

Section 3: Economic Development
Economic Development
History and Overview

Prior to DuPont, Salem's primarily industry was farming and glass production. With the advent of industrialization, the western part of Salem County was the primary beneficiary with DuPont setting up shop along the Delaware River in Carneys Point and Pennsville. DuPont first entered Salem County with an explosives plant to the meet supply demands of WWI. Later, DuPont would introduce chemical; research, development and processing to the area, including that of Teflon.

In the 1970's the nuclear age came to Salem County with the construction of the Artificial Island generation facility that today supplies up to 40% of New Jersey's electricity. The site currently has three (3) reactors. All hazardous spent material is stored on site, as there is no national storage facility in the country.

As the DuPont years expanded in WWII much of the western side of the county was built out with housing units and supporting commercial activity. However as the DuPont years ebbed in the 1980's so did commerce and people to the area. Salem County has shown a steady decline in population and commerce. The population is aging and is hampering the workforce pool available to Salem County.

The area schools are seeing a steady decrease in enrollment which is forcing the municipalities to rethink their education facilities and sending districts. This plan suspects that if this trend continues, tough choices under emotional and financial distress will have to be made by school boards and towns in the foreseeable future.

Children of multi-generational Salem County families are leaving the area at a steady clip for better jobs and living standards. The GWJR lacks quality housing in the populated areas along with quality entertainment. The expansion of housing into the farmland is largely due to the residents of the populated areas moving for larger homes and properties. Most would prefer to stay within these areas if quality housing was available.

As people continue leaving so do the many small businesses that support the populated areas. The western part of Salem County is full of empty houses and commercial properties and is at a crisis level. Salem City just lost its last supermarket, leaving convenience stores as the sole choice of grocery shopping.

To develop economic activity requires a look at past industries of the area and to draw conclusions useful to develop our next boom era. Writing specifically regarding Salem County, we see an area that has been farming for over 300 years, the area has processed explosives and chemicals for over 100 years, over 100 years in the flooring business and Salem has been in the nuclear business for over 40 years. Salem County has participated in every war back through the Revolutionary War.

524 From here we can infer a workforce that commits itself. A company town if you will. The
525 workforce is generational. There are ninth generation farmers in the area. DuPont extended
526 into four generations and the nuclear plant is nearing its third generation. Mannington Mills is
527 likely in its fifth generation. We are an educated workforce, be it from one generation building
528 on the previous, employer sponsored or through county educational institutions.

529
530 We can infer that ownership diversity in the economy was lacking, making the loss of DuPont
531 and glass manufacturing devastating to the economy, which Salem County has not recovered.
532 Our farming industry is losing farmers and acreage annually. Commercial farming relies on the
533 local economy less and less each year. Preserved farmland will grow trees and woodlands
534 without the farmer.

535
536 As this plan states in the Salem City element of this section, things are not as bad as they look,
537 provided the GWJR commits to transforming itself to meet the demands of the future. This
538 plan concludes a regional approach will provide greater benefit to all over that of each
539 municipality chasing the next great public project to save their town. This plan concludes that
540 each has been doing just that for the past twenty years, some more, and have not succeeded.

541
542 Despite a good project here and there, relevant numbers continue to decline. This plan does
543 not discount the efforts made on the part of many to better their municipality, however best
544 everts sometimes need to be adjusted or focused. Oldmans Township is benefiting from their
545 efforts developing a business park. Oldmans Township is full of old diehard farmers, but they
546 saw room to adjust which is now showing dividends. The location has direct access (1/4 mile no
547 turns) to Interstate 295. Bridgeton on the other hand does not have this access, so must focus
548 on other sectors of business.

549
550 The balance of the Economic Development Section will focus on five sectors of business;
551 industry, entertainment, tourism, farming and personal flight, attempting to provide planning
552 focus to municipalities. However, this plan does not purport to limit any municipality's pursuit
553 of success and well-being.

554 **Salem County Industry**

555
556 As previously noted the western side of Salem County was built up by the DuPont Company to
557 meet industrial demands of the war and the chemical demands of a modern society. Since that
558 time, the nuclear industry entered Salem County. For these reasons the Salem County Master
559 Plans directs industrial economic development to be centered in the western section of the
560 county. Many of these business sectors are controversial businesses most municipalities steer
561 clear of. Nobody wants a nuclear plant in their backyard adjacent to a hazardous chemical
562 processing plant.

563
564 However these businesses are a necessary function to maintain an industrialized society. A
565 country's degree of advancement is directly related to the chemicals they; develop, process or
566 utilize to support their society. A third world country will only use certain types of chemicals,
567 whereas a European market will use more advanced chemicals. A business looking to enter a

568 third world market, would look for certain chemical use or the absence thereof, to determine
569 which countries are in that market.

570
571 This offers Salem County a unique targeted market to develop. Salem County has been in these
572 businesses for well over 100 years. These businesses have and will continue to support
573 generations of Salem County families and many others. As indicated earlier, the Salem County
574 workforce is dedicated, educated and respectful to the hazards of these industries.

575
576 The Salem County Office of Emergency Management (SCOEM) (see OEM section) is just as
577 dedicated, educated and respected by these professions. The Salem County Vocational-
578 Technical School (SCVTS) and the Salem Community College (SCC) offer programs specifically
579 targeted to these professions. For instance, the college offers certificate and degree programs
580 in nuclear science and process technology. These programs have been instituted through the
581 cooperative efforts of the SCOEM, SCC, SCVTS and local industry.

582
583 Salem County has been doing what others won't; safely, procedurally and with oversight for
584 over 100 years. Therefore this plan suggests marketing efforts target the industries that others
585 won't. The value Salem County brings to these industries is enormous. These industries are
586 highly regulated by state and federal permitting and oversight guidelines and they are
587 paramount to a developed society. Therefore these industries, in their own self-interest of
588 safety and regulatory concerns, carefully consider the capabilities of an area's government and
589 workforce when selecting sites.

590
591 Salem County supplies an industrial workforce backed by; time, education, oversight and
592 respect for the hazards associated with these industries. Additionally, the value added
593 incentive of a welcoming community to industry will negate/decrease demands by industry for
594 tax incentives. Industry will also respond to the needs of their host communities in the same
595 manner Salem County responds to their needs.

