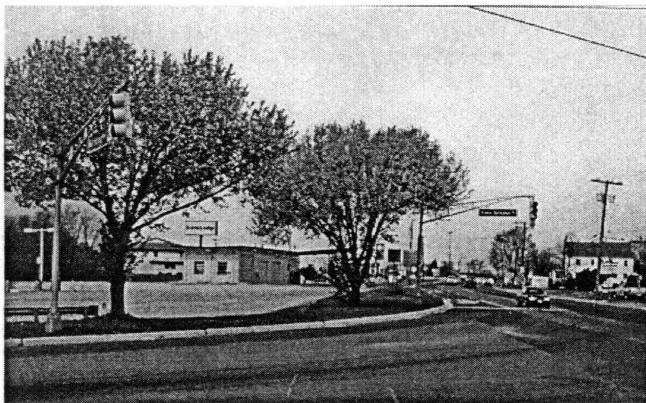

Pinelands Rural Economic Development Pilot Program



BUENA VISTA TOWNSHIP IMPLEMENTATION PROGRAM

Final Report

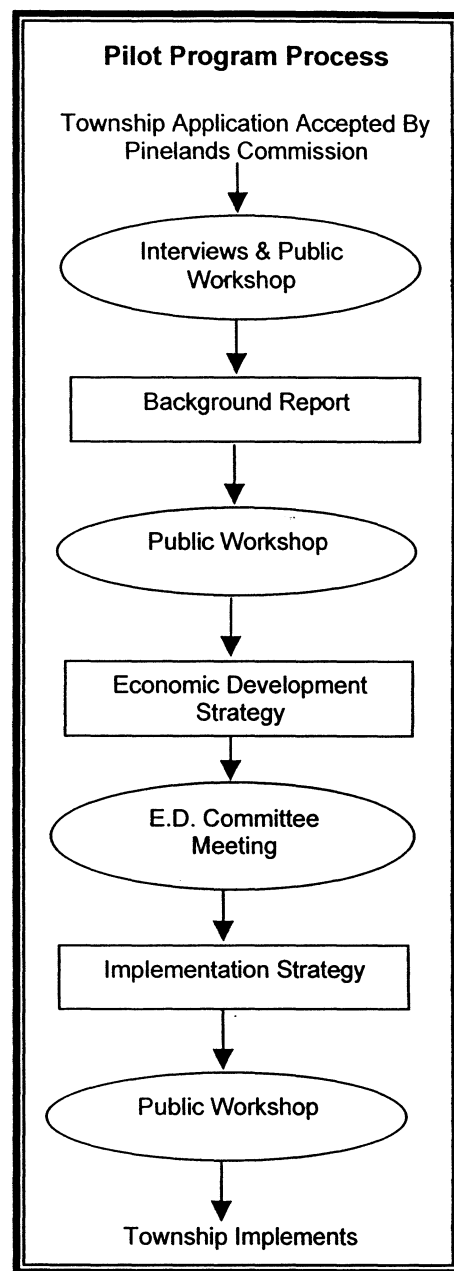
Whiteman & Taintor
January 2000

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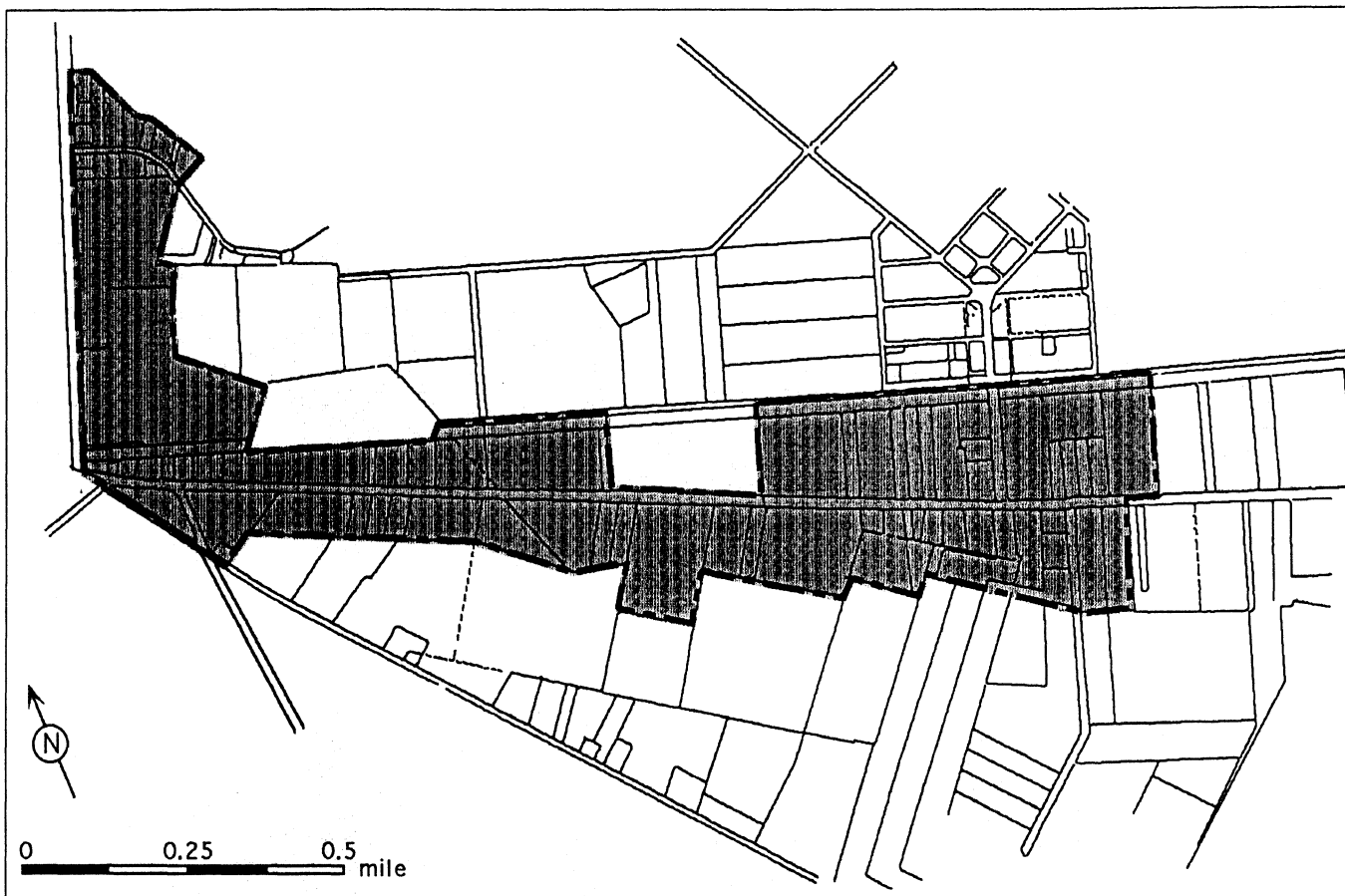
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1. Overview

