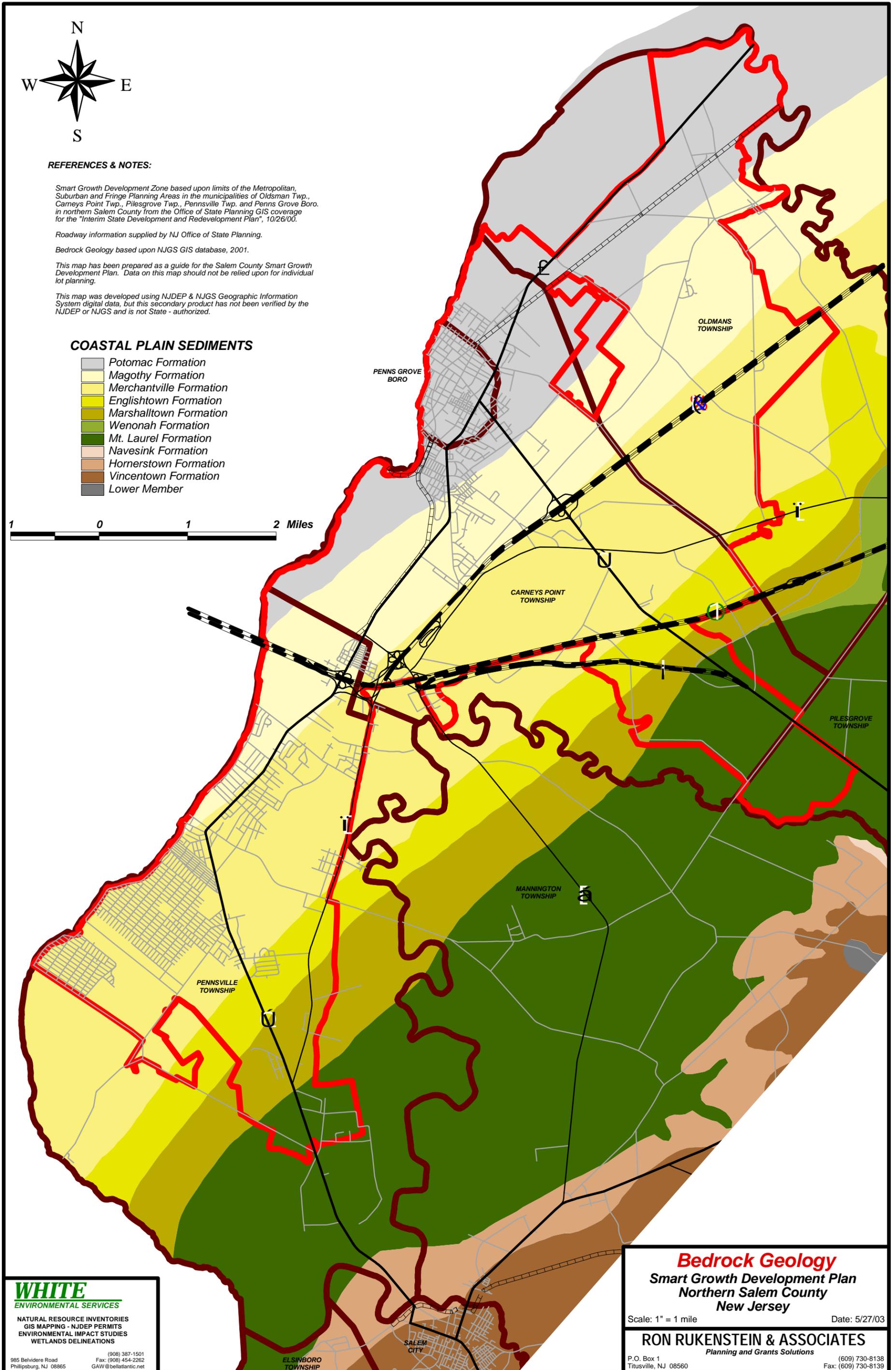
Bedrock Geology based upon NJGS GIS database, 2001.

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COASTAL PLAIN SEDIMENTS

- Potomac Formation
- Magothy Formation
- Merchantville Formation
- Englishtown Formation
- Marshalltown Formation
- Wenonah Formation
- Mt. Laurel Formation
- Navesink Formation
- Hornerstown Formation
- Vincentown Formation
- Lower Member



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Bedrock Geology
Smart Growth Development Plan
Northern Salem County
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Scale: 1" = 1 mile

Date: 5/27/03

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K. Recreation

To the west, Salem County shares 35 miles along the Delaware River and Bay with New Castle, Delaware. Large areas of tidal and freshwater marshlands, with only a few beaches, characterize this shoreline (in a historic anomaly, the mean high water mark rather than the river centerline of the Delaware River marks the Delaware-New Jersey state border for 24 of these shoreline miles). The type of recreational and economic activity that results from this environment is different than what occurs in other coastal communities. Seasonal tourism is not an important part of the County's shore area economy. Popular shore-related recreation activities include fishing, boating, nature walks, and camping.

Salem County has pursued opportunities to increase tourism on the basis of the County's natural and historic resources. Projects that contribute to the County's tourist potential include the Coastal Heritage Trail by the National Park Service, the Fort Mott State Park visitor center, and the Three-Forts ferry boat service operated by the Delaware River & Bay Authority, which links Fort Mott with Fort Delaware and Fort DuPont in Delaware. Bird watchers are drawn to large wetlands areas, which provide nesting and feeding ground for migrating waterfowl. Mannington Meadows, in particular, is recognized as the most important bird habitat in the State for King Rail and Wilson's Snipe, as well as its extraordinary role in international and national waterfowl migration patterns.

Salem County is home to the Cowtown Rodeo, the only professional rodeo in New Jersey and the weekly Cowtown Livestock Auction, one of two surviving livestock auctions in the State. The County contains several golf courses, boat basins, boat launching sites, swim clubs, campgrounds, and bridle trails, as well as the Killcohook National Wildlife Refuge, and Supawna Meadows National Wildlife Refuge.

Within the Corridor, Fort Mott State Park is a 57 acre tract adjacent to the Delaware River in Pennsville Township providing access to the river for fishing, crabbing, picnic facilities, and the historic sites of Fort Mott Civil War Cemetery and Finns Point Lighthouse. Parvin State Park in Pittsgrove Township provides two lakes for swimming, fishing and boating, 15 miles of natural trails, as well as camping, picnicking, and playground facilities.

A summary of municipal parks and recreation facilities is attached (from the Salem County Services and Facilities Report). Some of the highlights include Riverview Beach Park, overlooking the Delaware River and the site of Septemberfest in Pennsville Township, and the ball fields and picnic facilities maintained by Salem County in Oldmans Township. Two federal wildlife areas are located within Pennsville Township, including Killcohook National Wildlife Refuge (35 acres) and Supawna Meadows National Wildlife Refuge (1,718 acres).

In the summer of 2002, the County's first fully accessible playground was erected in the Carneys Point Recreation Facility. "A Place for Sami" is named for 6-year-old Sami Cox who spent her toddler years in a wheelchair. Through their outreach efforts, 9 playgrounds throughout Salem County now contain accessible equipment for children with disabilities.

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L. Cultural

Residents of the Salem County communities can enjoy theater productions in the Sol and Jean Davidow Performing Arts Theatre and sporting events at SCC's Davidow Hall. Recent highlights include Oakwood Summer Theater, world-class chamber music by the Corigliano Quartet, a music festival by the All-Salem County High School and Choir, and a Ballet South of New Jersey presentation of "Snow White."

The College's DuPont Field House also offers various programs ranging from musical concerts to galas to an antique paper show. Local Rotary Clubs and the Salem County YMCA in Carneys Point also provide recreational and cultural programs.

Appel Farms Arts and Music Center, located in Upper Pittsgrove, provides in-depth training in both music and theatre arts. In 2000, summer camp students came from 16 countries to enjoy arts and music in a non-competitive environment. Appel Farms has also established an outreach program bringing performers and the arts into South Jersey schools.

As stated in the History Section, Salem County maintains over 100 historic sites including the following: Hancock House, Salem City and Woodstown Historic Districts, Fort Elfsborg, Alloway Village, the Salem Oak Tree, Friends Meeting House, Oldmans Bridge, Fort Mott Lighthouse, and Finns Point National Cemetery.

M. Transportation

The Corridor is strategically accessible to major roadways and metropolitan markets. The entrance to the Delaware Memorial Bridge is located in the north end of the Township linking the area to Interstate 95, Wilmington, Delaware and Philadelphia, Pennsylvania. NJ Route 49 connects local traffic to the Delaware Memorial Bridge to the west and to New Jersey and Delaware shore destination points to the east. Eastern destinations such as Atlantic City and the Garden State Parkway also are accessible along Route 40. Interchange 1 provides access to north and south destinations along the NJ Turnpike, Interstate 295, and Route 130.

Most of the traffic problem areas in Salem occur along two-lane, high-volume regional routes, such as US 40 and 130 and NJ 49, particularly where these routes intersect with other high volume roads or pass through areas with higher population. Most problems derive from a combination of high traffic volume and roads that were designed decades ago for much lower traffic volumes.

Public Transportation

Mass transit is limited to bus transportation within Salem County and the Corridor. In all, 6 New Jersey Transit bus routes provide riders with local service along major roadways in the more developed areas and commuting service to Philadelphia, Wilmington, and Camden.