596
597 Therefore, this plan supports the 2 additional nuclear reactors proposed and the pending
598 industry wastewater treatment plant by the Chemours Company. Future marketing initiatives
599 towards new industry should focus on the needs of non-desirable, but necessary industries
600 required of a modern society.

601

602 **The Three Cities**

603 The three cities of Salem, Bridgeton and Millville offer the GWJR its greatest challenges and
604 greatest opportunity. This plan makes the assumption these cities have declined as a result of
605 becoming geographically obsolete, resistance to change, regional planning initiatives and overly
606 controlling bureaucracies. Salem is over 300 years old, when people and commerce moved
607 over water, making these cities thriving areas of trade. Today the world moves people and
608 commerce by roads, rail and air leaving waterways mostly to international shipping and
609 recreational use.

610

611 Millville has Route 55 which has helped to develop the area around Millville, but not necessarily
612 in Millville. State Route 49 running east/west, passes through the three cities, but is a single
613 lane road narrowing significantly through the cities and several little towns in between.
614 Additionally, Route 55 and interstate Route 295 are several miles from their city centers.
615 Transporting goods from Millville to the Delaware Memorial Bridge is an easy 45 minute ride on
616 a good day. However, those same goods can be in Philadelphia in about the same time frame.

617
618 Bridgeton suffers mostly from the change in preferred transportation modes. Positioned in the
619 lower middle area of the GWJR the city has, in addition to Route 49, Route 77 feeds Bridgeton
620 from the north, which leads to single lane US Route 40 in Pole Tavern. Where's Pole Tavern?
621 At the writing of this plan, we are at a loss for Bridgeton. However, this plan cannot stress
622 enough the importance in drawing out Bridgeton's identity and transformative purpose to the
623 GWJR. Allowing Bridgeton to simply become a tail drag for lack of interest by the GWJR would
624 ultimately come back to bite the region. Ideas Welcome!

625
626 People want the convenience of a city, but not all want a metropolitan city, therefore this plan
627 considers the GWJR prime for the transformation from small farm centered cities of the
628 past into vibrant and inviting cities desired of today's people and commerce. A small "country
629 city" is just as desirable as country living. It is a place of well-being.

630
631 Economic planning over the past generation has driven people and commerce out of the city
632 into the country, creating sprawl and distance between areas of commerce and housing. The
633 reasons for this are multitude, but some commonly noted ones are; new construction is
634 favored to re-construction, mega-box store shopping had an enormous impact, city planning,
635 zoning, historical boards are resistant to change and soft costs of dealing with same is time
636 consuming, subjective and expensive. It was simply easier to abandon the city.

637
638 Fortunately, the difficulty of developing the out bound land is now more expensive in terms of;
639 land cost, planning, design, water retention, environmental inspections and mitigation,
640 required roads or added lanes, green space concerns and infrastructure.

641
642 With this in mind this plan contends that a; developer, hospital, business, industry, or
643 neighborhood commercial districts can now negotiate a sale price with 12-18 property owners
644 for a block of either city, razing same and building what people and commerce desire, cheaper
645 and in less time, than moving outward, if the city bureaucracies would allow.

646
647 Additionally, as Millville recently found out, many of these old "historic buildings" have been
648 renovated many times, with previous damage covered instead of corrected, building frames
649 have deteriorated threatening collapse. Route 49, the road of commerce through downtown
650 Millville, was detoured around such a building site for weeks.

651
652 The three cities have infrastructure, roads, public transportation and convenience in place,
653 utilize it. Cities must look at development plans not in terms of where the city thinks people and
654 commerce should be located, but rather in terms of; is this project an improvement to the city,

655 is the project so intolerable to the neighborhood, does the project meet the needs of the city, is
656 the project sustainable, does it look better than what is there now, does the project stand on its
657 own, (i.e.; no tax abatements, subsidies, in-lieu of taxes, etc.?) Cities are a multitude of
658 residential, industrial, manufacturing, service, commercial and office use disbursed throughout
659 the city centered by a downtown of mixed use.

660
661 Change does not change identity. The three cities will remain small country cities on the water,
662 serving the needs of people and commerce. If you let people and commerce prosper, they will
663 and in turn will the cities.

664
665 **Salem City**
666 **West Jersey's Port of Entry**

667 Salem City is not in as bad a shape as one is led to believe. With a declining population over 45
668 years, the city saw a; 28% decrease from 1990-2000, 14.9% decrease from 2000-2010 and
669 12.1% since. Sixty-Six percent (66%) of residential unit are rented with a 12% vacancy rate. The
670 recently adopted Salem Waterfront Redevelopment Zone Plan (SWRZPZP) (which this plan
671 rejects) contributes the relocation of the county jail to Mannington for Salem's woes. However,
672 Salem City has been losing business at the same clip as residents. This plan cites the glassworks
673 factory among one example and Salem City recently lost its only supermarket. This
674 demonstrates the core belief of this plan, that people and commerce create success and well-
675 being, where it is most advantageous to them.

676
677 As noted in the Three Cities sub-section of the housing element, Salem is geographically
678 obsolete and without four-lane transportation access to and from the city. The SWRZP calls for
679 growth in the; transportation, logistics and distribution sectors, however the city in its present
680 state, could not handle the efficient flow of traffic necessary to support this use over and above
681 the port business, whereas Oldmans Township, who is on a growth pattern in these sectors has
682 direct access to Interstate Route 295, the NJ Turnpike, Delaware Memorial Bridge and
683 Interstate 95.

684
685 To reverse Salem's downward trend of economic activity, we again look to John Fenwick. John
686 purchased Salem County for its river access to free trade. This plan purports that Salem's
687 answer to success and well-being rests within its port. This plan concludes Salem City's identity
688 is that of a "Port City" and should market itself as West Jersey's Port of Entry. To accomplish
689 this effort Salem County must finish the railroad reconstruction project without delay and
690 develop trade shipping markets tailored to current ship capacity.