This strategy is a companion piece to the Economic Development Strategy for Buena Vista Township that was prepared earlier this year (May 1999). Both documents, as well as a Background Report, were prepared by Whiteman & Taintor as part of the Pinelands Rural Economic Development Pilot Program. The Pilot Program was authorized and funded by the New Jersey State Legislature in August 1997. The goal of the Pilot Program is to help rural Pinelands municipalities identify and plan for types of economic development that are compatible with requirements for land use throughout the Pinelands. The initial Background Report laid the foundation for the analyses that followed by presenting data on key indicators of regional and local socio-economic health such as tax rates, population, educational attainment, home prices, household income, occupational mix, and unemployment. Findings from the data were then used in conjunction with information gathered during community interviews and public meetings to establish directions for economic development strategies. The May 1999 Strategy provided a detailed examination of local resources, including land, infrastructure, and employment trends, to generate different development scenarios and associated recommendations. These recommendations were then presented to the community for comment. This implementation strategy provides detailed plans for the final recommendations, including necessary steps, responsibilities, timeframes, and resources. The strategy begins with an overall vision for the area zoned for development along Route 40 (i.e., the Pinelands Town zoning district), followed by discussion of specific action items. A separate appendix contains suggestions for monitoring progress, tips on organization and community involvement, and resources for additional information.



The Economic Development Strategy identified four different subareas for development within the Pinelands Town zone, based on existing patterns of development and the location of environmentally sensitive areas. Figure 1 on the following page shows the Pinelands Town zone, while the four subareas are depicted in Figure 2. Collectively, these subareas contain a large amount of land – more land than the regional market will absorb for many years. Consequently, a mix of land use strategies and development directions were defined, with overall development intensity based on the extent to which wastewater treatment is made available.