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- Route 402 provides commuter service from Penns Grove and Pennsville to Pureland Industrial Park, Woodbury, Camden, and Philadelphia. In mid-2002, New Jersey Transit followed recommendations by Salem County in the County's Community Transportation Plan and expanded its bus service to the Pureland Industrial Park from Salem and Gloucester counties. This move provides peak first shift access to residents of both counties.
- Route 401 provides commuter service from Salem City and Woodstown Borough to Swedesboro, Deptford, Gloucester, and Camden City, and Philadelphia.
- Route 410 primarily serves commuters in Cumberland County with one stop in Salem County, Pole Tavern in Upper Pittsgrove Township.
- Route 423 provides commuter service from the Penns Grove/Carneys Point/Pennsville area to Wilmington, Delaware.
- Route 468 provides local service to Carneys Point, Pennsville, Mannington, and Salem City.
- Salem County Transit (SCOT), Route 108 provides service to Penns Grove Borough, Pennsville and Carneys Point Townships, Salem City, Mannington Township, and Woodstown Borough.

Local transportation services are available in 14 of the 15 municipalities in Salem County for seniors and people with disabilities.

Rail Lines, Airports, and Water Transportation

There are three active rail lines providing freight service through Salem County. None of these rail lines provide passenger service. The closest passenger rail station is in Wilmington requiring an approximately 15 minute or more drive or bus ride.

The Deepwater Line, owned and operated by Conrail (a subsidiary of CSX Transportation and Norfolk Southern), runs southward through the Corridor from Woodbury through Oldmans and Carneys Point Townships and Penns Grove Borough to the DuPont Chambers Works Plant in Pennsville Township.

Air cargo and passenger flights are available from the New Castle County Airport in Delaware and the Philadelphia International Airport. The Spitfire Aerodrome (formerly known as the Oldmans Airport) provides the only public use airport facility in Salem County. The Spitfire Aerodrome is located adjacent to I-295, with 20 aircraft and available adjoining land for expansion.

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The DRBA operates, on a seasonal basis, the Three Forts Ferry that carries tourists between Fort Mott State Park in Pennsville Township, Delaware City, Delaware, and Fort Delaware on Pea Patch Island.

Two port terminals are located in Salem City's port district. Both ports can accommodate cargo freighters and have the added economic advantage of being located in a Foreign Trade Zone, which offers potential increased economic activity for the County.

The DRBA is a key player for transportation and regional economic development projects in Salem County. The DRBA was established in 1962 as a bi-state authority to operate transportation crossings between New Jersey and Delaware. In 1990, Congress amended the bi-state compact allowing the DRBA to sponsor economic development projects. Under this expanded authority, the DRBA has undertaken the development of a Business Centre (see Section IV) in Carneys Point Township as well as operation of 4 airport facilities outside of Salem County including the New Castle County Airport, Cape May Airport, the Delaware Airpark and the Civil Air Terminal at Dover Air Force Base. Other developments within the planned growth corridor include the reclamation of approximately 48 acres commencing at the Camp Pedricktown property in Oldmans. Once used for Army reserves, it will be commercially developed.

Bicycle Accessible Routes

There is heavy reliance on motorized transportation in the Corridor. Pedestrian and bicycle routes are limited. The challenge and the goal are to assure new growth and development occur on a scale that provides opportunities to preserve accessibility and the "small town" feel. Utilizing transportation planning tools will facilitate the Township efficiently providing for automotive and pedestrian circulation needs.

Currently, there are no "designated" shared-road bicycle routes on County or State/US routes in Salem County. The Salem County Planning Board prepared a Bicycle Route Improvement Guide in July 2001 to explore possible bike routes within the County. It is fortunate to have this guide in place as the New Jersey Department of Transportation (NJ DOT) is now in the process of updating the 1995 Statewide Bicycle and Pedestrian Master Plan. Within Salem County, NJ DOT has programmed funding in the FY 2002 State Transportation Improvement Program for regional bicycle network improvement projects.

N. Infrastructure

It is evident that sound infrastructure is necessary to implement the County's Smart Growth planning strategy and to ensure the economic competitiveness and viability of the Corridor. The availability of public sewer and water, electric and gas service, and solid waste are detailed below. However, it should be noted that one significant, and possibly overlooked, asset is the availability of fiber optic cable within the Corridor. Fiber optic cable represents an advanced, high volume method of telecommunications and is

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installed in the right-of-way along the length of the NJ Turnpike and Delaware Memorial Bridge.

Public Sewer

Public sewer facilities are currently limited to 5 municipalities in Salem County (Salem City, Penns Grove, Pennsville, Carneys Point, and Woodstown). Both DuPont and PSE&G maintain their own private water and sewer facilities in Carneys Point and Lower Alloways Creek, respectively.

Carneys Point and Pennsville possess excess capacity capable of meeting increased demand. Public sewer is available in both Townships and capable of meeting increased demand. Both communities share the added advantage of access to fiber optic cable, which runs along the NJ Turnpike/I-295 corridor.

However, the excess sewer capacity in Carneys Point and Pennsville is insufficient to meet the projected development needs in the Corridor for Oldmans, Penns Grove, and Pilesgrove. In addition, these participating municipalities could not support the cost of extending service or developing their own wastewater treatment facilities. Penns Grove's sewerage facility is already operating at capacity, which raises concerns over whether the 45 year-old facility can meet additional projected demand consistently within permitted discharge standards. Oldmans and Pilesgrove do not maintain public wastewater treatment facilities. Pilesgrove's draft wastewater management plan states that, "The Carneys Point plant will service the Limited Manufacturing Zone and tie-in to the Carneys Point facility, is the leading wastewater treatment option considered for development around the I-295 (Commercial/Industrial Zone) in Oldmans Township."

Based upon a feasibility study funded by the Regional Efficiency Development Incentive Program (REDI), the most cost-effective, long-term solution for regional wastewater management is a shared service arrangement. Recently, in Salem County, a major step has been taken toward the completion of a similar shared sewerage system. Salem City, Alloway Township, and Quinton Township have contracted to construct sewerage lines that would connect to the Salem Wastewater Treatment Plant. The lines will run through both Quinton and Alloway Townships and will add 127,600 gallons of sewerage capacity per day for these municipalities.

Public Water

In Salem County, four municipalities including Salem City, Pennsville, Woodstown, and Elmer support municipal water systems. Approximately one-third of Pennsville Township is served by public water and sanitary sewer systems. Nearly 60 miles of water lines serve the Township, and carry water to homes and businesses from four wells, three treatment plants, and two elevated pressure tanks.

The Penns Grove Water Supply Company, a private company based in Mullica Hill, provides public water for areas in Penns Grove, Oldmans and Carneys Point.

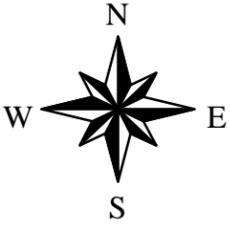
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Approximately 70 percent of the population within these municipalities is served with public water and the remaining 30 percent is served by individual wells. The population served is approximately 17,216, and represents an annual use of 534 mgd based upon 1990 water use data. The Penns Grove Water Supply Company has requested additional permitted capacity from DEP to meet the projected demand.

In addition, the Penns Grove Water Supply Company's storage facilities are currently at the 80 percent minimum required by the New Jersey Water Supply Management Rules. To provide additional storage capacity, Carneys Point Township secured federal and state grants to construct a 500,000-gallon elevated water storage tank and a 2.5 mile water line extending the public water system to the Township's Commercial Interchange and Business Park Zones. The new water line will run parallel to the new wastewater main along NJ Route 48, adding significant capacity for development within the Corridor.

Electric and Gas Service, and Solid Waste

In Salem County, Conectiv, a regional supplier of electric service throughout South Jersey, provides electric service. Conectiv recently relocated its customer care facilities to the DRBA Business Centre in Carneys Point Township. South Jersey Gas Company provides natural gas service both in Salem County and throughout South Jersey. The Salem County Utilities Authority operates a countywide landfill that opened in April 1988.



REFERENCES & NOTES:

Smart Growth Development Zone based upon limits of the Metropolitan, Suburban and Fringe Planning Areas in the municipalities of Oldsman Twp., Carneys Point Twp., Pilesgrove Twp., Pennsville Twp. and Penns Grove Boro. in northern Salem County from the Office of State Planning GIS coverage for the "Interim State Development and Redevelopment Plan", 10/26/00.