691
692 This plan does not condone the deepening (or studies thereof) of Salem River. If Salem cannot
693 develop port business for its current ship size, then it will not develop a market for larger ships.
694 A factor that drives this plan to this conclusion is the capacity of the port itself and that Salem
695 River is a narrow twisting river fed from the Delaware River. A larger ship can simply continue
696 up the Delaware River to the Ports of Wilmington or Paulsboro (a public funded
697 underperforming modern port) in less time and navigation effort. Additionally the movement
698 of larger ships in and around the port would be challenging at best and dangerous more likely.

699 Get the railroad done! To develop shipping markets for the port, we suggest hiring two
700 salespeople to do nothing but work the phones 40 hours per week, import or export its all
701 business.

702
703 One market this plan suggests is an export market for the GWJR farmers. 90% of Salem
704 County's farm production is grown "not under contract." Meaning, the main source of income
705 for the GWJR farmer is Seabrook Farms in Upper Deerfield, priced at that days pricing.
706 Developing export markets for both the farmers and Seabrook Farms would create noticeable
707 economic growth for the region. If transfer stations (truck to train) were setup along the
708 railroad in Oldmans and Woodstown, farmers from lower Gloucester County continuing in a
709 clockwise direction to Millville would have easy access to markets. We are losing farmers
710 because farming is not profitable. If farming were profitable, people would farm. If we develop
711 sustainable export markets for our farmers, farm output and profit will follow.

712
713 An additional market may be in the tourism industry. Perhaps day trips up and down the Salem
714 River to go along with the other tourist attractions throughout the GWJR or perhaps weekend
715 excursions down the Delaware Canal or dinner cruises to the Philadelphia night life along their
716 riverfront. Though cottage industry in nature, you would be surprised the quality of boats the
717 two guys on the phone could line up combined with locally grown food and wine served by
718 local caterers, organized by a local river tourism company.

719
720 Develop the Salem Port, Salem Port will develop Salem City and Salem City will contribute to
721 the economic development of the GWJR.

722
723 This plan indicated earlier its opposition to the SWRZP master plan. We object to the
724 Courthouse/Commercial District and the Open Space elements of the plan as poor planning and
725 irresponsible use of contaminated ground. The physical location of these properties was
726 relevant and necessary to the shipping and manufacturing trades of the past. Therefore, this
727 plan reasons that if Salem City and the DRBA commit to following Salem City's identity as West
728 Jersey's Port of Entry, then these properties will once again be needed to sustain that goal. The
729 rail line and main ground transportation route from the north are located in these zones. A
730 courthouse and park are not conducive uses in and around industrial/shipping areas.

731
732 This plan questions the public investment for the courthouse/commercial district in its present
733 form. A courthouse will not support the commercial district the plan looks to attract. A
734 courthouse economy is made up of civil servants and those with court matters. An example is
735 that of Woodbury, Gloucester County, where public funds financed commercial space on the
736 bottom floor of the courthouse parking garage with the expectation private business would pay
737 overly estimated rent to the county. The space is occupied by the State of NJ and rent is being
738 paid.

739
740 Additionally, the courthouse plan calls for 131,000 sq. ft. of courtroom space, excluding
741 hallways, stairways, elevator shafts, County Prosecutor's office and the commercial space. This
742 plan concludes the amount of courtroom traffic and retail commercial traffic will not increase

743 that significantly to warrant the size. The current courthouse is just over 31,000 inclusive of
744 hallways, stairwell and elevator shafts. This plan also does not condone the “single developer”
745 concept for the project. A project like this, without variety in design in a city of varied design
746 won’t fit. Additionally, history has shown that the “first developer in” usually goes broke or
747 lands all entities involved with lengthy and expensive litigation. An example is a single
748 developer project started in Camden some 15 years ago. The building is not finished, rampant
749 with litigation and public funding, unpaid taxes and the developer is still receiving funds from
750 the state.

751
752 However, this plan recognizes Salem City is the county seat and should remain so in name and
753 location of operations. This plan also recognizes that the existing courthouse is functionally
754 obsolete and should be modernized. This plan believes the location of the courthouse should
755 be located in the downtown area accessible to retail/commercial traffic. Businesses now
756 associated with the courthouse are either located within this area or outside city limits
757 dispersed throughout the county, so any outward bound movement of the courthouse location
758 would be counter-productive to the city’s downtown.

759
760 The current courthouse, interestingly, is a non-bearing interior building, meaning the building
761 could be gutted to just the four walls offering a completely new floor plan. The building has a
762 full basement and an unused third floor. This plan suggests an architectural analysis of
763 renovating this building before considering new construction. Additionally, there is plenty of
764 vacant ground to the rear for expansion.

765
766 Relative to the Open Space element of the SWRZP, this plan cannot in good conscience support
767 this element. The SWRZP notes the site is a significantly polluted property which has been
768 capped, but cannot support a ballfield, because the cleats of the shoes will likely cause damage
769 to the cap and release toxins. A passive park as suggested will have small children kicking and
770 digging at the ground no different than a ballpark. The long-term durability of landfill caps over
771 time is not yet a proven science. A passive park for children is not a responsible proving ground
772 and therefore should be repealed in its entirety. The long-term goal of the SWRZP envisions a
773 staffed Visitor’s Center in the park. A staffed visitor’s center in a 2 sq. mile port city does not
774 seem like a good use of public funds or resources. Additionally, the plan calls for absolute
775 power of eminent domain and authority to bond. The SWRZP is a plan doomed for failure and
776 lengthy litigation. It needs to be repealed.

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Millville City

MotorSports Capitol of Air, Land and Water

Millville has done an excellent job at developing the 500 acre Motorsports Park located on the south end of the city, adjacent to the Millville Airport. The park includes racing of cars, motorcycles, go carts and dirt bikes. The Park has two tracks, a 2.25 mile asphalt racetrack including 12 turns and a ½ mile straightaway, the other a 1.9 mile road course. Additionally, private garage condominiums (now in phase III) and luxury garage/home condominiums are available overlooking the racetrack.

Expanding on the motorsports theme, this plan suggests Millville study the vacant quarries for the suitability of powerboat racing. Additionally, the sport of aerodynamics is a growing sport worldwide, but not here in the United States, yet. Developing the three like, yet distinct markets of air, land and water competition would identify Millville as the MotorSport Capital of Air, Land and water.