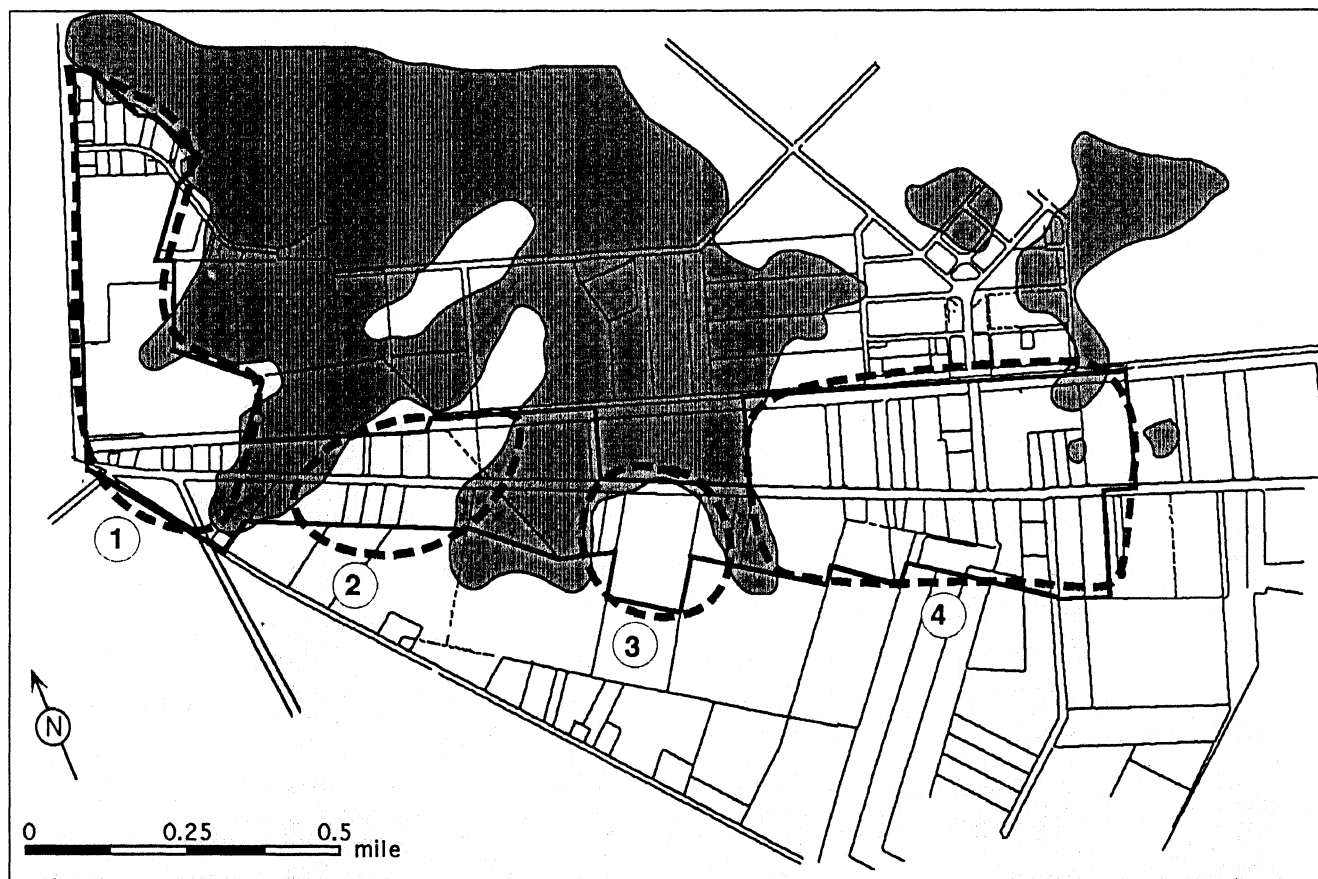


**Pinelands Rural Economic Development Pilot Program
Route 40 Corridor - Buena Vista Township**

**Figure 1
Pinelands Town District**

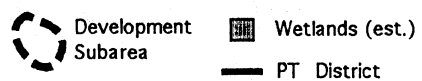
 Pinelands Town District

Whiteman & Taintor 2000



**Pinelands Rural Economic Development Pilot Program
Route 40 Corridor - Buena Vista Township**

**Figure 2
Pinelands Town Subareas**



Whiteman & Taintor 2000

The following vision statement captures the potential future for Route 40 - as well as other areas of the Township - that might result from full implementation of this strategy. The vision statement reflects community priorities as expressed during the course of the Pilot Program, and is followed by plans for specific actions.

2. A Vision of Route 40 in Buena Vista Township



Within 10 to 20 years, a visitor returning to Buena Vista would find a community with some similarities and some differences to Buena Vista as it exists today. First, the similarities:

- The farms will largely be intact and continue to produce vegetables and other products. Some limited development of farm properties will have occurred, but through a more aggressive farm preservation program by the State, farmers will have received compensation for keeping their lands in agricultural use. This open, working landscape will be an anchor for local character, and Buena Vista will continue to exemplify a classic Pinelands agricultural community.
- Over the last two decades, the Township has followed a path of gradual investment in each village and hamlet, with the result that they continue to be highly desirable places to live and work. The scale has remained small in Milmay and Richland, but streetscape improvements and other public investments have made them very cohesive and stable.

The area with the most changes is the “new” village that was created at the intersection of Routes 40 and 54:

- The “new” village, Buena Crossing (or “The Crossing”), is now recognized as a distinct place that encompasses the land and businesses around the Route 54/40 intersection, including a major new mixed use village to the north of Route 40 along Route 54. Development of Buena Crossing was made possible by connecting sewer lines to Buena Borough’s wastewater treatment system, which was brought into compliance through a cooperative effort by both municipalities. The result is an appealing business environment that combines a rural setting with a high amenity package, and offers an attractive alternative to adjacent enterprise zones and their financial incentives.
- The Crossing contains a supermarket, drugstore, cleaners, and other small service businesses found in many suburban shopping centers. What distinguishes The Crossing from just another shopping center is that the village was also designed to include a retirement/life care center and a recreation facility with a pool, gym, childcare center, and spa. Other distinctive components include a Pinelands interpretive exhibit, farmers market, and craft/gift shop. Each of these facilities meshes with a small meeting/conference center that is also part of this

development. The meeting facility enhances the Buena Vista Campgrounds' summer reunion, meeting, and company picnic market, and creates a year-round center for gathering.

- Working in partnership, the developers of The Crossing and the owners of the Buena Vista Campground added new recreation facilities to provide year-round entertainment to residents of Buena Vista Township and the surrounding communities. Activities include a bowling alley, butterfly pavilion, and a glass-enclosed arboretum that offers walking and entertainment space for the attached retirement facilities. New outdoor facilities were added to the expanded water slide/park and antiques center, including a driving range, a miniature golf course and a maze.
- The focus point for those driving into Buena Vista Township along Routes 40 or 54 is a Common lying near a newly designed intersection. The nearby land uses are closely integrated with the Common and can be accessed from both Routes 40 and 54, and also through a small system of parallel streets. Pedestrians move comfortably around the edges of the Common where there is ample seating, a small playground, and protective landscaping.
- Guests at The Crossing's three motels and inns can easily walk into the village along Route 54 and continue along the Deep Run Wetlands Trail System. A multi-modal trail system provides walkers, bicyclists, and electric carts with access to the village's two golf courses, community recreation facility, other attractions at the Buena Vista Campground, and the retirement facilities. Sidewalks and trails also link The Crossing with residential and business areas further west on Route 40.
- Development of The Crossing will not continue indefinitely. Working with the Pinelands Commission, the Township implemented a Plan of Development, an approach that defined a pre-established level of development and provided fast-track approval for projects fitting within the framework. In combination with renewed support for the Pinelands Infrastructure Trust Fund to finance wastewater treatment, this process allowed Buena Vista to offer developers a simple and well-served development option within the Pinelands. Given the overall congestion of much of the surrounding region, the Pinelands is now seen as somewhat of a premium refuge for residents and businesses who want a guaranteed, low-density, rural lifestyle.