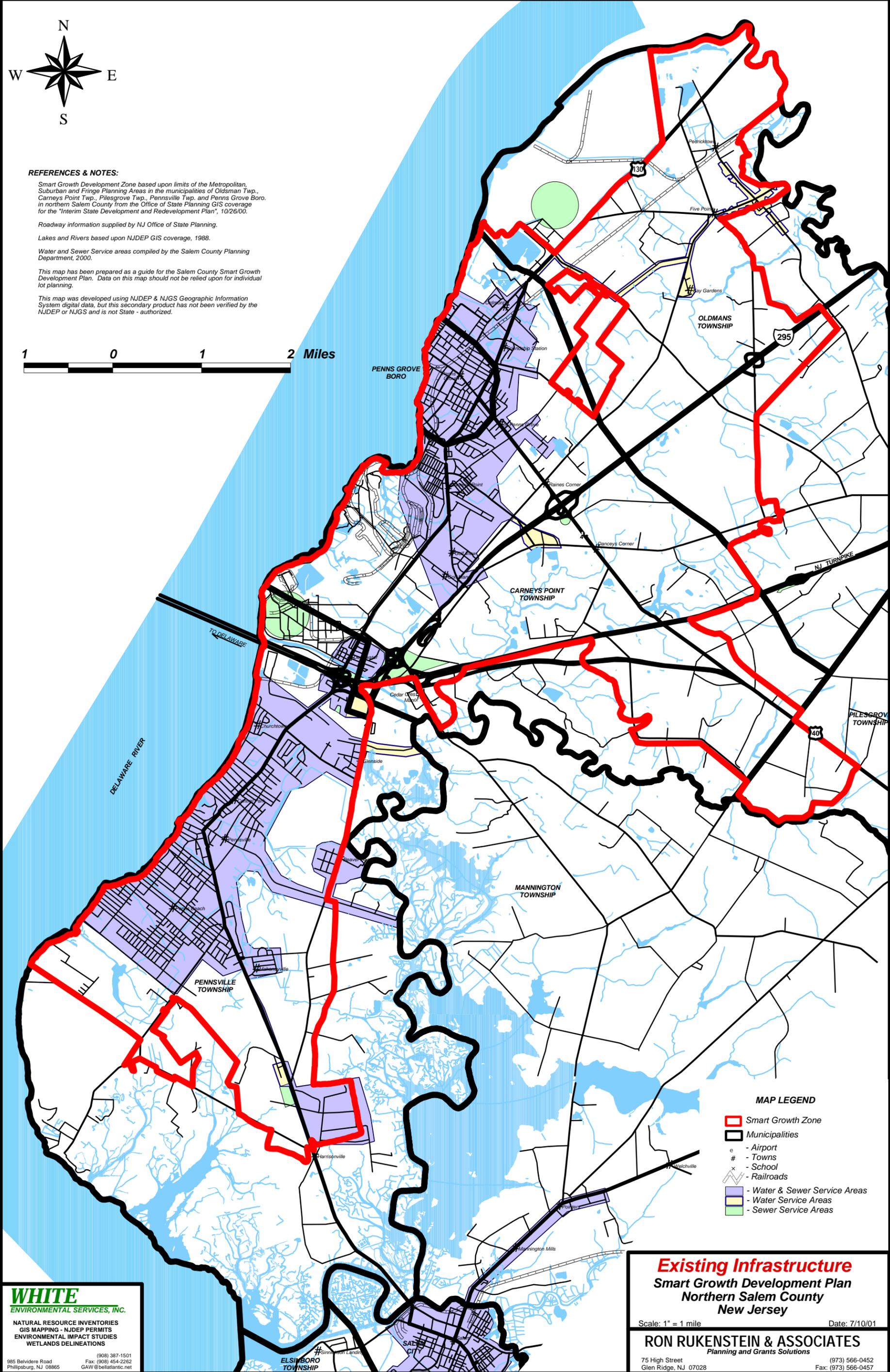
Roadway information supplied by NJ Office of State Planning.

Lakes and Rivers based upon NJDEP GIS coverage, 1988.

Water and Sewer Service areas compiled by the Salem County Planning Department, 2000.

This map has been prepared as a guide for the Salem County Smart Growth Development Plan. Data on this map should not be relied upon for individual lot planning.

This map was developed using NJDEP & NJGS Geographic Information System digital data, but this secondary product has not been verified by the NJDEP or NJGS and is not State - authorized.



MAP LEGEND

- Smart Growth Zone
- Municipalities
- e - Airport
- # - Towns
- School
- x - Railroads
- Water & Sewer Service Areas
- Water Service Areas
- Sewer Service Areas

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Existing Infrastructure
Smart Growth Development Plan
Northern Salem County
New Jersey

Scale: 1" = 1 mile

Date: 7/10/01

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IV. RECENT ECONOMIC DEVELOPMENT INITIATIVES

The Corridor has recently benefited from significant developments along the major highway interchanges. With the assistance of the project developers and host communities, Salem County is now capitalizing upon the market for highway-oriented commercial development. Recent business enterprises are summarized below:

- Interchange 1, I-295: the Hampton Inn and Cracker Barrel Restaurant in Pennsville. The Cracker Barrel has become one of the highest-grossing restaurants in its chains – due, Cracker Barrel officials say, to its superb location. Pennsville Township has initiated a redevelopment planning process in the surrounding area.
- Interchange 1, NJ Turnpike and Interchange 2, I-295: the Holiday Inn Express and Flying J Travel Plaza in Carneys Point. Carneys Point Township has initiated a redevelopment planning process for the surrounding area.
- Interchange 4, I-295: the Delaware River & Bay Authority (DRBA) opened the Business Centre, a 70-acre business park in Carneys Point Township. Conectiv is the first tenant and opened its 120,000 square foot Customer Care Center in September 1999. Approximately 450 employees work in the Conectiv building, responding to billing inquiries and emergency power outages. The Business Centre has the capacity for 5 more buildings. In June 2002, the DRBA completed construction of a new \$8 million, 80,000 square foot office flex-space building at this location to attract additional tenants. The state-of-the-art office building is designed to accommodate the needs of individual or multiple tenants. DRBA officials expect that the new building will employ approximately 400 workers.
- Interchange 7, I-295: Planned development of a 143-acre business park in Oldmans Township called the Gateway Business Park. The business park is being developed under a public-private partnership between Salem County, the New Millennium Fund (the development arm of PSE&G), and Matrix Development Group. This \$100 million project has secured all funding and approvals, and in August 2002, received \$1.4 million from the State of New Jersey for improvements to the County's wastewater management system. When completed and occupied, the Gateway Business Park is expected to create 3,150 new jobs.

These new developments represent years of planning and negotiation. With the active participation of County officials, these new projects have been developed consistently with the Salem County Growth Management Plan, directing development to the Corridor. These developments address the long-term need to replace lost employment opportunities and facilitate the transition to service sector and growth industries.

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Consistent with the expansion of the national and state economies, Salem County experienced significant increased economic activity during the past three years. The County unemployment rate dropped from 4.7 percent in 1998 and 1999 to 4.4 in 2000 while 500 new jobs were created in the County in the last year alone. The County's recent economic development initiatives are concentrated within the Corridor. Recent retail developments include:

- The commercial development in Pilesgrove featuring an Acme Super Store, a Wendy's, an Eckerd Drug Store, and several smaller retail establishments.
- Franklin Savings, which serves Salem, Gloucester, and Cape May Counties, recently opened an operations and administration center in Pilesgrove Township.
- Pennsville saw the openings of Peebles Department Store and Harvest Community Bank, the first community owned bank to open in Salem County in the past 30 years.
- New golf courses were built in Pilesgrove (Town and Country Golf Links) and Pittsgrove (Running Deer Golf Club).
- New manufacturing developments include facilities for Phoenix Glass and A Cheerful Giver and expanded plans for facilities at Ganes Chemical, Anchor Glass, DuPont Pharmaceuticals, PolyOne Corporation, Wistar Equipment, and Thomas Coatings.

More extensive commercial development has commenced across the Corridor:

- The proposed Riverwalk project at Penns Grove has secured more than \$24 million in private funding commitments and is expected to begin construction in 2003. As a Delaware River "destination point," the Riverwalk will feature 191,000 square feet of retail, entertainment, dining, and hotel facilities, an 800-by-30 foot Riverwalk along the waterfront; and over time, a marina, all designed to attract tourism to the area. To facilitate this project, the Borough has re-zoned the waterfront area and designated the waterfront and central business district as a redevelopment zone.

In June 2001, the Riverwalk project received a boost by legislation introduced in Delaware that would allow access to offshore video lottery or slot machines from a barge or floating structure moored at the West Main Street Pier. The West Main Street Pier extends beyond the mean low water mark of the Delaware River, the official boundary line between the States of Delaware and New Jersey. Delaware currently allows for video lottery facilities at the State's racetracks, including Dover Downs, Delaware Park, and Harrington Race Track.

Fenwick Commons LLC, the sponsor of the Riverwalk project and owner of the West Main Street pier, has emphasized that it intends to proceed with the upland

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retail, hotel, dining, and entertainment facilities even if the proposed video lottery legislation does not become a reality.

➤ Garden State Ethanol expressed interest in developing an ethanol production plant on the DuPont Chambers Works property in Carneys Point Township. The proposed plant would distill ethanol from grain for sale as an additive to reduce toxic emissions from gasoline. The ethanol plant would thereby provide a market for grains used in producing ethanol such as corn or unusable store grains, all of which are grown in Salem County. Garden State Ethanol estimates the ethanol plant requires a \$60 million investment and would serve as a catalyst for spin-off businesses such as dry ice manufacturing and cattle-feed processing plants. The sponsors of the project ultimately elected to locate the plant in Gloucester County, however it remains an example of the kind of economic development that would most compatible with Salem County.

➤ The McLane Company has identified the intersection of NJ Route 40 and Courses Landing Road in Carneys Point Township as the site for a 215,000 square foot food distribution center. The proposed facility will service convenience stores and fast food establishments throughout New Jersey, Delaware, Pennsylvania, Maryland, and Virginia. McLane's capital investment is projected to be \$18.5 million in real estate (land and building) and \$11 million in equipment and create 300 new jobs in the first year and a total of 450 jobs over 5 years. McClane anticipates the food distribution center will be operational in early 2004.

V. THE PLANNED GROWTH CORRIDOR: STRATEGIC ASSESSMENT, GOALS, OBJECTIVES, TASKS

In recent years, Salem County officials have embraced a growing recognition that economic development is needed to augment the local tax base and to increase employment opportunities for residents. As a result, and pursuant to a robust public policy process, a Corridor has been indicated at the intersection of the Delaware River and major roadways, where water, electric, gas, sewer, solid waste disposal and fiber optic infrastructure are already in place. Specifically, the Corridor corresponds to Metropolitan, Suburban and Fringe Planning Areas of Pennsville, Carneys Point, Pilesgrove, and Oldmans Townships and Penns Grove Borough (Planning Areas 1, 2, and 3).

This section is oriented towards implementation of the Corridor. In its presentation of main issues, goals, objectives and tasks, it provides a framework for achievement of sustainable economic growth that protects and enhances the County's highly desirable rural character, wide-ranging environmental features, and attractive quality of life.

The Plan reflects an increased emphasis on regional planning to address concerns that span municipal boundaries such as transportation, land use, economic development, infrastructure, and conservation planning consistent with the goals and objectives of the State Plan, the County Growth Management Plan, and plans of the municipalities in the Corridor.

