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

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

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

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

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

**Salem County Industry**

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

However these businesses are a necessary function to maintain an industrialized society. A country’s degree of advancement is directly related to the chemicals they; develop, process or utilize to support their society. A third world country will only use certain types of chemicals, whereas a European market will use more advanced chemicals. A business looking to enter a
third world market, would look for certain chemical use or the absence thereof, to determine which countries are in that market.

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

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

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

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

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

The Three Cities

The three cities of Salem, Bridgeton and Millville offer the GWJR its greatest challenges and greatest opportunity. This plan makes the assumption these cities have declined as a result of becoming geographically obsolete, resistance to change, regional planning initiatives and overly controlling bureaucracies. Salem is over 300 years old, when people and commerce moved over water, making these cities thriving areas of trade. Today the world moves people and commerce by roads, rail and air leaving waterways mostly to international shipping and recreational use.
Millville has Route 55 which has helped to develop the area around Millville, but not necessarily in Millville. State Route 49 running east/west, passes through the three cities, but is a single lane road narrowing significantly through the cities and several little towns in between. Additionally, Route 55 and interstate Route 295 are several miles from their city centers. Transporting goods from Millville to the Delaware Memorial Bridge is an easy 45 minute ride on a good day. However, those same goods can be in Philadelphia in about the same time frame.

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

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

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

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

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

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

The three cities have infrastructure, roads, public transportation and convenience in place, utilize it. Cities must look at development plans not in terms of where the city thinks people and commerce should be located, but rather in terms of; is this project an improvement to the city,
is the project so intolerable to the neighborhood, does the project meet the needs of the city, is
the project sustainable, does it look better than what is there now, does the project stand on its
own, (i.e.; no tax abatements, subsidies, in-lieu of taxes, etc.?) Cities are a multitude of
residential, industrial, manufacturing, service, commercial and office use disbursed throughout
the city centered by a downtown of mixed use.

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

Salem City

West Jersey’s Port of Entry

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

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

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

This plan does not condone the deepening (or studies thereof) of Salem River. If Salem cannot
develop port business for its current ship size, then it will not develop a market for larger ships.
A factor that drives this plan to this conclusion is the capacity of the port itself and that Salem
River is a narrow twisting river fed from the Delaware River. A larger ship can simply continue
up the Delaware River to the Ports of Wilmington or Paulsboro (a public funded
underperforming modern port) in less time and navigation effort. Additionally the movement
of larger ships in and around the port would be challenging at best and dangerous more likely.
Get the railroad done! To develop shipping markets for the port, we suggest hiring two salespeople to do nothing but work the phones 40 hours per week, import or export its all business.

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

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

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

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

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

Additionally, the courthouse plan calls for 131,000 sq. ft. of courtroom space, excluding hallways, stairways, elevator shafts, County Prosecutor’s office and the commercial space. This plan concludes the amount of courtroom traffic and retail commercial traffic will not increase
that significantly to warrant the size. The current courthouse is just over 31,000 inclusive of
hallways, stairwell and elevator shafts. This plan also does not condone the “single developer”
concept for the project. A project like this, without variety in design in a city of varied design
won’t fit. Additionally, history has shown that the “first developer in” usually goes broke or
lands all entities involved with lengthy and expensive litigation. An example is a single
developer project started in Camden some 15 years ago. The building is not finished, rampant
with litigation and public funding, unpaid taxes and the developer is still receiving funds from
the state.

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

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

Relative to the Open Space element of the SWRZP, this plan cannot in good conscience support
this element. The SWRZP notes the site is a significantly polluted property which has been
capped, but cannot support a ballfield, because the cleats of the shoes will likely cause damage
to the cap and release toxins. A passive park as suggested will have small children kicking and
digging at the ground no different than a ballpark. The long-term durability of landfill caps over
time is not yet a proven science. A passive park for children is not a responsible proving ground
and therefore should be repealed in its entirety. The long-term goal of the SWRZP envisions a
staffed Visitor’s Center in the park. A staffed visitor’s center in a 2 sq. mile port city does not
seem like a good use of public funds or resources. Additionally, the plan calls for absolute
power of eminent domain and authority to bond. The SWRZP is a plan doomed for failure and
lengthy litigation. It needs to be repealed.
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 hangar 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.
As noted in the Salem City section of this plan, foreign and domestic markets for export of GWJR farm production must be developed to the benefit of the commercial and independent farmers. This plan purports these markets exist, they simply need to be found and developed into sustainable levels of growth. The Port of Salem is ideally suited to develop an export trade market of GWJR farm production.