Other significant changes occurred in the remainder of the Pinelands Town zone, extending east along Route 40:

- A few, small-scale businesses are now located in the area west of the school. Sidewalks line the street and traffic moves more slowly through the area. A new wastewater facility constructed near the school was one of the first eco-driven wastewater systems built in the Pinelands, and

processes wastewater from all uses in the Town zone outside of The Crossing.

- Near the school and expanded Township office is the Deep Run Nature Center and Trail. People can park at the Township office and then cross Route 40 to enjoy over 5 miles of interpreted trails that provide information about the special wetlands and groundwater systems of the Pinelands. The walking trail is linked to the Atlantic County Bike Way.
- A well-designed office and light industrial area now exists south of Route 40 along Oak Street and north of Route 40 around the intersection with Country Club Way. Wilmad Glass still anchors the area in its new and expanded facility. Other glass firms from nearby communities are now looking at Buena Vista as an appealing expansion site due to its rural setting and high development standards. Workers in these facilities can easily bike to The Crossing where their companies help financially support the community recreation center. Small condo and townhouse projects built near this area encourage some workers to live near their jobs.

At the other end of Route 40, changes occurred in Buena Borough as well. Based on a joint planning effort by both communities, the Borough encouraged more light industrial development near The Crossing as well as a well-designed shopping area. As a result, the entire area around the Route 54/40 intersection appears to be a cohesive community to visitors.

3. Implementation Strategy

So what now? The implementation strategy detailed below is meant to move Buena Vista Township from the recommendations in the economic development strategy to the long-term vision described above. Specific action items are grouped according to the following categories: staff/organization, planning and zoning, infrastructure, marketing, site-specific development, targeted new uses, partnerships, and education/outreach. The discussion of each action item includes a description of necessary steps, identification of key people/organizations to be involved, an estimate of the time required for completion, and suggested resources to assist in the effort. Priorities are not assigned because all action items should be undertaken as resources permit. Instead, the suggested schedule provides an indication of immediacy and which items should be completed first. A matrix is provided at the end of the strategy that summarizes all of the action items by geographic area.

Before rushing to start implementation, however, all participants – from Township officials to interested residents – should be aware of the factors that can thwart even the best of strategies. Perhaps the most critical factor for successful implementation is community involvement. To date, Buena Vista Township has done an excellent job in publicizing the Pilot Program and generally attracting residents to meetings. Translating this interest into effort, however, will require additional work. This means going beyond the usual

communication methods of public notices and announcements, and finding creative ways to reach out to all segments of the community, including senior citizens, students, and minorities. Widespread community involvement not only promotes buy-in, which is essential for any actions that require expenditure of public funds and resources, but it also guarantees a flow of new ideas and energy that is needed to guard against the burn-out that results when too few people take on too much work. For these reasons, expanding and strengthening community involvement should be an ongoing priority for the Township.

Other challenges include:

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

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

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

A. Staff/Organization



Action Item A.1 – Designate Leadership

Rationale: One strong leader or a core group of individuals is needed to manage overall activity (including any revisions to this implementation strategy), designate leads for each action item (typically from among the individuals and organizations identified in the descriptions below), and monitor progress. While a single leader facilitates coordination and accountability, a focused committee may be preferable if no individual has sufficient time or qualifications. Other considerations in designating leadership include tapping individuals with positive reputations, an ability to “get things done”, and knowledge of useful

networks and resources (especially to identify opportunities to spin off projects to existing organizations).¹ If a committee is used, the group must be small enough in size to reach consensus efficiently, but large enough to ensure community representation and share responsibility. Designating leadership is purely a management tool and in no way diminishes the need for widespread community involvement as noted above.

Summary of Necessary Steps:

1. Township Committee decides on whether a single leader or a steering committee should be designated. If a single leader is selected, the Township Committee makes the appointment (e.g., a member of the municipal staff or a local official). If a steering committee is created, the Township Committee specifies an appropriate number (e.g., 6) and mix of individuals (e.g., two representatives from the Economic Development Committee, one representative from the Environmental Commission, one representative from the municipal office, and two at-large positions). Appendix C contains suggestions for establishing a Steering Committee that was developed by the University of Missouri Extension Service and provides a good starting point. The designation of leadership is adopted by ordinance.
2. If a steering committee is created, the Township Committee requests names of appointees from their respective organizations and issues community-wide solicitation for at-large positions, including "backup" members if desired. The Township Committee may want to consider use of a brief application form to ensure that members are representative of the community and have complementary knowledge and skills. The Township Committee then selects at-large candidates.

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

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

Who Needs to be Involved: Township Committee, Mayor, representatives of various Township committees

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

Schedule: To be completed by the end of February 2000².

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

² For this and other action items, it is assumed that the Pilot Program will conclude in December 1999.

Action Item A.2 – Support Creation of Economic Development Circuit Rider

Rationale: Small communities working on their own typically do not have the resources to promote themselves to businesses and also miss out on synergistic opportunities with neighboring communities (for example, a growing trend in grant funding favors multi-jurisdictional efforts). In addition, while a few regional economic development organizations exist, a detailed understanding of Pinelands requirements is needed to direct appropriate projects to suitable locations. Absent such understanding, existing economic development contacts are likely to recommend “easy” (i.e., non-Pinelands) sites. Having a dedicated specialist to work with all Pinelands communities to identify opportunities and resources would benefit economic development throughout the region. The “circuit” concept would include set “office hours” in each community.

Summary of Necessary Steps:

1. Township Committee adopts resolution in favor of creating such a position.
2. Mayor proposes topic for discussion at regularly scheduled meeting of the Pinelands Municipal Council. Discussion should cover appropriate administrative location for a circuit rider such as the South Jersey Economic Development District (the District does not cover Burlington County, however), the New Jersey Economic Development Authority, the New Jersey Office of Sustainability, or the Pinelands Commission.
3. Pinelands Municipal Council adopts resolution in favor of creating a circuit rider position, and petitions State legislators and administrative organization for funding.