This section has been organized as follows:

A. ISSUE

Assessment

Goal

Objective

o. task

- sub-task

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A. AVAILABLE INFORMATION

Assessment: From an acreage standpoint, there would appear to be more than ample land available for development. Carneys Point alone has an area of more than 18 square miles, approximately 40 percent of which is considered developed and 57 percent of Pennsville is comprised of wetlands and waterways. Extensive wetlands throughout the Corridor severely limit the amount of land available for development.

Moreover, there is an inability to identify environmentally sensitive areas on a regional basis: The Salem County Board of Chosen Freeholders and participating municipalities have contributed funding to developing a Geographic Information System (GIS) featuring municipal data such as zoning, block and lot maps. These initial efforts need to be extended to incorporate topographic and land use information to support the Corridor.

Lastly, there is a lack of information regarding the water resources available to support development: Water supply is a critical issue in considering development plans in Salem County and the Salem County planned growth corridor lies at the edge of Water Supply Critical Area II. The Critical Area represents a cone of depression which reflects a decreased water supply.

The underlying message behind GIS is that better information leads to better decisions. The creation of a Countywide GIS will provide a cost-effective approach to inventory existing and proposed land uses and meet regional and local needs.

Goal: Improve the availability of Countywide information

Objective 1: Ensure that local officials and residents have the best information available

- Secure funding for enhanced Salem County GIS. This system will insure the development and availability of improved geographic information to support more effective analysis and decision-making in the areas of Smart Growth, sustainable economic development planning, and shared services as well as communication with State and private partners. It also will provide the framework for implementing the County's regional planning efforts and tracking the effectiveness and outcomes of these initiatives.
- Continue to work with DEP to obtain local water supply information, and to support efforts to develop a long-term solution to address sustainability in water supply.

B. ORGANIZATIONAL CAPACITY AND REGIONAL DECISION-MAKING

Assessment: As described in Section IV, several local economic development initiatives are underway throughout the region of the Corridor. In some instances, two or more localities have collaborated on economic projects – e.g., working in partnership with the DRBA, PSE&G, Carneys Point and Oldmans Townships, Salem County has taken the

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leadership role in developing two successful new business parks. Strategic initiatives such as the Gateway Business Park, the DRBA Business Centre and the Riverwalk at Penns Grove, hold the potential to increase County employment by 40 percent.

Existing organizational capacity can be found on the County and municipal levels. In 1988, Salem County formed an Economic Development Department to oversee the County's economic development efforts. The Economic Development Department offers several programs including business promotion, attraction and retention, technical assistance to local businesses and municipalities, financial assistance, training, coordination, and referrals.

Similarly, in 1996, Carneys Point activated its Economic Development Commission (EDC). The EDC operates under the Township Committee and performs all economic development initiatives related to Carneys Point Township. For example, working in partnership with Penns Grove Borough, the NJ Turnpike Authority, and the Penns Grove Water Supply Company, the EDC secured state and federal funding for infrastructure improvements.

In 2001 Penns Grove Borough formed a Redevelopment Agency, rezoned its downtown, and secured more than \$5 million from federal and state agencies to facilitate a comprehensive economic development project incorporating a hotel, restaurant, retail facilities, as well as restoration of a pier.

Each of these local initiatives is proceeding consistently with the County's overall vision for development in the Corridor. During the plan preparation process, the Regional Planning Steering Committee expressed strong support for the formation of an inter-municipal economic development partnership to facilitate support for regional projects (such as the one that was created between Burlington City and Burlington County to facilitate a regional distribution center for the Burlington Coat Factory). The challenge for this organization is to identify activities that can be engaged through the regional planning process to increase the likelihood of success of each of these individual efforts.

Goal: Increase capacity and support for regional planning and implementation

Objective 1: Support existing organizational initiatives to advance the goals of the County Plan

- Expand the role of the regional planning steering committee to continue through plan implementation.
- Request that each municipality maintains a representative in the Steering Committee.
- Make regional planning information readily available on the Salem County website and in other appropriate places.

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- Provide an electronic forum for comments.
- Hold public meetings open to all stakeholders on an annual or semi-annual basis.
- Improve communication with the State agencies and officials and identify technical and financial resources needed for implementation.

Objective 2: Encourage community and stakeholder collaboration through new initiatives

- Establish criteria for development that is “livable” and “sustainable”, specifically addressing means for these rural neighborhoods to provide the jobs, education, and health care necessary to sustain the people who live there.
- Create a regional development plan and marketing strategy.
- Explore investment or ratable sharing opportunities to promote a greater incentive for cooperation.

C. ENVIRONMENTAL RESOURCES

Assessment: With only 10 percent of the County’s land developed for residential, commercial, or industrial use, the remaining 90 percent is dedicated to farmland and environmental resources including:

- Approximately 83,600 acres of farmland, 67,000 acres of tidal and freshwater wetlands and marshlands, approximately 25 lakes, two inland rivers (the Salem and Maurice Rivers), numerous streams that provide recreation, scenic, and to a lesser extent economic benefits.
- Approximately 35 miles of shoreline along the Delaware River and Bay. Large areas of tidal and freshwater marshlands, with only a few beaches, characterize this shoreline.
- Salem County’s vast wetlands and waterways, which serve many important environmental functions, including water purification, excess storage capacity for storm water, and habitat for a wide variety of vegetation and wildlife.

Whereas these resources are clearly a huge asset, threats to them are apparent.

- Population trends reflect a shift from the western, developed region to the rural central and eastern areas in a pattern that promotes sprawl and threatens open space, wetlands, and farms. Sprawl, even if sparse and scattered, negatively impacts on environmental resources.

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➤ Development in the larger region outside of Salem County can adversely affect the County's air and water resources, while control or mitigation is difficult due to the regional nature of the problem.

Concurrently, the identification and quantification of water supply capacities has become a critical issue. Public-supply purveyors are at or near the limits of their water allocation permit and future permits will be severely limited as they affect the critical area boundary. Salem County planning area lies at the edge of Water Supply Critical Area II. The Critical Area represents a cone of depression that reflects a decreased water supply. As a result, new wells must be dug at greater depths, thereby raising concerns of salt-water intrusion and the capacity of the Potomac-Raritan-Magothy (PRM) aquifer to support current and projected water supply demands.

Goal: Identify, Protect, Preserve and Enhance Salem County's incredibly diverse environmental resources

Objective 1: Inventory environmentally sensitive resources

- Assist governmental and environmental organizations in the development and maintenance of an inventory (including block and lot location mapping) of natural features in Salem County.
- Create a priority list of endangered environmental sites and resources in need of protection.
- Create an informational clearinghouse for natural features inventories and mapping.
- Create a natural features map and associated database integrated in the County's GIS system.
- Place a newly-created environmental inventory, mapping, and database on the County website, in the Today's Sunbeam and other local papers, and make it available to the County's municipalities and environmental agencies for their planning and development review activities.
- Request DEP assistance in two areas: providing local water supply information and developing long-term solutions to address sustainability in water supply.

Objective 2: Protect environmental resources from sprawl and related threats

- Work with State agencies, municipal leaders, and environmental groups in the development and implementation of plans and strategies to protect the County's environmental resources, emphasizing the need for Countywide watershed planning.

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- Support efforts by the Salem County Agriculture Board to identify prime soils, farmland targeted for preservation, and to create and/or distribute model Right to Farm Ordinances and related agriculture zoning that protects farming activity.
- Work with County's municipalities to include environmental protection plans and strategies in their master plans and ordinances, and in their development review process.
- Promote the benefits of COAH certification and re-examination of permitted development as a growth management technique.
- Provide training workshops for municipalities to protect wildlife resources through development ordinances that provide buffer areas and incorporate clustering and conservation subdivision design techniques in the site plan/subdivision review process.
- Promote the use of clustering subdivision techniques, which allow residential lots to be smaller than generally permitted by municipal zoning. By providing for permitted residential development on smaller land areas, municipalities will increase open space and common areas that can be used by residents while reducing infrastructure costs.
- Promote the placement of residential units in a subdivision to preserve rural character and natural areas. Placement of structures adjacent to tree lines and wooded field edges can minimize visual impacts of development and help preserve the rural character of developed areas.
- Establish Salem County Wellhead Protection Areas and require appropriate buffers to prevent contamination of groundwater resources.
- Encourage municipalities to create municipal or multi-jurisdictional environmental commissions or committees to assist in the planning and implementation of environmental strategies.

Objective 3: Preserve natural resources through land regulation, acquisition, and other conservation efforts

- In cooperation with municipalities and appropriate agencies, determine the environmentally sensitive areas to be preserved through development restrictive zoning.
- Assist municipalities, where appropriate, in the development of model environmental protection ordinances.
- In cooperation with the Salem County Agriculture Board, State and environmental agencies, determine and delineate area to be protected through land

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easement programs. Work with appropriate organizations in the development of strategies/options for obtaining and preserving the designated areas.

- Develop a target vision for a percentage of land to be preserved as open space and for recreational use.
- Develop a target vision for a percentage of farmland to be preserved and managed by family-owned businesses.
- Develop goals to encourage more efficient utilization of water conservation by all public and private institutions, including homeowners.

Objective 4: Consistent with the best practices of environmental resource management, promote accessibility and passive and active participation by the public

- Cooperate with appropriate agencies in identifying natural resource areas that would be compatible with public accessibility, emphasizing access to the Delaware River.
- Under the leadership of the Salem County Steering Committee, develop policies to balance access to and protection of environmental resources with inconvenience to local residents that would result from attracting visitors to these sites.
- Develop multi-use trails along the buffer of stream corridors such as Game Creek in Carneys Point. These buffers will serve as a visual screen and as protection from adjacent land uses.
- Stream buffers can be incorporated in municipal Master Plans or Greenway Plan and also meet recreational needs such as hiking, boating, and fishing.
- The creation and enforcement of stream corridor buffers may also be accomplished through restrictive covenants or deed restrictions, should the municipality acquire and transfer title for redevelopment.
- Identify funding sources to and programs to provide the necessary facilities and assistance to attract the public to these sites.
- Work on a County-wide basis with the Shade Tree Commission to secure grant funding.
- Publicize the availability of the Salem County Outdoor Adventure Map.