Developing the aerodynamic sport would benefit Millville Airport immensely not only in use and hanger space rentals, but also in the development of the AeroScoot industry. From professional motorsports come innovation and the advancement of technology. The two industries will go hand-in-hand furthering the research and development business market for the airport.

The corporate jet business now pursued by the airport will increase. Budweiser and Miller Beer have corporate jets and with a motorsports capital of air, land and water, they will be looking for airfield space. Additionally, if the; air, land and water concept is obtainable and successful, the downtown will transform with a nice hotel, corporate offices, small businesses abound and penthouse suites for the doctors.

Farming, Tourism and Wineries

Within the GWJR the farming, tourism and Winery (including spirits) business sectors are experiencing a growth period. The Farmers are seeing growth in the products sold direct to the local consumer. In 2012 Salem sold \$6,474,000 from 96 farms direct to the consumer, up from \$1,173,000 from 82 farms in 2007. This growth has resulted in many new roadside farm stands popping up and the enlarging of others, increased selection and variety of product offered to meet the demand for locally grown, Jersey fresh from the farm produce.

This plan supports further growth of this industry. This plan suggests co-op farm markets be established within the inhabited communities as a growth area of the local market. Many people like Joe's corn, Sam's tomatoes, and Frank's peppers, which requires significant time to stop at 3 locations for one meal.

A half dozen co-ops open five to seven days a week located in an abandoned convenience store, of which there are many, would increase market value of the local grown-local sold division of farming. 8 -12 farmers per co-op should make these locations profitable by providing accessibility and variety to the consumer.

831 As noted in the Salem City section of this plan, foreign and domestic markets for export of
832 GWJR farm production must be developed to the benefit of the commercial and independent
833 farmers. This plan purports these markets exist, they simply need to be found and developed
834 into sustainable levels of growth. The Port of Salem is ideally suited to develop an export trade
835 market of GWJR farm production.

836

837 Tourism is an expanding market in the GWJR with; yearly festivals of varied interests,
838 flourishing of the Arts and many historical buildings and locations dating back beyond the
839 country's founding. Open farmland, wildlife abound and a blossoming wine and spirit industry
840 offers tourists a relaxed atmosphere, be it for a day, weekend or extended.

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842 Goals to be added

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850 The wine and spirit industry is ever growing throughout the GWJR which should be encouraged
851 and integrated into tourist marketing efforts. Recent changes in beverage control laws have
852 favored the New Jersey Wineries offering greater opportunity to market their product more
853 broadly. This plan suggests the next step in the growth cycle of this market should include
854 roadside wine stands equivalent to a farmer's roadside stand. The purpose would be for retail
855 wine sales specific to the winery. Tasting rooms and areas to relax with a glass of wine would
856 be separately located among the vineyards, as they are now. If the consumer can pull off the
857 road into a farmer's roadside market to pick-up locally grown produce on the way home from
858 work, why shouldn't a local winery offer the same convenience to the consumer?

859

860 Another growth area of wineries would be the integration of locally produced wine and spirits
861 for sale at co-op farm markets.

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**Penns Grove Overlay
Destination Fun Town**

865 Level it, one block, street or house at a time. Penns Grove Borough offers a unique opportunity
866 to transform itself into a town of entertainment, restaurants, theatres farm/wine markets and
867 retail shopping outlets owned by private business operating independently of each other with
868 minimal residential housing. A publicly accessible Pine Valley or Tavistock focused on a variety
869 of interest rather than one, golf. There would still a government elected by the residents and
870 Penns Grove would still be an independent borough on the river.

871

872 Penns Grove of all the BURBS has been hit the hardest. It literally hurts to ride through the
873 town. Penns Grove is also the smallest of the BURBS covering just .912 sq. miles.

874 One barrier to economic development of the GWJR is a lack of entertainment as noted by Peter
875 Kaprielyan, VP, Government and External Relations, Inspira Health Network, Cumberland
876 County, "the area offers little to do but work, which is our primary barrier to retaining good
877 doctors. They want to be in a vibrant downtown area with access to quality entertainment,
878 restaurants and cultural venues."

879

880 However, if Penns Grove looks at the Bruce Willis entertainment concept he proposed and
881 scales down the mega-size single owner venue to small and mid-size venues of detached units
882 of an unlimited number and design, the idea has merit. Penns Grove would be a shopping mall
883 of entertainment, if you will. It would include; entertainment of varied interests, restaurants,
884 theaters, retail shopping and farmer's market of local produce and wine. A semi-pro ballfield
885 that holds 500 people instead of 5000, or perhaps an amusement park built for 2000 people
886 instead of 30,000. Entertainment for any age would be available. Just walking the streets
887 would be fun.

888

889 If every other street, running in both directions, were pedestrian/bicycle/golf cart right of ways
890 with the businesses fronting on same, the other streets would be for two way traffic, parking
891 and deliveries to the rear. What a fun destination Penns Grove would be. If you allow private
892 business to build it, they will.

893

894 Additionally, the jobs created, from minimum wage to executive positions will certainly help
895 Pennsville and Carney's Point raze and modernize their residential areas. Pennsville should also
896 look at commercializing their riverfront area. A strip of fun leading from Penns Grove down
897 Route 49 into Salem would attract other business to seek out the GWJR.

898

899 **New Castle County, Delaware**

900 This plan includes New Castle County within the GWJR given the close relationship to Salem
901 County over many years, similar economic set-backs of late and like opportunities for
902 competition or partnership.

903

904 New Castle County also had a robust waterfront industry through much of the 20th century,
905 including refineries, chemical manufacturing and docks. New Castle has three like, but larger
906 cities including Wilmington, Newark and New Castle. Delaware City, a fourth city in the lower
907 part of the county, plays a roll albeit to a lesser extent. Much like Salem County their
908 waterfront is the hub of industry and the western portion is open rolling farm land.

909

910 Over the DuPont years, our workers and theirs commuted between states each with similar
911 occupations, education and abilities. We are no stranger to their industry needs and
912 capabilities and they are to us. Both counties suffered equally from the DuPont downsizing as
913 well as their refineries suffered the same fate as those in Gloucester County.