Who Needs to be Involved: Township Committee, mayor, Pinelands Municipal Council, other Pilot Program communities (to adopt their own supportive resolutions), and administrative agency.

Resources to Support Action Item: Depending on where the position is located, potential funding sources include:

1. Atlantic County Economic Development Corporation 2000. Contact: Timothy Behr, Executive Director, Atlantic County Economic Development Corporation 2000, 5100 Black Horse Pike, Mays Landing, 08330; (ph) 609/343-4984.
2. The South Jersey Economic Development District (SJEDD), which provides information on federal Economic Development Administration (EDA) assistance and other potential sources for funding. Contact: Gordon Dahl, Executive Director, South Jersey Economic Development District, 18 North East Avenue, Vineland, NJ 08360; (ph) 609/794-8497.

3. The U.S. Environmental Protection Agency's Sustainable Development Challenge Grant Program (applications accepted annually in early fall). Contact: Marcia Seidner, 212/637-3590.
4. The Schumann Fund for New Jersey, which supports environmental protection projects that incorporate sustainable economic growth and coordinated land use planning. Contact: 973/509-9883.

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

B. Planning and Zoning



Action Item B.1 – Prepare a Joint Area Plan for the Route 40/54 Intersection and adjoining lands

Rationale: By working together on a joint strategy, Buena Vista Township and Buena Borough can get a better handle on desired long-term land use patterns. The whole Route 54/Route 40 intersection should be reconsidered in terms of its circulation pattern, pedestrian systems, public open space, streetscape and future land uses. The abundance of land at that intersection and in nearby areas can support substantial economic development of a variety of types. An upfront, collaborative effort is needed, however, in order for both communities to maximize their benefits and minimize negative impacts from future development. This work will lay the foundation for the site-specific strategies and plans that follow. The joint plan should encompass the wastewater generation potential flowing from future land uses, and may be wrapped into the planning effort for wastewater treatment described in Action Item C.1 below.

Summary of Necessary Steps:

1. Hold a meeting with property owners of parcels in subarea 1 (surrounding the intersection) to review (and refine, if necessary) the economic development strategy and associated implementation plans.
2. Hold a workshop between Buena Borough and the Township to review the findings from the Pilot Program and to discuss a joint area planning project. If there is interest, use the workshop as a first step to try to define the Borough's wishes for the future of the lands within a 1/4 to 1/2 mile radius around the intersection.
3. Seek technical assistance from the Pinelands Commission as needed to perform basic land use and economic analyses to develop a conceptual plan for the area and estimate impacts.
4. Apply for funding (see resources below) to develop more detailed plans and link this effort with the Route 54/Subarea 1 design charrette recommended in Action Item E.2 below.

Who Needs to be Involved: Property owners, Buena Borough, Pinelands Commission

Resources to Support Action Item:

1. Rural Business Opportunity Grants provide funding to nonprofits and public bodies for community planning, technical assistance, and training for business development and improving economic conditions in rural areas. The program is designed to promote sustainable economic development in rural communities with exceptional needs and will pay for professional services for planning functions, such as creating high-quality site plans and landscaping guidelines for new development along Routes 40 and Route 54. Contact: Rural Business-Cooperative Services, Specialty Lenders Division, 1400 Independence Ave, SW, Stop 1521, Washington, DC 20250-1521, ph (202) 720-1400.
2. The National Center for Small Communities is a nonprofit organization devoted to serving small communities with tools to expand local economies, protect natural resources, and preserve community character. The Township should consult with the Center to seek input on the actions under consideration, opportunities to secure their services, and additional resources that might be available. Contact: National Center for Small Communities, 444 N. Capitol Street, NW, Suite 208, Washington, DC 20001-1202, ph (202) 624-3550.

Schedule: Hold meeting with property owners by March 2000, hold workshop with Buena Borough by May 2000, and apply for funding by September 2000.

Action Item B.2 – Develop Design Standards for Route 40

Rationale: As new development occurs along Route 40, the Township's long-term objective of building a more stable tax base will be damaged if the development that occurs is not of high quality and well-designed. In addition, community support for development efforts will deteriorate. The Township will be in a much stronger position to foster sound economic development if it (and Buena Borough) sets a standard for good building design, landscaping, signage, and a general respect for the streetscape. Furthermore, adopting standards will ensure that the built project complies with the concepts developed during more detailed design activities (see Action Items under "E" below). The Township may want to consider adopting slightly different standards for the different subareas of Route 40 to reflect the varying land uses and intensities of development that will occur. Nonetheless, the standards should be coordinated so that the entire Town District develops with some coherence.

Summary of Necessary Steps:

1. Coordinate with Planning Board to obtain and review examples of good design for highway corridors (contact the Office of State Planning and the Pinelands Commission). The models should cover consistency of setbacks, road edge landscaping, minimizing curb cuts, placement and design of parking lots, signage size and design, general design issues for buildings, and standards for compatibility with sensitive environmental areas.
2. Draft ordinance and provide to Economic Development Committee and Environmental Commission for review (in addition to required public notice).
3. Adopt ordinance.
4. Share ordinance with Buena Borough.