D. ECONOMIC DEVELOPMENT

Assessment: Salem County maintains a strong need for economic development. The County's 1999 per capita income was \$20,874—23 percent lower than the State's per capita income of \$27,006, ranking as the second lowest county per capita incomes in the State. Three municipalities in the Corridor (Carneys Point, Penns Grove, and Pennsville) both lost population and inflation-adjusted household income during the past 10 years. Salem is the least populated county in New Jersey. The combined effects of low level income and a smaller tax paying population amount to a lower degree of buying power than is seen throughout the rest of the State, and therefore a concomitant reduction in the demand for investment dollars and businesses supported exclusively by local residents.

Workers in Salem County feel the changing face of employment more than other New Jersey workers. Salem County's reliance on manufacturing and utilities poses a weakness to its economy as the State and nation move more toward a more service-based economy. The County relies upon a greater proportion of jobs in manufacturing (19% County to 13% State) and transportation/public utilities (14% County to 7% State) due in large part to DuPont and PSE&G, while maintaining a smaller proportion of jobs in trade (17 to 23 percent) and services (27 to 32 percent). This industry mix accounts for lagging covered employment figures (the number of people employed in Salem County). With a slight increase in labor force and decrease in covered employment over the past twenty years, Salem County residents must increasingly seek employment outside the County. Since 1992, an increase in the Southern Regional Labor Market's nonfarm employment has been centered in the service-producing industry with more than 9 out of every 10 jobs (92.2 percent) occurring in this sector. Thus, attracting service-based employers is critical to stabilizing the employment base in Salem County.

The County maintains several strengths in this regard including, Favorable Regional Location and Transportation Corridor (the Corridor is proximate to 90 million people on an overnight basis) as well as containing the availability of central public sewer and water, electric and natural gas service, solid, sanitary and hazardous waste, and fiber optic cable within the Corridor. Financial incentives are in place for business attraction, retention and growth: a reduced 3 percent retail sales tax program, a designated Foreign Trade Zone in the Port of Salem, and a new Revolving Loan Fund that assists businesses in buying land or buildings, building new facilities, rehabilitating existing structures, purchasing "fixed" equipment or developing and improving a site. However, the region lacks a comprehensive marketing plan – especially important given the Corridor's proximity to Delaware, a no sales tax state.

Goal: Promote sustainable economic development

Objective 1: Create a regional land development plan

- Develop a targeted list of developable land, served by existing infrastructure, and regulated by use and design standards that reflect the Master Plans of the

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respective municipalities. This list may consist of privately owned sites or lands that may be assembled through the active participation of a municipal or regional redevelopment authority.

- Present land development opportunities to federal and state agencies to request regulatory and financial assistance in implementation.
- Public funding incentives could be linked to available development sites, including Brownfield and waterfront properties, as part of an overall publicity campaign to educate the public and market the available properties.

Objective 2: Create a regional business attraction and marketing strategy

- Prepare promotional materials highlighting what makes Salem County unique and attractive for business investment.
- Highlight Salem County's 3 unique public financing opportunities: reduced 3 percent retail sales tax program, Revolving Loan Fund to assist businesses to buy land or buildings, build new facilities, rehabilitate existing structures, purchase "fixed" equipment or develop and improve a site, and designated Foreign Trade Zone, the Port of Salem, where foreign and domestic merchandise is exempt from excise tax.
- Highlight the quality of life as part of the business attraction program, particularly those initiatives that utilize the County's cultural and natural resources in promoting tourism (i.e. historic sites, parks, natural areas, and other attractions such as Cowtown Rodeo).
- Informational materials should also highlight the advantages of existing infrastructure (roads, river, rail, fiber optic cable) and current partnerships to develop and implement an enhanced technical and leadership program for the workforce.
- Identify target business and information needed from prospective developers.
- Targeted businesses should include those requiring distribution centers for serving South Jersey, Philadelphia, and Delaware. Delaware as well as those that can benefit from Salem County's competitive port facilities for import-export. Over time, companies that agree to establish a distribution center in the County, may desire to establish a manufacturing presence there, as part of an expansion plan.
- Promotional techniques that may be considered include:
 - Utilizing multiple mediums to advertise site availability through E-mail with relevant Salem County information, the Internet, industry publications and websites, direct mailings, and news articles.

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- Educating regional account executives at the New Jersey Department of Commerce, Division of Client Promotions about the site's specific attributes and availability.
- Developing brochures.
- Providing site tours to area realtors.
- Posting marketing information and graphics on Salem County or municipal websites.

Objective 3: Business retention and expansion

- o Conduct annual business survey where the needs of the already present private investment are identified and matched with available resources (such as the Salem County Economic Development Programs).
- o The results of the survey will be shared with other entities that can assist in solving business problems, and over time, coordinated with the Salem County Chamber of Commerce to create an electronic clearinghouse matching members with potential suppliers and customers.
- o Promote entrepreneurial efforts and support for small business through the resources available in the Salem Community College and Salem County Vocational Technical School.

E. REDEVELOPMENT

Assessment: Redevelopment presents a critical growth management tool to meet both the economic development and environmental goals of Salem County. The Corridor contains a significant amount of open space, natural environmental features, and recreational opportunities. Located along the Delaware River, the Corridor is easily accessible to the major roadways, the New Jersey Turnpike, I-295, and the metropolitan areas of Wilmington, Delaware and Philadelphia, Pennsylvania. However, an eroding industrial tax base, diminished employment opportunities, and significant loss of disposable income in the community have compromised the high quality of life associated with Salem County.

A one-time bustling marketplace, downtown areas in the Corridor have been hard hit by the loss of disposable income in the community and competition from large malls and the New Jersey State sales tax. The planned redevelopment will open the door to consideration of cultural and sporting events, discount and boutique shopping, and tourism revenue. Additionally, the projected employment rate within the Corridor will increase resident consumerism.

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The County's chemical industry has experienced a substantial overall job loss due to downsizing at DuPont, once the County's and Southern New Jersey's major employer. Historically, DuPont Chambers Works was the largest chemical manufacturing facility in the world and DuPont was the County's most dominant economic force. With international headquarters directly across the Delaware River in Wilmington, this "smoke stack" facility influenced community life as the largest producer, employer, and taxpayer. In recent years, changes in the State's environmental requirements and global competition forced DuPont to relocate many of the site's business lines, get out of some altogether, and significantly downsize its operation at the Chambers Works facility. More than 4,000 people were employed in moderate to high paying jobs at this facility in the mid-80's; now there are approximately 1,200. Some of the former employees have been unable to find suitable alternative employment in the area and the stagnation of employment opportunities has contributed to a loss of population and inability to increase the population.

While DuPont still remains the second largest employer in Salem, County officials have recently completed a study to explore the feasibility of enticing new businesses and companies to the DuPont Chambers Works site.

Over a century of industrial use has left a number of the Corridor sites contaminated. Contamination, possibly caused by local manufacturing and chemical industries, can migrate to neighboring sites, infiltrate the groundwater supply and cause health hazards. Additionally, these blighted areas have become unsightly and present the possibility of health and safety hazards. These concerns deter new development and businesses from relocating to the Corridor and employing its workforce.

The fiscal burden caused by vacant and underutilized property is significant. Industry operations, formerly unregulated by the New Jersey Department of Environmental Protection (NJDEP), have abandoned sites within the Corridor. Based on the decreased property value, the owners obtain tax relief, leaving host communities with underutilized—and potentially contaminated—properties and costing millions in lost tax revenues. Declining industrial/commercial property values have eroded the County's tax base, shifting the tax base burden onto homeowners.

Redevelopment should be emphasized equally in these older suburbs and small cities as it is presently in larger cities and urban areas. These communities have not had the opportunity to participate in the State's Urban Enterprise Zone and Urban Coordinating Council Programs which have provided critical seed money for redevelopment planning and projects. Similarly, most of these communities are not eligible for critical environmental and infrastructure funds available through the NJ Redevelopment Authority. Outreach efforts will be made to work with the NJ Department of Community Affairs and the US Department of Agriculture to identify and/or develop financing tools for this rural area.

Four of the five communities included in the Corridor (Penns Grove, Pennsville, Oldmans and Carneys Point) have initiated redevelopment plans and related projects.

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These municipal efforts should be supported and expanded by an overall County redevelopment initiative.

Goal: Utilize the redevelopment planning process to revitalize and enhance the Salem County Planned Growth Corridor and establish a land efficient approach to development

Objective 1: Establish an inter-municipal process for redevelopment

- Establish a formal, cooperative relationship between the Salem County Planning Board and the municipalities located in the Corridor.
- Identify areas in need of redevelopment as per the redevelopment statute.
- Conduct public hearings and involve appropriate state agencies in the process of prioritizing which sites are best suited for redevelopment.
- Establish a citizen advisory group to help shape a vision and specific development priorities for identified redevelopment areas.
- Present citizen advisory committee recommendations to the planning boards in each community to evaluate the consistency with the municipality's master plan.
- Present the citizen advisory committee and planning board recommendations to the governing body in each municipality.
- Present the overall redevelopment plan to the Salem County Freeholder Board for endorsement.
- Establish a regional redevelopment agency for plan implementation.
- The Salem County Planning Board will coordinate this process to ensure the following land use challenges are addressed.