914

915 New Castle County housing stock is similar to ours in age and obsolescence in and around their
916 cities. Additionally, the DRBA has significant interests in both New Jersey and Delaware with

917 the Delaware Memorial Bridge and the airports in Millville and New Castle. Salem Community
918 College and the Wilmington College of Delaware have mutual interests and partnerships.

919
920 This plan concludes the two counties are in similar positions for like economic growth and both
921 poised to be competitors or partners in any future economic uptick. Therefore we suggest
922 collaborative efforts and dialogue should center on areas of benefit to both. For instance, given
923 mega industrial or entertainment businesses are not well suited to the Jersey side; they are on
924 the Delaware side, which has greater land mass, waterfront and city opportunities. Perhaps
925 joint marketing efforts directing the small and mid-size firms to the Jersey side and mega firms
926 to the Delaware side would benefit both. Interstate employment opportunities, much like in
927 the past, would continue and be built upon.

928
929 For these reasons, this plan includes New Castle County, Delaware as a collective partner in the
930 GWJR.

931
932 **Section 4: Infrastructure**
933 **Salem County Office of Emergency Management**
934 **Industries Partner, Trainer and Administrator**
935 **Of Emergency Disaster Response**

936 The Salem County Office of Emergency Management (SCOEM), under the auspices of the Salem
937 County Sheriff's Department has grown from a routine county Office of Emergency
938 Management (OEM) department into one of New Jersey's leading OEM's in the state and
939 beyond. Early on, SCOEM received much of its training from the local industry. Industry had
940 the equipment and resources to respond effectively to meet industry disasters.

941
942 Since then, SCOEM became proficient enough in their activities that industry was looking to
943 them for training. Later industry turned over their equipment and resources to the SCOEM
944 while providing funding and support. A good working relationship has developed between the
945 SCOEM and industry, built out of respect and understanding of each role the other has in
946 providing safe workplaces of dangerous, but necessary products of an advanced society.

947
948 Part of what makes SCOEM an active and proficient leader is the diverse sectors of industry
949 they are responsible for. Salem County is home is three nuclear reactors, a chemical industry,
950 major interstate transportation routes, a port of entry and other unique sectors in addition to
951 the common responsibilities of an OEM. Most county OEMs operate in only one or two of
952 these sectors, not all.

953
954 Additionally, the SCOEM oversees the fire training grounds which prepares first responders and
955 industry personal in the tactics and methods of fire, chemical and petroleum incident response
956 and suppression. In the old days, a New Jersey firefighter attended the Delaware Fire School, if
957 they sought additional training. The Delaware State Fire School was a top rated facility staffed
958 by experts in the field of fire suppression. Today, a Delaware firefighter attends the Salem
959 County Fire School, for the very same reasons.

960 Continued investment of public funds and resources in the SCOEM is a proper action of
961 government.

962

963 **Airports and Personal Flight**

964 The GWJR has two major airports operated by the DRBA located in Millville and New Castle
965 County, Delaware. Smaller airports exist in Carney's Point and Oldmans Township, also
966 managed by the DRBA. The Millville Airport (MA) consists of 2 runways up to 6000' in length.
967 New Castle County Airport (NCCA) has 3 runways up to 7900' in length. Both airports are
968 underutilized in both traffic and available hanger space. NCCA generates a profit, which
969 supports the Millville and Carney's Point airports.

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971 The MA airport primarily serves the corporate flyer of private jets and helicopters. Additionally
972 the airport recently acquired a tenant (Pentagon Performance) in the advancement of drone
973 technology.

974

975 The NCCA serves commercial passengers and cargo transportation. Additionally, the airport is
976 one of three designated commercial airports by the Federal Aviation Administration (FAA) for
977 the Greater Philadelphia Area (GPA).

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979 In an effort to distinguish GWJR from the GPA, this plan designates the NCCA as the regions
980 commercial airport. This plan does so for several reasons including; proximity, cost, available
981 growth and management structure. If the west side of Salem County looks to serve industry it
982 must look to NCCA to service their air travel needs. The airport is a 15 minute ride from
983 Carney's Point vs. a 35 to 45 minute ride to Philadelphia. Additionally shuttle routes from the
984 Oldmans Township airport to NCCA could be established. The cost of passenger tickets,
985 parking, hanger space, maintenance, both to the consumer and the entities servicing the
986 consumer is far cheaper than purchasing same at the Philadelphia airport.

987

988 Both NCCA and MA operate at approximately 30% of their travel and hanger capacity.
989 Therefore both airports have the capacity to grow along with the GWJR. And as previously
990 noted both airports are managed by the DRBA.

991

992 **Henry Ford** first envisioned putting an airplane in everyone's driveway. Henry chose to make
993 cars because the masses feared flight so, they declined any interest. Therefore this plan
994 contends we are 100 plus years behind in vision and innovation. All of our technology over the
995 last 100 years primarily came from the aerospace industry and not the automobile industry, as
996 many would believe.

997

998 Aerospace designers and engineers of Henry's time had on paper the theory of auto pilot flying.
999 Technology advanced that theory before WWII and extensively during the war, guiding planes
1000 around the world and onto runways. For the past 50 years a jet liner has had the ability to take
1001 off, fly its course and land without the pilot touching the controls. The time and technology for
1002 personal flight is here and MA in conjunction with private industry and the Cumberland County
1003 College (CCC) should lead this effort.

1004 Blending the advancements of drone technology with the ultralight air vehicle, there is no
1005 reason why enclosed human auto-flight (The AeroScoop) cannot be made available to the
1006 masses.

1007
1008 Under FAA regulation FAR 103, ultralight aircrafts require no special training or oversight by the
1009 FAA. It is a little known program to mostly hobbyists, which the FAA does its best to ignore and
1010 pretend it doesn't exist. It is a trade-off of individual rights and freedoms of flight vs. a federal
1011 need to control airspace for safe and efficient flow of traffic. Basically the FAA has built roads
1012 and highways electronically in the sky which aircraft must follow in certain air space. However,
1013 the airspace between 0 and 2,000', which ultralights are permitted to operate in, is basically
1014 unrestricted airspace (except around major airports and sensitive facilities such as the nuclear
1015 plant in Lower Alloways Creek Township.)