Who Needs to be Involved: Planning Board, Economic Development and Environmental Committees, Office of State Planning, Pinelands Commission, Township planner, Buena Borough

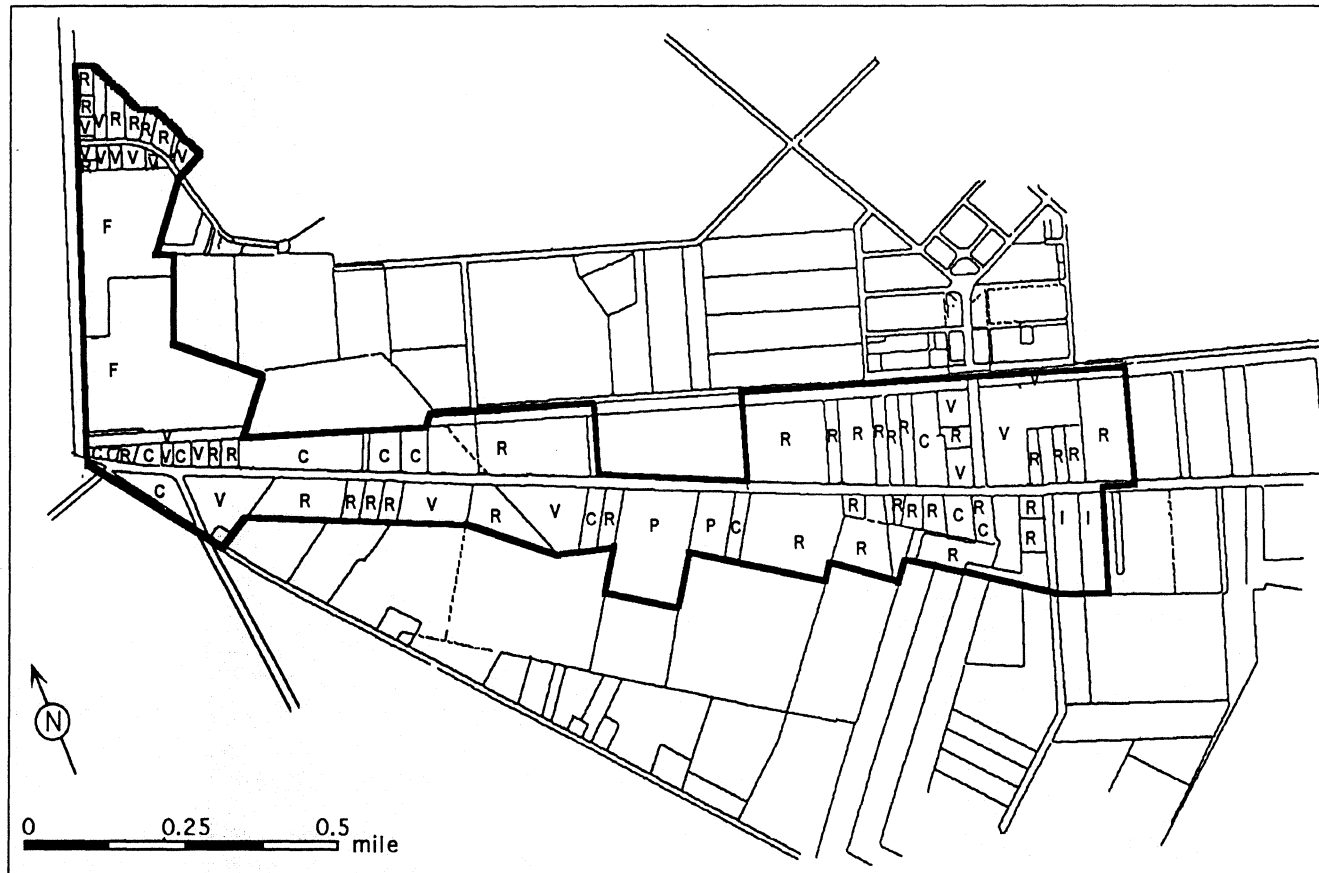
Resources to Support Action Item:

1. In addition to contacting the Office of State Planning (609/292-7156) and the New Jersey Pinelands Commission, the American Planning Association (202/872-0611; www.planning.org) can provide guidance documents or technical assistance, frequently for a fee.
2. Funding might be available from the *Rural Business Opportunity Grants* (see Resource list for Action Item B.1, above).

Schedule: Draft ordinance by September 2000; adopt final ordinance by December 2000.

Action Item B.3 – Re-Examine Zoning

Rationale: The Economic Development Strategy and Implementation Plan call for new types and/or intensities of development that do not presently exist in the Township. For example, the development of retirement housing meets a growing demographic need without imposing some of the fiscal burdens associated with traditional residential development (e.g., school students). The Township's current code, however, does not permit new residential uses in the Pinelands Town zoning district. The Township may want to consider permitting such uses as part of a mixed use development. Existing land uses in the Pinelands Town zone are shown in Figure 3 on the following page.



**Pinelands Rural Economic Development Pilot Program
Route 40 Corridor - Buena Vista Township**

**Figure 3
Existing Study Area Land Uses**

Existing Land Uses

R Residential
C Commercial
I Industrial
F Farm
V Vacant
P Public

— PT District

Whiteman & Taintor 2000

Summary of Necessary Steps:

1. Hold meeting with Planning and Zoning Boards to review the Economic Development Strategy and Implementation Plan to identify potential conflicts with the Township's existing development code.
2. Determine which conflicts need to be addressed by modifying the code.
3. Adopt amended ordinances.

Who Needs to be Involved: Planning and Zoning Boards, Township Committee

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

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

Action Item B.4 - Consider Forming Business Improvement District

Rationale: Along with the federal, state, and municipal funds needed for implementation, private-sector funds will be needed to provide matches for grants and to fund activities for which grant funds cannot be obtained. Financial contributions from the private sector are also an important way for the business community to demonstrate their commitment to the implementation strategy.