Objective 2: Identify Brownfield and environmentally contaminated sites

Objective 3: Work with State and Federal Agencies to limit the liability associated with environmental clean-ups, providing the incentive to return these sites to productive use, transforming the appearance and restoring the property values

Objective 4: Work with State Agencies to create financial incentives for rural redevelopment

Objective 5: Conduct marketing and outreach efforts to private developers to facilitate economic development and replace lost employment opportunities

Objective 6: Encourage the revitalization of existing downtown areas as part of the overall redevelopment plan

Objective 7: Promote physical design features that enhance public safety, increase pedestrian activity, and decrease dependency on the automobile

F. HOUSING

Assessment: During the past decade, Salem County authorized the fewest privately owned residential units for construction of any County in New Jersey. Housing starts and areas drawing population are highly correlated as building permits reflect steep growth outside of the Corridor in Pilesgrove and Pittsgrove. Increased housing options within the Corridor could be expected to help reverse a decreasing population trend.

Within Salem County, 45 percent of all housing units are located within the Corridor. Housing values are quite low by the standards of the rest of New Jersey. Salem County's median housing value is \$105,200, which is 30 percent lower than the State's median of \$170,800. Only 11.7 percent of all County housing is valued at more than \$150,000. High-end housing is even more limited within the Corridor, where less than 7 percent of housing units are valued at over \$150,000, and of these, only 7 units are valued at over \$300,000. The lack of high-end housing limits housing options for people earning higher incomes in Salem County. The small supply of high-end housing may, in part, explain wage statistics demonstrating that Salem maintains the highest wage rates in South Jersey and among the lowest per capita incomes. In other words, high wage earners with jobs in Salem County are not living there.

On a positive note, with many homes priced below \$100,000, housing is generally affordable to people at low and moderate incomes. In an area with a larger than average percentage of people living in poverty, ensuring that housing is both safe and affordable has a positive effect on economic development, children's health, and the well-being of families.

Many of the dwellings in the Corridor are older as over 90 percent of the homes built in 1979 or earlier. The number of older homes in the area presents an opportunity for historic preservation and suggests that some of these structures may need to be upgraded.

Goal: Ensure a wide range of housing options that serve the Corridor's current and future populations

Objective 1: To fill the gaps in the types of housing available in the Planned Growth Corridor, emphasizing the need for housing rehabilitation, related support services and homeownership opportunities.

- Incorporate higher-end housing development as part of mixed-use redevelopment projects.

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- Work with redevelopment agencies to develop design guidelines through the redevelopment process that address site specific issues such as housing densities, streetscape, and the integration of housing and commercial development.
- Coordinate efforts among municipalities to obtain COAH certification both on the municipal and regional levels consistent with the overall growth management goals for the Corridor and the County.
- Explore housing rehabilitation opportunities through New Jersey Small Cities Program, USDA, Federal Home Loan Bank Affordable Housing Program, and First Time Homebuyers Club.
- Provide outreach efforts to existing residents as part of the housing rehabilitation efforts.
- Work with local code enforcement officials, banks and housing organizations to provide assistance in the areas of budgeting, financial management, and homeownership counseling; as well as working with social service organizations to provide assistance in the areas of financial aid, childcare, and educational assistance to promote self-sufficiency.

G. EDUCATION

Assessment: the average number of high school graduates in the region among residents older than 18 range from 37 percent in Penns Grove to 57 percent in Pennsville. In the most recent report of high schools in the State, high schools in the Region had among the lowest SAT scores and percentage of students going on to college. Nearly half (44 percent) of female-headed families with children under 5 years old in Salem County live below the poverty level. In 1999, that totaled 818 families headed by a single mother and living in poverty, most of whom live in the Planned Growth corridor. Education is one valuable tool to help to mitigate an otherwise enduring cycle of poverty.

Goal: Increase educational performance and graduate rates

Objective 1: Upgrade the existing educational system

- Provide financial aid, childcare, and educational assistance in order to help residents become self-sufficient members of the workforce.
- Encourage the use of the Salem County United Way, which partners with local agencies providing day care, literacy programs, counseling for people with disabilities and hardships. Add the United Way as a member of the Regional Plan Steering Committee to ensure that social services are considered through plan implementation.

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- Request that a percentage of revenues generated by new development be reserved for employment-related support services for low and moderate-income residents.
- Explore public funding opportunities for social services on a regional basis including programs such as Job training centers for Urban Women (DCA).

H. WORKFORCE

Assessment: Workers in Salem County feel the changing face of employment more than other New Jersey workers. Salem County's reliance on manufacturing and utilities poses a weakness to its economy as the State and nation move more toward a more service-based economy. The County relies upon a greater proportion of jobs in manufacturing (19% County to 13% State) and transportation/public utilities (14% County to 7% State) due in large part to the dominance of DuPont and PSE&G, while maintaining a smaller proportion of jobs in trade (17 to 23 percent) and services (27 to 32 percent). This industry mix accounts for lagging covered employment figures (the number of people employed in Salem County). With a slight increase in labor force and decrease in covered employment over the past twenty years, Salem County residents must increasingly seek employment outside the County.

Nevertheless, the Salem County workforce has consistently adapted to meet the challenges of employers. The Salem County College, which includes the Vocational Technical Center and the One-Stop Center provide a wide-range of job readiness and job training services, and has seen a steady increase in enrollment and credit hours over the last several years.

Historically, a highly skilled workforce has supported the growth of the chemical and nuclear energy industries. However, the missive of the Corridor, and changing economic conditions generally, suggest that further job skills adaptation will be necessary.

Goal: Capitalize on and augment workforce training programs

Objective 1: Provide additional assistance to low and moderate-income residents to adapt to a changing economy

- Promote the use of the SCC Vocational Tech School and One Stop Center as the first source of employment referral for prospective employers.
- Promote the continuation of the Regional Plan Steering Committee, which linked municipal and private economic development initiative with existing workforce readiness services.
- Provide financial aid, childcare, and educational assistance in order to help residents become self-sufficient members of the workforce.
 - Encourage the use of the Salem County United Way, which partners with local agencies providing day care, literacy programs, counseling for

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people with disabilities and hardships. Add the United Way as a member of the Regional Plan Steering Committee to ensure that social services are considered through plan implementation.

- Request that a percentage of revenues generated by new development be reserved for employment-related support services for low and moderate-income residents.
- Explore public funding opportunities for social services on a regional basis including programs such as Job training centers for Urban Women (DCA).

I. TRANSPORTATION

Assessment: The Corridor is well situated to benefit from a regional transportation system. The Delaware Memorial Bridge links the County to Wilmington, Baltimore and Washington DC and interstate highways that pass through the County create easy access to Philadelphia and up through New Jersey to New York City. US 40 and NJ 49 connect Salem to New Jersey's shore points. Salem contains the Port of Salem, Oldmans Airport, and 3 active rail lines that provide freight service through the County. There is limited local public bus service in the western part of Salem County and commuter buses to Woodbury, Camden, and Philadelphia from 3 different locations in the County.

There is heavy reliance on motorized transportation in the Corridor. Pedestrian and bicycle routes are limited. The challenge and the goal are to assure new growth and development occur on a scale that provides opportunities to preserve accessibility and the "small town" feel. Utilizing transportation planning tools will facilitate the Township efficiently providing for automotive and pedestrian circulation needs.

Most of the traffic problem areas in Salem occur along two-lane, high-volume regional routes, such as US 40 and 130 and NJ 49, particularly where these routes intersect with other high volume roads or pass through areas with higher population. Most problems derive from a combination of high traffic volume and roads that were designed decades ago for much lower traffic volumes. Efforts to correct these problems often are frustrated by difficulty in obtaining rights-of-way and funding needed to widen roads or construct a bypass.

Traffic congestion and bottlenecks not only delay local commuters and lead to a poorer quality of life, but also interfere with speedy cargo movements – movements essential to regional competitiveness. Efficient transportation depends upon the ability to connect highways, airports, ports and railways.

Goal: Maintain and improve a transportation system that provides for the safe and efficient movement of vehicles and people

Objective 1: Ensure that both cargo and commuters have the ability to move efficiently through the County

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- Utilizing resources of the South Jersey Transportation Planning Organization, the State Transportation Plan, and other regional and State tools, identify congested roads and intersections, followed by action plan. Action plan must take into account environmental impact of changes, as well as policy of directing development to western end of the County.

Objective 2: Reduce auto-dependency, thereby positively affecting air quality and reducing the number of vehicles on the road

- Plan for bicycle and pedestrian trails to link residential areas to employment centers and recreational facilities.
- Consider transit-oriented development in which affordable housing is built adjacent to shops and mass transit to provide access for lower-income residents who generally own fewer cars than higher-income residents.
- Expand, enhance and maintain mass transit service.
- Promote voluntary commute options and strategies that reduce the volume of single-occupancy vehicles on the County road system.
- Develop and maintain an information system to track non-auto modes of transportation in the County (link with GIS).
- Evaluate options for the use of alternative energy.
- Expand the Port of Salem, which is easily accessible from the Delaware, and Chesapeake Bays and the Delaware Canal. It occupies a central location in the Boston-to-Washington megalopolis via waterway, railway and highway.
 - Perform cost-benefit analysis of the economic feasibility of port expansion. Analysis should include comparison to Port of Elizabeth and Delaware ports and feasibility of attracting New Jersey industry to the Port.

J. REGIONAL INFRASTRUCTURE AND NATURAL RESOURCES

Assessment: It is evident that sound infrastructure is necessary to implement the County's Smart Growth planning strategy and to ensure the economic competitiveness and viability of the Corridor. The availability of public sewer and water, electric and gas service, and solid waste have been described in other sections of this document. In light of limited resources, the regionalization of infrastructure resources would result not only in greater efficiency, but in a greater balance between those areas with excess capacity and those with a deficit of infrastructure. The challenge is most evident with regard to regional wastewater management and water supply.