1016
1017 Therefore this plan designates the GWJR airspace up to 2000' as the proving ground for
1018 development of both the aircraft and the electronic road system to accommodate human auto-
1019 controlled flight. Furthermore, the advancement of private pilot training programs should be;
1020 developed, marketed and available to the public at a reasonable cost.

1021
1022 Rowan University does not offer an aerospace engineering program, which CCC should take
1023 advantage of. CCC should develop an Aerospace Engineering Associates of Science program
1024 transferable to 4 year colleges.

1025
1026 This plan purports that a commitment by MA and CCC will have industry's interest and their
1027 investment of; capitol, research, development and implementation. They will profit, stay and
1028 grow the industry. If you allow them to build it, they will. This plan also purports that
1029 developing personal flight will negate the need for additional roadways throughout the GWJR.
1030 With more people in the air there will be more room for efficient flow of ground transportation
1031 traffic. Less need for roads leaves more open space. The time for personal flight is now and
1032 MA should chart that path.

1033
1034 **GWJR Community Colleges**
1035 The GWJR is fortunate to have two well established county colleges, Salem Community College
1036 (SCC) and Cumberland County College (CCC) who provide excellent in education of chosen fields
1037 among fluctuating budget and enrollment challenges. Salem has identified itself as a world
1038 class "school of glass" in both the Arts and Scientific Glass principles. Additionally Salem has
1039 met the needs of industry in nuclear science and processing principles and applications, offering
1040 certificate and Associate degree programs. SCC's independent nature of; decision making,
1041 course program selection, partnerships and community minded direction has been paramount
1042 to its success.

1043
1044 Cumberland County College, on the other hand is struggling at this time. The Board of Trustees
1045 is currently studying a potential merger with Rowan College of Gloucester County (RCGC).
1046 Budget shortfalls and declining enrollment are cited as reasons to study the issue. This plan

1047 concludes CCC should not merge with RCGC without exploring other options which may be
1048 available, including this plan.

1049
1050 This plan suggests CCC study the feasibility of a transferable Associates of Science degree
1051 program in Aeronautical Engineering, a program not offered by Rowan University School of
1052 Engineering. Develop partnerships with research and development companies associated with
1053 Millville Airport. The college may also consider offering the "Flight School" portion of the
1054 Private Pilot Licensing requirements in conjunction with MA private pilots school.

1055
1056 For SCC this plan suggests further partnerships programs with SCOEM and Salem County
1057 Vocational-Technical School (SCVTS) to further define and develop course programs in the
1058 science and application of; The Office of Emergency Management, the second responder if you
1059 will.

1060
1061 For SCVTS perhaps separating the current law and public safety program into two programs,
1062 one in law and the other in Fire/OEM would provide greater focus to each discipline. The
1063 Fire/OEM program could include Firefight II, Auto Extrication certification and greater depth in
1064 OEM practices.

1065
1066 A firefighter is far more involved with the responsibilities of OEM operations than law
1067 enforcement. OEM is centered more on natural and manmade disaster response than law
1068 enforcement incidents. Law enforcement's primary focus on OEM incidents is to provide
1069 public order and access for incident responders, more so than performing duties directly
1070 related to incident.

1071
1072 This plan looks to SCC to explore the feasibility of OEM Applied Certificate and Associates of
1073 Science programs furthering the program offered by SCVTS. Much of the education available in
1074 this field is offered within the structure of OEM agencies. A person not currently involved with
1075 OEM is limited in local education alternatives. Additionally, this plan believes a significant
1076 number of active firefighters would enroll in an advanced OEM education program. This plan
1077 believes SCC would be building upon the existing Industry Processing programs now offered.
1078 Industry would avail themselves of graduating students in meeting oversight regulatory
1079 responsibilities of their trade, in addition to traditional county or state OEM personnel.

1080
1081 This plan supports the numerous partnerships SCC has formed over the years in meeting their
1082 mission goals of a community based college, in particular the partnership with CCC. This plan
1083 suggests a long-term plan be explored that would merge the two schools into a 4 year State
1084 College (West Jersey State perhaps) offering both the 2 year certificate and degree program in
1085 addition to the 4 year degree.

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GWJR Roadways

1091
1092 As this plan indicated the Three Cities are limited in efficient roadway transportation routes in
1093 and out of the cities, with Bridgeton the most difficult to access. In general there are no good
1094 east/west routes in New Jersey. The major arteries run north/south. The cross roads available
1095 to the GWJR are single lane travel with some exception.

1096
1097 Route 40 from the DMB to Route 55 in Franklinville, Gloucester County. Route 40 is a
1098 US Route running narrowly through Woodstown and Elmer. East of Route 55, Route 40
1099 runs through Cumberland, Cape May and Atlantic Counties into Atlantic City

1100
1101 Route 540 runs from Route 40 in Pilesgrove into Vineland, Cumberland County. Route
1102 540, leads to the Salem Memorial Hospital in Mannington, then jig-jags into Alloway,
1103 though Upper Deerfield and Pittsgrove into Vineland.

1104
1105 Route 49 runs from the DMB down through Pennsville into Salem, Quinton, Shiloh,
1106 Greenwich and Bridgeton on through to Millville dead ending on Route 50 in Tuckahoe,
1107 Upper Township, Cape May County. Route 49, a State Route, is the only route that
1108 leads through the Three Cities. Additionally, the area East of Millville into Upper
1109 Township this plan considers a long term growth area of the GWJR.

1110
1111 At this time this plan does not see a need to expand these roads for dual lane travel. The
1112 growth of the GWJR in the next 5 to 10 will not tax the existing roadways significantly to
1113 warrant expending public funds at this time, unless its handed to the GWJR. Time and money
1114 should be spent on improvements to existing roads.

1115
1116 The recent gas tax initiated by the State has begun to trickle down. Salem saw their allotment
1117 expand from \$2 million to \$4 million this year. The money is to be spent on repair/resurfacing
1118 of roads and bridges.