A good tool for generating additional funds is the creation of a Business Improvement District (BID). BIDs are special, short-term, add-on property taxation districts that are formed to serve specific business districts through the agreement of affected business owners. The collected taxes are then spent on capital facility and other spending programs defined by BID members and the local government. The funds can only be spent within the BID. Types of projects that can be funded by BIDs include redevelopment of specific sites and infrastructure.

Summary of Necessary Steps:

1. Compile background information on the purpose and use of BIDs. Define needs and opportunities within the Township.
2. Meet with local business owners to explain the concept and discuss options.
3. If there is sufficient interest, work with the New Jersey Department of Commerce to establish a BID.

Who Needs to be Involved: Mayor, Township Committee, Economic Development Committee, local property owners, New Jersey Economic Development Authority

Resources to Support Action Item:

1. Contact the New Jersey Pinelands Commission and the American Planning Association for background information on BIDs (including the related concept of tax increment financing). Contact: Planning Office, Pinelands Commission, ph (609)894-7300; American Planning Association, Planners Book Service, ph (312) 786-6344, or visit their web site at www.planning.org.
2. Contact the New Jersey Economic Development Authority for technical assistance/support. Contact: Adam Mukerji, Director, Commercial Lending Division, NJ EDA, P.O. Box 990, Trenton, NJ, 08625-0990; ph (609) 292-0187.

Schedule: Compile background information and meet with local property owners by August 2000; continue effort if sufficient interest.



C. Infrastructure

Action Item C.1 – Perform Feasibility Study for Sewer Extension to Buena Borough to Service Subarea 1

Rationale: Buena Vista Township clearly needs wastewater service to facilitate economic development of a sufficient density to provide a significant increase to the tax base. The most obvious alternative to service Subarea 1 is connection to Buena Borough's wastewater treatment system (although the system is currently not in compliance, discussions between the Borough and the Township have been initiated, indicating that a solution may be forthcoming). A preliminary feasibility and engineering study must be conducted before any other work can proceed, including pursuit of funding. The study will produce a conceptual design and preliminary cost estimate. Because few grant programs will fund this type of work, it is recommended that the Township and the affected property owners donate funds for this work. A general estimate for the study is \$25,000. The Township must take care to adequately explain the benefits of funding the study – namely increased land values – in order to secure the needed funds.

Summary of Necessary Steps:

1. Meet with Buena Borough officials and their Municipal Utilities Authority to discuss the study and delineate the scope of the service area.
2. Activate Township's Municipal Utilities Authority and work with the Township's municipal engineer to arrange a public meeting

to explain the study and potential outcomes. Be sure to invite all affected property owners and representatives from Buena Borough.

3. Make arrangements to collect the funds and place them in an appropriate account for expending.
4. Develop an RFP for engineering assistance and select a consultant.
5. Hold public workshop to present study findings.
6. Apply for construction funding (see Action Item C.2).

Who Needs to be Involved: Buena Vista Township Municipal Utilities Authority and municipal engineer, Buena Borough mayor and Council, Buena Borough Municipal Utilities Authority

Resources to Support Action Item: Financial resources to be provided by property owners. The Township may also want to consult with the New Jersey Department of Environmental Protection and the Pinelands Commission for overall guidance and information on any other potential sources of funding.

Schedule: Hold public meeting by June 2000; select consultant by October 2000; complete feasibility study by December 2000

Action Item C.2 – Obtain Funding for Construction of Sewer Extension to Buena Borough

Rationale: Presumably, property owners and the Township will want to move ahead with the sewer extension project following completion of the feasibility study. As discussed and analyzed in the Economic Development Strategy, the extension of sewers to Subarea 1 is a critical pre-condition to attracting businesses.

Summary of Necessary Steps:

1. Buena Vista Township Municipal Utilities Authority and Township engineer work with the engineering firm that performed the feasibility study and the Buena Borough Utilities Authority to finalize the estimate of funding needed for the project (including any pump stations).
2. Buena Vista Township Municipal Utilities Authority applies for funding.

Who Needs to be Involved: Buena Vista Township Municipal Utilities Authority and municipal engineer, engineering consultant, Buena Borough Utilities Authority

Resources to Support Action Item:

1. The New Jersey Clean Water State Revolving Fund Program of the New Jersey Department of Environmental Protection

(NJDEP), Division of Water Quality, provides loans to local governments for the construction of wastewater treatment facilities. Municipalities, counties, and sewer and utility authorities building new or improving existing wastewater treatment or storm water management facilities are eligible. Projects are certified for funding based on ranking criteria of the Federal Priority System developed each year by the DEP. The financing program provides zero percent interest rate loans for approximately 20 years for up to half of the allowable project costs, and the rate that the State pays for the remaining allowable costs. Allowances for planning and design are also available. Approximately \$100-200 million is available per year and limited grant funds are available to small municipalities that are economically distressed. Contact: Nicholas Binder, Assistant Director, NJDEP-Municipal Finance and Construction Element, PO Box 425, Trenton, NJ 08625-0425, ph: (609) 292-8961, email: nbinder1@dep.state.nj.us.