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Based upon a feasibility study funded by the Regional Efficiency Development Incentive Program (REDI), the most cost-effective, long-term solution for regional wastewater management is a public/private shared service arrangement. DuPont maintains a 40 mgd capacity, state of the art industrial/hazardous waste treatment facility centrally located within the Corridor. DuPont has agreed to modify their plant to provide secondary and tertiary treatment for the entire Corridor, if the Carneys Point facility is modified to serve as the regional collection point and provide primary treatment.

The benefits of this project include but are not limited to the following:

- Lower regional wastewater treatment costs for residents, future residents, and future commercial and industrial users within the Corridor.
- Cleaner effluent will be released into the environment due to the sophistication of the DuPont facility.
- The discharge sites into the Delaware River will be reduced from 3 to one while adding service to another community.
- Maintenance of the long-term viability of DuPont's hazardous waste treatment facility. Presently, DuPont Chambers Works treats 75 percent of the hazardous wastewaters generated in New Jersey, including industrial clients located in Linden, Rahway, Carteret, East Rutherford, Elizabeth, Wayne, Freehold, and Belvedere. Approximately 40 percent of DuPont's treatment capacity is not being used. This reduction in use compromises the ability of the plant to maintain operations. The successful implementation of this proposal will enhance the sustainability of this important statewide treatment facility.

Furthermore, this project will help achieve the goals of the State Plan by providing sufficient treatment capacity to accommodate the build-out of the Corridor. The availability of water and sewer infrastructure is essential to our ability to retain and expand existing business, attract new businesses, and replace lost employment opportunities and tax ratables in Salem County. This project will also provide infrastructure that supports the current major economic development initiatives underway in the participating municipalities.

In 2001, the State of New Jersey appropriated \$13.682 million for a regional Wastewater Management solution. However, at the onset of the 2002 fiscal year, State budget cuts resulted in the loss of funding for the regional Wastewater Management project. In Fiscal Year 2003, the State provided initial funds for project design and more recently, has once again committed the balance of the \$14 million for the Corridor's wastewater management project. These funds are now encumbered and available for construction.

Water supply is another critical issue in considering regional development plans in Salem County, as the Salem County Planned Growth Corridor lies at the edge of Water Supply Critical Area II, as defined by the US Geological Service and NJ Department of

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Environmental Protection. The Critical Area represents a cone of depression, which reflects a decreased water supply. As a result, new wells must be dug at greater depths, thereby raising concerns of salt-water intrusion and the capacity of the Potomac Raritan Magothy aquifer (PRM) to support current and projected water supply demands. Moreover, public-supply purveyors are at or near the limits of their water allocation permit and future permits will be severely limited as they affect the critical area boundary. A regional approach will ensure that development plans are realistic and tailored to available environmental resources

In this meeting we learned that

Goal: Regionalize infrastructure systems and resources

Objective 1: Implement the regional wastewater management solution for the Planned Growth Corridor

- Provide municipal and county governing bodies and water and/or sewer agencies to coordinate the Regional Wastewater Management Project.
- Work with the professionals of both agencies on project implementation.
- Provide progress reports to Township and elected officials at the state, county, and local levels.
- State approvals for this major regional project will rely and depend heavily upon successful completion of the smart growth planning efforts outlined above.

Objective 2: Work with NJ DEP to obtain local water supply information and develop long-term solutions to address sustainability in water supply

- Work with NJ DEP staff and participating municipalities to establish a consensus regarding the available regional carrying capacity for development and to prepare a build-out analysis to estimate water demand in the smart growth planning region.
- Extend invitations for DEP and USGS to join us in a working group to address these issues and present them to the Steering Committee.
- Request DEP's assistance in two areas: local water supply information and developing long-term solutions to address sustainability in water supply. Local water supply issues include the following:
 - What are the permitted ground water and surface water allocations in the smart growth planning region?
 - In developing permitted allocations, does DEP consider the positive impact of recharge?

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- In developing permitted allocations for the PRM aquifer, does DEP consider the fact that Salem County is and intends to remain relatively undeveloped in comparison to Gloucester County and New Castle County, Delaware which use the same aquifer?

- What is the status of the requested permit for increased allocation from the Penns Grove Water Supply Company and the water supply source for the expiring permit for the Clemente Gravel Pit?

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VI. THE PLANNED GROWTH CORRIDOR: IMPLEMENTATION GRAPHIC

This chart captures, succinctly, the 10 categorical goals and key implementation tasks associated with the Corridor Strategic Plan. The tasks have been color-coded to indicate those that can be implemented in the first, second and third stages of Plan implementation—each stage being of approximately 6 months in duration.

Goal	Objective	TASK	TASK	TASK	TASK
I. AVAILABLE INFORMATION					
Goal 1. Improve availability of County-wide information	Objective 1. Ensure that local officials and residents have the best information available	Task 1. Secure funding for County-wide GIS	Task 2. Work with DEP to obtain water supply info, and develop a solution for a sustainable water supply		
Goal 2. Increase capacity and support for regional planning and implementation	Objective 1. Support existing organizational initiatives to advance the goals of the County Plan	Task 1. Expand the role of the regional planning steering committee to continue through plan implementation	Task 2. Request that each municipality maintains a representative in the Steering Committee.	Task 3. Make regional planning information readily available on the Salem County website and in other appropriate places	Task 4. Provide an electronic forum for comments
		Task 5. Hold public meetings open to all stakeholders on an annual or semi-annual basis	Task 6. Improve communication with the State agencies and officials and identify technical and financial resources needed for implementation		
	Objective 2. Encourage community and stakeholder collaboration through new initiatives	Task 1. Establish criteria for development that is "livable" and "sustainable", specifically addressing means for these rural neighborhoods to provide the jobs, education, and	Task 2. Create a regional development plan and marketing strategy.	Task 3. Explore investment or ratable sharing opportunities to promote a greater incentive for cooperation	

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		health care necessary to sustain the people who live there			
Environment					
Goal 1: Identify, Protect, Preserve and Enhance Salem County's incredibly diverse environmental resources	Objective 1. Inventory environmentally sensitive resources	Task 1. Assist governmental and environmental organizations in the development and maintenance of an inventory (including block and lot location mapping) of natural features in Salem County	Task 2. Create a priority list of endangered environmental sites and resources in need of protection	Task 3. Create an informational clearinghouse for natural features inventories and mapping	Task 4. Create a natural features map and associated database integrated in the County's GIS system
		Task 5. Place a newly-created environmental inventory, mapping, and database on the County website, in the Today's Sunbeam and other local papers, and make it available to the County's municipalities and environmental agencies for their planning and development review activities	Task 6. Request DEP assistance in two areas: providing local water supply information and developing		

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	Objective 2. Protect environmental resources from sprawl and related threats	Task 1. Work with State agencies, municipal leaders, and environmental groups in the development and implementation of plans and strategies to protect the County's environmental resources, emphasizing the need for Countywide watershed planning	Task 2. Support efforts by the Salem County Agriculture Board to identify prime soils, farmland targeted for preservation, and to create and/or distribute model Right to Farm Ordinances and related agriculture zoning that protects farming activity	Task 3. Work with County's municipalities to include environmental protection plans and strategies in their master plans and ordinances, and in their development review process	Task 4. Promote the benefits of COAH certification and re-examination of permitted development as a growth management technique
		Task 5. Provide training workshops for municipalities to protect wildlife resources through development ordinances that provide buffer areas and incorporate clustering and conservation subdivision design techniques in the site plan/subdivision review process	Task 6. Promote the use of clustering subdivision techniques, which allow residential lots to be smaller than generally permitted by municipal zoning. By providing for permitted residential development on smaller land areas, municipalities will increase open space and common areas that can be used by residents while reducing infrastructure costs	Task 7. Promote the placement of residential units in a subdivision to preserve rural character and natural areas. Placement of structures adjacent to tree lines and wooded filed edges can minimize visual impacts of development and help preserve	Task 8. County Planning office should take the lead in creating a tool box of sample ordinance, an open space plan and a farmland preservation plan
		Task 9. Establish Salem County Wellhead Protection Areas and require appropriate buffers to prevent contamination of groundwater resources	Task 10. Encourage municipalities to create municipal or multi-jurisdictional environmental commissions or committees to assist in the planning and implementation of environmental		

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			strategies		
	Objective 3. Preserve natural resources through land regulation, acquisition, and other conservation efforts	Task 1. In cooperation with municipalities and appropriate agencies, determine the environmentally sensitive areas to be preserved through development restrictive zoning	Task 2. Assist municipalities, where appropriate, in the development of model environmental protection ordinances	Task 3. In cooperation with the Salem County Agriculture Board, State and environmental agencies, determine and delineate area to be protected through land easement programs. Work with appropriate organizations in the development of strategies/options for obtaining and preserving the designated areas	Task 4. Develop a target vision for a percentage of land to be preserved as open space and for recreational use
		Task 5. Develop a target vision for a percentage of farmland to be preserved and managed by family-owned businesses	Task 6. Develop goals to encourage more efficient utilization of water conservation by all public and private institutions, including homeowners		
	Objective 4. Consistent with the best practices of environmental resource management, promote accessibility and passive and active participation by the public	Task 1. Cooperate with appropriate agencies in identifying natural resource areas that would be compatible with public accessibility, emphasizing access to the Delaware River	Task 2. Under the leadership of the Salem County Steering Committee, develop policies to balance access to and protection of environmental resources with inconvenience to local residents that would result from attracting visitors to these sites	Task 3. Develop multi-use trails along the buffer of stream corridors such as Game Creek in Carneys Point. These buffers will serve as a visual screen and as protection from adjacent land uses	Task 4. Stream buffers can be incorporated in municipal Master Plans or Greenway Plan and also meet recreational needs such as hiking, boating, and fishing
		Task 5. The creation and enforcement of stream corridor buffers may also	Task 6. Identify funding sources to and programs to provide the	Task 7. Work on a Countywide basis with the Shade Tree	Task 8. Publicize the availability of the Salem County