1119
1120 However, growth will one day require dual lane traffic across the GWJR. Therefore it is
1121 incumbent that the routes be evaluated in terms of priority and design. This plan's analysis of
1122 the roads indicates Route 49 would be the preferred route to expand. Route 49 travels through
1123 the three cities whereas the other routes by-pass areas of commerce. In Bridgeton's case,
1124 where city limits are in the lower middle section of the GWJR, making access to the city will be a
1125 priority with growth. As stated in the Three Cities Section, to ignore the needs of Bridgeton
1126 would be a barrier to the GWJR's well-being.

1127
1128 However, Route 49 presents the most obstacles with narrow lanes through built up areas.
1129 There is a way, without the use of Eminent Domain, but the road will have to blend with and
1130 work through the narrow spots. The ideal road would be a narrow 4-lane Parkway Style design
1131 with unlimited access. The road must provide for the efficient flow of traffic incorporating the
1132 cities and municipalities over a design of by-pass roads favoring speed. Travel time across the
1133 GWJR will decrease by nature of the additional lane, but our needs do not yet require limited
1134 access high speed roads.

The Role of Government

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The Indians came first, then John Fenwick, then people and commerce and then government.

Government's purpose is to act as a facilitator of the needs of the populace including; infrastructure, security, and services such as; document recording, oversight, dispute resolution, public education and all things required in support of people and commerce.

Government is not an; innovator, predictor of needs, an economic developer, a bank, nor a mover and a shaker. These are the responsibility of people and commerce. A depressed area is the result of the loss of opportunity for people and commerce to thrive. A revived area is one where people and commerce saw opportunity and acted on it.

So to revive an area, government must provide the opportunity for people and commerce to thrive. Opportunity, in this case, means government must be flexible to new ventures, open to the ever changing needs and ideas of people and commerce, to act as a facilitator of success and well-being.

If you allow them to build, they will. If you place barriers before them, they will go elsewhere. It is amazing how many vacant buildings there are which have been vacant for 20, 30, 40 years or more, and in all these years, government has passed on every proposed use of the property, by use of barriers and closed minds. The buildings continue to deteriorate, people and commerce are denied opportunity and the buildings aid and abet the deterioration of communities. A building in use is; maintained, provides purpose to the community, and promotes the well-being of people.

Many downtowns are depressed because government placed one barrier after the other on commerce through overly strict zoning and land use laws, construction codes, historical barriers, subjective barriers and closed minds to the progression of people and commerce.

Municipalities cry for economic development, but when it comes, they want to amend the project to align with trends of past people and commerce. Grandpop built the old storefront back in the 40's, which everyone in town now deems historic, because his Grandpop's storefront no longer met the needs of people and commerce. Why shouldn't the Grandson be able to do the same? Should the 9th generation farmer still be using an ox, because it was good enough for his ancestors? No!

This plan does not discount the oversight of government concerning economic development, but over the past 40 years it has restricted zoning and land use laws based on a perceived identity of the municipality over that of the changing needs of people and commerce. Corner stores, barbershops, backyard businesses or a non-descript office in neighborhoods served a purpose because they were convenient to the consumer. Strip stores are vacant because they are not convenient to the consumer. The consumer does not want to drive downtown for a gallon of milk, so they don't. If the milk could be bought a block down, they would buy it. Mixed use zoning is necessary to the health of a municipality, in particular that of a city.

1179 Today's consumer must travel to several sections of town for groceries, to get a tire fixed, to
1180 see a doctor, pick-up the dry cleaning and get a haircut because zoning and land use laws have
1181 sectioned use districts to areas which are not conducive to the efficient flow of people and
1182 commerce.

1183
1184 Commercial real estate is based on profitability of the use, therefore location is paramount. For
1185 this reason, commercial real estate location selection is driven by research data that is so
1186 accurate, it will identify which side of the street a business needs to be on to be profitable. So
1187 when government says, "geez can't you build that on the other side of the street or across town
1188 where we think you should be?" No, they can't and in all likelihood each municipality in the
1189 GWJR has at least one of these vacant buildings to prove it.

1190
1191 Additionally, the permitting process has become so driven by professionals, reams of
1192 regulations, escrow fees and time, the amount of lost economic development to municipalities
1193 is significant and uncalculatable. In many cases, when it takes a business 3 to 5 years to obtain
1194 government approval; opportunity has passed, markets have changed, business models have
1195 changed, there is no money left to open the door or people and commerce simply don't bother,
1196 they go elsewhere or nowhere at all.

1197
1198 Economic Development requires an open minded government, reasonable and defined
1199 oversight and the guided presence that allows people and commerce to drive success and well-
1200 being.

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Section 5
Conclusion
The Object Has Not Changed

References

1223

Master Plans Reviewed in Preparation of This Plan

1224

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City of Salem – Salem Waterfront Redevelopment Zone Plan – 2018

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New Castle Airport – (ILG) Business Plan -2008-2012

1227

New Jersey State Development and Redevelopment Plan Executive Summary - 2001

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New Jersey State Strategic Plan: Development and Redevelopment Plan - 2012

1229

1230 Pittsgrove Master Plan - 2000

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Pittsgrove Master Plan Reexamination Report – 2016

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Salem County Economic Development Strategic Plan – 2014-2017

1233

Salem County Growth Management Plan – 2016 and 1999

1234

Salem County Open Space & Farmland Preservation Plan – 2008

1235

Salem County Smart Growth Plan – 2004

1236

Salem County Traffic and Transportation Plan Element -2012

1237

Salem County Waste Management Plan – 2013

1238

Websites Reviewed for Content

1239

Carneys Point Township

1240

Cumberland County

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Cumberland County College

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Elmer Borough

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Delaware River and Bay Authority (DRBA)

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Federal Aviation Administration Regulations (FAR103)

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Millville City

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Millville Airport

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New Castle County, Delaware

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New Castle County Airport

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New Jersey Motorsports Park

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Oldmans Township

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Penns Grove Borough

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Pennsville Township

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Pentagon Performance, Inc. Drone Technology Company

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Pittsgrove Township

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Salem City

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Salem Community College

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Salem County

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Salem County Office of Emergency Management

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State of New Jersey

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Upper Pittsgrove Township

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1267 **About the Author**

1268 Edward A. Ramsay

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1270 eramsAy@comcast.net

1271 **Experience:**

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1273
1274 **2006 to Present:** Auctioneer/Tax Lien Investor –Owner: Ed Ramsay Auctions, an on-site
1275 auction company of lawful goods. Purchase municipal tax liens and residential real estate.