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

Goals to be added

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

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

**Penns Grove Overlay**

**Destination Fun Town**

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

Penns Grove of all the BURBS has been hit the hardest. It literally hurts to ride through the town. Penns Grove is also the smallest of the BURBS covering just .912 sq. miles.
One barrier to economic development of the GWJR is a lack of entertainment as noted by Peter Kaprielyan, VP, Government and External Relations, Inspira Health Network, Cumberland County, “the area offers little to do but work, which is our primary barrier to retaining good doctors. They want to be in a vibrant downtown area with access to quality entertainment, restaurants and cultural venues.”

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

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

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

**New Castle County, Delaware**

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

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

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

New Castle County housing stock is similar to ours in age and obsolescence in and around their cities. Additionally, the DRBA has significant interests in both New Jersey and Delaware with
the Delaware Memorial Bridge and the airports in Millville and New Castle. Salem Community College and the Wilmington College of Delaware have mutual interests and partnerships.

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

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

Section 4: Infrastructure
Salem County Office of Emergency Management
Industries Partner, Trainer and Administrator
Of Emergency Disaster Response

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

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

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

Additionally, the SCOEM overseas the fire training grounds which prepares first responders and industry personal in the tactics and methods of fire, chemical and petroleum incident response and suppression. In the old days, a New Jersey firefighter attended the Delaware Fire School, if they sought additional training. The Delaware State Fire School was a top rated facility staffed by experts in the field of fire suppression. Today, a Delaware firefighter attends the Salem County Fire School, for the very same reasons.
Continued investment of public funds and resources in the SCOEM is a proper action of
government.

Airports and Personal Flight

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

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

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

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

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

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

Aerospace designers and engineers of Henry’s time had on paper the theory of auto pilot flying.
Technology advanced that theory before WWII and extensively during the war, guiding planes
around the world and onto runways. For the past 50 years a jet liner has had the ability to take
off, fly its course and land without the pilot touching the controls. The time and technology for
personal flight is here and MA in conjunction with private industry and the Cumberland County
College (CCC) should lead this effort.
Blending the advancements of drone technology with the ultralight air vehicle, there is no reason why enclosed human auto-flight (The AeroScoot) cannot be made available to the masses.

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

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

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

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

GWJR Community Colleges

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

Cumberland County College, on the other hand is struggling at this time. The Board of Trustees is currently studying a potential merger with Rowan College of Gloucester County (RCCG). Budget shortfalls and declining enrollment are cited as reasons to study the issue. This plan
concludes CCC should not merge with RCGC without exploring other options which may be
available, including this plan.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Section 5
Conclusion
The Object Has Not Changed
References

- Master Plans Reviewed in Preparation of This Plan
- City of Salem – Master Plan Reexamination Report – 2012
- City of Salem – Salem Waterfront Redevelopment Zone Plan – 2018
- New Castle Airport – (ILG) Business Plan -2008-2012
- New Jersey State Development and Redevelopment Plan Executive Summary - 2001
- New Jersey State Strategic Plan: Development and Redevelopment Plan - 2012
- Pittsgrove Master Plan - 2000
- Pittsgrove Master Plan Reexamination Report – 2016
- Salem County Economic Development Strategic Plan – 2014-2017
- Salem County Growth Management Plan – 2016 and 1999
- Salem County Open Space & Farmland Preservation Plan – 2008
- Salem County Smart Growth Plan – 2004
- Salem County Traffic and Transportation Plan Element -2012
- Salem County Waste Management Plan – 2013

Websites Reviewed for Content

- Carneys Point Township
- Cumberland County
- Cumberland County College
- Elmer Borough
- Delaware River and Bay Authority (DRBA)
- Federal Aviation Administration Regulations (FAR103)
- Millville City
- Millville Airport
- New Castle County, Delaware
- New Castle County Airport
- New Jersey Motorsports Park
- Oldmans Township
- Penns Grove Borough
- Pennsville Township
- Pentagon Performance, Inc. Drone Technology Company
- Pittsgrove Township
- Salem City
- Salem Community College
- Salem County
- Salem County Office of Emergency Management
- State of New Jersey
- Upper Pittsgrove Township
About the Author

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Experience:


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

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

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


Education:

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

1988: Associate of Science in Business Management: Gloucester County College. I received the "Presidents Medallion for Leadership" upon graduation.

Public Service:


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

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

Hobbies: Motorcycling, Bicycling and Metal Working
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
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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