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		be accomplished through restrictive covenants or deed restrictions, should the municipality acquire and transfer title for redevelopment	necessary facilities and assistance to attract the public to these sites	Commission to secure grants funding	Outdoor Adventure Map
ECONOMIC DEVELOPMENT					
Goal 1: Promote sustainable economic development	Objective 1. Create a regional land development plan	Task 1. Develop a targeted list of developable land, served by existing infrastructure, and regulated by use and design standards that reflect the Master Plans of the respective municipalities. This list may include privately owned sites or lands that may be assembled through the active participation of a municipal or regional redevelopment authority	Task 2. Present land development opportunities to federal and state agencies to request regulatory and financial assistance in implementation	Task 3. Public funding incentives could be linked to available development sites, including Brownfield and waterfront properties, as part of an overall publicity campaign to educate the public and market the available properties	
	Objective 2. Create a regional business attraction and marketing strategy	Task1. Prepare promotional materials highlighting what makes Salem County unique and attractive for business investment.	Task 2. Highlight Salem County's 3 unique public financing opportunities: reduced 3 percent retail sales tax program, Revolving Loan Fund to assist businesses to buy land or buildings, build new facilities, rehabilitate existing	Task 3. Highlight quality of life as part of the business attraction program, including County's cultural and natural resources in promoting tourism (i.e. historic sites, parks, natural areas, and other attractions such as Cowtown Rodeo)	Task 4. Informational materials should also highlight the advantages of existing infrastructure (roads, river, rail, fiber optic cable) and current partnerships to develop and implement an enhanced technical and leadership

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			structures, purchase "fixed" equipment or develop and improve a site, and designated Foreign Trade Zone, the Port of Salem, where foreign and domestic merchandise is exempt from excise tax		program for the workforce.
		Task 5. Identify target business and information needed from prospective developers	Task 6. Targeted businesses should include those requiring distribution centers for serving South Jersey, Philadelphia, and Delaware. Delaware as well as those that can benefit from Salem County's competitive port facilities for import-export. Over time, companies that agree to establish a distribution center in the County, may desire to establish a manufacturing presence there, as part of an expansion plan	Task 7. Promotional techniques may include: -Utilizing multiple mediums to advertise site availability through E-mail with relevant Salem County information, the Internet, industry publications and websites, direct mailings, and news articles. -Educating regional account executives at the New Jersey Department of Commerce, Division of Client Promotions about the site's specific attributes and availability	
	Objective 3. Business retention and expansion	Task 1. Conduct annual business survey where the needs of the already present private investment are identified and matched with available resources (such as the Salem	Task 2. Share survey results with others to solve business problems, and coordinate with the Salem County Chamber of Commerce to create electronic clearinghouse-	Task 3. Promote entrepreneurial efforts and support for small business through the resources available in the Salem Community College and Salem County	

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		County Economic Development Programs)	matching members with potential suppliers and customers	Vocational Technical School	
REDEVELOPMENT					
Goal 1: Utilize the redevelopment planning process to revitalize and enhance the Salem County Planned Growth Corridor and establish a land efficient approach to development	Objective 1. Establish an inter-municipal process for redevelopment	Task 1. Establish a formal, cooperative relationship between the Salem County Planning Board and the municipalities located in the Corridor	Task 2. Identify areas in need of redevelopment as per the redevelopment statute	Task 3. Conduct public hearings and involve appropriate state agencies in the process of prioritizing which sites are best suited for redevelopment.	Task 4. Establish a citizen advisory group to help shape a vision and specific development priorities for identified redevelopment areas
		Task 5. Present citizen advisory committee recommendations to the planning boards in each community to evaluate the consistency with the municipality's master plan	Task 6. Present the citizen advisory committee and planning board recommendations to the governing body in each municipality	Task 7. Present the overall redevelopment plan to the Salem County Freeholder Board for endorsement.	Task 8. Establish a regional redevelopment agency for plan implementation
		Task 9. The Salem County Planning Board will coordinate this process to ensure the following land use challenges are addressed			
	Objective 2. Identify Brownfield and environmentally contaminated sites				

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	Objective 3. Work with State/ Fed. Agencies to limit liability associated with environmental clean-ups, providing incentive to return these sites to productive use, transforming the >	appearance and restoring the property values.			
	Objective 4. Work with State Agencies to create financial incentives for rural redevelopment.				
	Objective 5. Conduct marketing and outreach efforts to private developers to facilitate economic development and replace lost employment opportunities				
	Objective 6. Encourage the revitalization of existing downtown areas as part of the overall redevelopment plan				
	Objective 7. Promote physical design features that enhance public safety, increase pedestrian activity, and decrease dependency on the automobile				

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HOUSING					
<p>Goal 1. Ensure a wide range of housing options that serve the Corridor's current and future populations</p>	<p>Objective 1. To fill the gaps in the types of housing available in the Planned Growth Corridor, emphasizing the need for housing rehabilitation, related support services and homeownership opportunities.</p>	<p>Task 1. Incorporate higher-end housing development as part of mixed-use redevelopment projects.</p>	<p>Task 2. Work with redevelopment agencies to develop design guidelines through the redevelopment process that address site specific issues such as housing densities, streetscape, and the integration of housing and commercial development.</p>	<p>Task 3. Coordinate efforts among municipalities to obtain COAH certification both on the municipal and regional levels consistent with the overall growth management goals for the Corridor and the County.</p>	<p>Task 4. Explore housing rehabilitation opportunities through New Jersey Small Cities Program, USDA, and Federal Home Loan Bank Affordable Housing Program and First Time Homebuyers Club.</p>
		<p>Task 5. Provide outreach efforts to existing residents as part of the housing rehabilitation efforts</p>	<p>Task 6. Work with local code enforcement officials, banks and housing organizations to provide assistance in the areas of budgeting, financial management, and homeownership counseling; as well as working with social service organizations to provide assistance in the areas of financial aid, childcare, and educational assistance to promote self-sufficiency</p>		
EDUCATION					
<p>Goal 1: Increase educational performance and graduate rates</p>	<p>Objective 1. Upgrade the existing educational system</p>	<p>Task 1. Provide financial aid, childcare, and educational assistance in order to help</p>	<p>Task 2. Encourage the use of the Salem County United Way, which partners with</p>	<p>Task 3. Request that a percentage of revenues generated by new</p>	<p>Task 4. Explore public funding opportunities for social services on a</p>

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		residents become self-sufficient members of the workforce	local agencies providing day care, literacy programs, counseling for people with disabilities and hardships. Add the United Way as a member of the Regional Plan Steering Committee to ensure that social services are considered through plan implementation	development be reserved for employment-related support services for low and moderate-income residents	regional basis including programs such as Job training centers for Urban Women (DCA)
WORKFORCE					
Goal 1: Capitalize on and augment workforce training programs	Objective 1. Provide additional assistance to low and moderate-income residents to adapt to a changing economy	Task 1. Promote the use of the SCC Vocational Tech School and One Stop Center as the first source of employment referral for prospective employers	Task 2. Promote the continuation of the Regional Plan Steering Committee, which linked municipal and private economic development initiative with existing workforce readiness services	Task 3. Provide financial aid, childcare, and educational assistance in order to help residents become self-sufficient members of the workforce	
TRANSPORTATION					
Goal 1: Maintain and improve a transportation system that provides for the safe and efficient movement of vehicles and people	Objective 1. Ensure that both cargo and commuters have the ability to move efficiently through the County	Task 1. Utilizing resources of the South Jersey Transportation Planning Organization, the State Transportation Plan, and other regional and State tools, identify congested>	roads and intersections, followed by action plan. Action plan must take into account environmental impact of changes, as well as policy of directing development to western end of the County		
	Objective 2. Reduce auto-dependency, thereby positively	Task 1. Plan for bicycle and pedestrian trails to link residential areas	Task 2. Consider transit-oriented development in which affordable	Task 3. Expand, enhance and maintain mass transit service	Task 4. Promote voluntary commute options and

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	affecting air quality and reducing the number of vehicles on the road	to employment centers and recreational facilities	housing is built adjacent to shops and mass transit to provide access for lower-income residents who generally own fewer cars than higher-income residents		strategies that reduce the volume of single-occupancy vehicles on the County road system
		Task 5. Develop and maintain an information system to track non-auto modes of transportation in the County (link with GIS)	Task 6. Evaluate options for the use of alternative energy	Task 7. Expand the use of the Port of Salem, which is easily accessible from the Delaware & Chesapeake Bays and the>	Delaware Canal. It occupies a central location in the Boston-to-Washington megalopolis via waterway, railway and highway.
REGIONAL INFRASTRUCTURE AND NATURAL RESOURCES					
Goal 1: Regionalize infrastructure systems and resources	Objective 1. Implement the regional wastewater management solution for the Planned Growth Corridor	Task 1. Provide municipal and county governing bodies and water and/or sewer agencies to coordinate the Regional Wastewater Management Project	Task 2. Work with the professionals of both agencies on project implementation	Task 3. Provide progress reports to Township and elected officials at the state, county, and local levels	Task 4. State approvals for this major regional project will rely and depend heavily upon successful completion of the smart growth planning efforts outlined above
	Objective 2: Work with NJ DEP to obtain local water supply information and develop long-term solutions to address sustainability in water supply	Task 1. Work with NJ DEP staff and participating municipalities to establish a consensus regarding the available regional carrying	Task 2. Extend invitations for DEP and USGS to join us in a working group to address these issues and present them to the Steering Committee	Task 3. Request DEP's assistance in two areas: local water supply information and developing long-term solutions to address sustainability in	

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		capacity for development and to prepare a build-out analysis to estimate water demand in the smart growth planning region		water supply	
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