1276 **Spring 2016:** Newspaper reporter for Elmer Times: Reported on local sports, municipal/county
1277 meetings, Salem County people, places and current events of interest to the reader.

1278 **1998 to 2005:** Real Estate Broker of Record – **Owned and operated** Roy Duffield Realty, Inc., a
1279 brokerage firm specializing in residential and light commercial real estate sales and auctions.
1280 Managed salespeople and support staff, developed marketing and budget plans, actively listed,
1281 sold and auctioned real estate.

1282 **1985 To 1998:** Real Estate Salesperson – Roy Duffield Realtor: Listed, sold and auctioned
1283 residential and light commercial real estate in Gloucester and Salem Counties. Wrote real
1284 estate related articles which were published regularly in the Gloucester County Times. Wrote
1285 and delivered a quarterly Wenonah Real Estate Update brochure to 900 homes in excess of
1286 Fifteen (15) years. **Salesperson of the Year 1989 to 1998.**

1287 **1984 to 1985:** Painter – Interior and Exterior house painter for Tucker Ramsay Custom Painting.
1288 **1980 to 1984:** Electronics Technician: **United States Air Force.** Installed, maintained and
1289 troubleshoot navigational and satellite ground equipment.

1290
1291 **Education:**

1292 **1991:** Bachelor of Science in Marketing and Management: Rutgers, The State University of
1293 New Jersey.

1294 **1988:** Associate of Science in Business Management: Gloucester County College. I received
1295 the “**Presidents Medallion for Leadership**” upon graduation.

1296
1297 **Public Service:**

1298 **1991 to 1997:** Councilman, Borough of Wenonah. I chaired the Budget/Finance, Public Works
1299 and Human Services committees.**Council President 1996 to 1997.**

1300 **1987 to 1992:** Member and Chairman, Wenonah Environmental commission. I started the
1301 commission on its first business plan, which retained core beliefs of the few and old remaining
1302 members. Expanded the membership and moved the commission forward with the times.

1303 **1976 to 1993:** Firefighter, Borough of Wenonah. Started as junior firemen and rose through
1304 the ranks to first lieutenant. I am **Life Member** of Wenonah Fire Company and The New Jersey
1305 State Fireman’s Association.

1306 **Hobbies:** Motorcycling, Bicycling and Metal Working

PRESS CONFERENCE ON STATE'S DIVERSION OF 9-1-1 FEES

New Jersey Association of Counties & New Jersey Wireless Association

11:30 A.M. JUNE 21, 2018

NEW JERSEY ASSOCIATION OF COUNTIES - SUITE 220, 150 WEST STATE STREET, TRENTON, NJ

1. Welcome Remarks
2. Robert Ivanoff, *New Jersey Wireless Association*
3. Shaun Golden, *Monmouth County Sheriff*
4. Jonathan Young, *Camden County Freeholder*
5. Michael O'Reilly, *FCC Commissioner*
6. Question and Answers

The New Jersey Association of Counties (NJAC) and the New Jersey Wireless Association (NJWA) are urging State leaders to comply with federal guidelines and restore critical 9-1-1 dollars to county and municipal 9-1-1 centers. As has been well documented, the State of New Jersey collects annually from consumers approximately \$120.0 million in telecommunication surcharges as 9-1-1 System and Emergency Response Fees (Fees) and deposits these monies into the 9-1-1 System and Emergency Trust Fund Account (Fund). In fact, the State has collected approximately \$1.3 billion in fees since 2006 with only 11% of Fund monies being spent on eligible expenses as recently reported by the Federal Communications Commission (FCC). Moreover, the State has failed to provide any funding for eligible expenses to local 9-1-1 centers operated by counties and municipalities and has instead diverted Fund dollars to cover general operating expenses in the Department of Law and Public Safety.

Importantly, counties and municipalities across the State handle the vast majority of 9-1-1 service requests through local "Public Safety Answering Points (PSAP)" and have come to inequitably rely on the collection of local property taxpayer dollars to improve, operate, and maintain 9-1-1 systems. County governments alone spent approximately \$300.0 million over the last five years in capital improvements of which included facility upgrades; and, the purchase or lease of hardware and software such as telephone systems, computer aided dispatch, location mapping technology, voice recording technology, data analytics, and NextGen 9-1-1. Counties also spent an estimated \$100.0 million in 2016 on operating expenses of which included administrative cost for salaries, staff training, ongoing systems maintenance, network security costs, and IT consulting services. On the average, county governments provide some level of 9-1-1 dispatch services for approximately of 73% of the municipalities located within their borders. In addition to restoring critical fund dollars, NJAC and NJWA are making the following recommendations: constitutionally dedicating any new 9-1-1 fees or surcharges imposed by the Legislature and collected by the State to county and municipal 9-1-1 centers; adopting the best practices outlined in the "New Jersey 9-1-1 Consolidation Study" published in 2006, which in part, calls for reducing the number of local 9-1-1 centers to streamline operations and save taxpayer dollars.

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Robert Ivanoff, NJWA (908) 210 – 1547 rivanoff@copperhillventures.com

Banks, Brenda

From: John Donnadio [jdonnadio@njac.org]
Sent: Monday, June 18, 2018 9:15 AM
Subject: 9-1-1 Fee Diversion Press Conference
Attachments: 9-1-1 Fee Diversion Press Conference Agenda 062118.doc

Good morning. I hope all is well, and that you enjoyed the very nice weekend and Father's Day.

Please find attached for your review, the agenda for the New Jersey Association of Counties (NJAC) and New Jersey Wireless Association's (NJWA) press conference concerning the State's decade long diversion of \$1.3 billion in 9-1-1 fees. This event is set for 11:30 a.m. on June 21st at NJAC's office located at 150 West State Street in Trenton, and features FCC Commissioner Michael O'Reilly, Monmouth County Sheriff Shaun Golden, Camden County Freeholder Jonathan Young, and NJWA President Rob Ivanoff. Thank you as always for your time and consideration, and we look forward to seeing you then.

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