2. The Water and Waste Disposal Loan and Grant Programs of the Rural Development Program of the U.S. Department of Agriculture. Several different loan and grant opportunities are available including projects to develop water and waste disposal systems in rural areas and towns with a population of less than 10,000 (interest rates and grant amounts vary with median household income), technical assistance, and training. Public entities such as municipalities, counties, special purpose districts and corporations not operated for profit are eligible. The applicant must: (1) be unable to finance the proposed project from its own resources or through commercial credit at reasonable rates; and (2) have the legal authority necessary for constructing, operating and maintaining the proposed facility or service; and for obtaining, giving security for, and repaying, the proposed loan. The average award for direct loans is \$835,188 and the average grant amount is \$601,214. There are no matching requirements in this program. Contact: Michael Kelsey, Director, Community and Business Programs, Rural Development, USDA, Mount Holly, NJ 08060; (ph) 609/265-3600.
3. The New Jersey Small Cities Community Development Block Grant Program may have funds available under the non-entitlement community program (the 1996 eligibility list included: Buena Vista Township, Mullica Township, Dennis Township, Woodbine Borough, Maurice River Township). Contact: Roger Hoeh, Program Administrator, Small Cities Non-Entitlement Programs, Department of Community Affairs, Division of Housing and Community Resources, 101 South Broad Street, CN 806 (5th Floor), Trenton, New Jersey 08625-0806, ph (609) 633-6278.
4. The federal *Economic Development Administration (EDA)* provides funds for projects in areas with high unemployment, a planning process in place, and a demonstrated link to job creation.

Priorities for funding include projects that diversify the area, are ecologically sensitive, support entrepreneurial spirit and innovative approaches to economic development, and create local partnerships that focus on regional solutions for economic development. Projects can include tourism facilities, business incubators, and infrastructure improvements needed for business expansion. Contact: Ed Hummel, Philadelphia Regional Office, Economic Development Administration, The Curtis Center, Suite 104 South, Independence Square West, Philadelphia, PA; (ph) 215/597-6767.

Schedule: Finalize cost estimate by March 2001; submit applications for funding and amendment to State Water Quality Management Plan by June 2001.

Action Item C.3 – Perform Feasibility Study to Provide Wastewater Service to Remainder of Route 40

Rationale: In the absence of wastewater treatment for the remainder of Route 40 within the Pinelands Town zone, the current pattern of low-density, scattered development will prevail. Development of new facilities will be restricted and expansion of existing facilities may be problematic. Cost and capacity issues, however, make connection to the Buena Borough treatment system infeasible. Instead, the Township must identify one or more alternative, small-scale systems to service Subareas 2-4 (including, potentially, the elementary school). Similar to Action Item C.1 above, the Township should consider financing the study through funds collected from existing property owners due to the general lack of infrastructure planning monies. The innovative nature of certain treatment technologies, however, may enable the Township to pursue some additional funding sources.

Summary of Necessary Steps:

1. Contact the Pinelands Commission for an update on their investigation into small-scale treatment technologies.
2. Hold a public meeting to explain the study and potential outcomes. Be sure to invite all affected property owners.
3. Make arrangements to collect funds from property owners and place them in an appropriate account for expending. Also pursue other sources of funding.
4. Develop an RFP for engineering assistance and select a consultant with experience in small-scale treatment systems.
5. Hold public workshop to present study findings.
6. Apply for construction funding (see Action Item C.4).

Who Needs to be Involved: Buena Vista Township Municipal Utilities Authority and municipal engineer, Pinelands Commission, property owners

Resources to Support Action Item: Financial resources to be provided by property owners. The Township may also want to consult with the New Jersey Department of Environmental Protection and the Pinelands Commission for overall guidance. Other potential resources the Township should approach for assistance and advice are:

1. The National Small Flows Clearinghouse and the National Environmental Training Center for Small Communities have programs designed to help foster understanding of treatment technologies, design and monitoring information, planning strategies, regulations, and education regarding wastewater “small flows” systems of one million gallons or less per day. Contact: National Small Flows Clearinghouse, P.O. Box 6064, Morgantown, WV, 26506-6064; [ph] 800/624-8301; web site – www.nsfrc.wvu.edu.
2. The Rural Community Assistance Program (RCAP) is a private, community-based, nonprofit organization that helps low-income, rural communities with wastewater, water supply, and solid waste management issues with a residential component. RCAP could provide assistance in identifying funding sources, appropriate technologies, and general networking as the feasibility study progresses. Contact: Candace Balmer, Northeast RCAP, 2 Malden Avenue, Saugerties, NY, 12477; (ph) 914/246-0743.
3. The New Jersey Rural Water Association is a statewide nonprofit association of small water and wastewater utilities generally serving 10,000 or fewer customers. The Association could provide helpful technical assistance and training before, during, and after completion of the feasibility study. Contact: Rick Howlett, NJ Rural Water Association, 110 W. Main Street, First Floor, Tuckerton, NJ 08087-1000; (ph) 609/294-1000.
4. The EPA, NSF and USDA Water and Watersheds Research Program seeks to develop an improved understanding of the processes that govern the quantity, quality, and availability of water resources in natural and human-dominated systems. In conjunction with other municipalities, the Pinelands Commission, and a regional/state university, Buena Vista Township may want to pursue funding/sponsor a research project focusing on appropriate technologies for the development and management of sensitive water resources in this region. Contact: Robert Menzer, 202/564-6849.

Schedule: Hold public meeting by June 2001; select consultant by October 2001; complete feasibility study by March 2002.

Action Item C.4 – Obtain Funding for Construction of Small-Scale Treatment System

Rationale: Presumably, property owners and the Township will want to move ahead with one or more small-scale treatment systems following completion of the feasibility study. Some type of system is needed to accommodate new development and expansion of existing facilities.

Summary of Necessary Steps:

1. Buena Vista Township Municipal Utilities Authority and Township engineer work with the engineering firm that performed the feasibility study to finalize selection of a system and cost estimate.
2. Buena Vista Township Municipal Utilities Authority applies for funding.
3. Buena Vista Township submits amendment to State Water Quality Management Plan to NJ DEP.

Who Needs to be Involved: Buena Vista Township Municipal Utilities Authority and municipal engineer, engineering consultant, Buena Borough Utilities Authority, NJ DEP

Resources to Support Action Item: See list provided under Action Item C.2 above. Also contact the South Jersey Economic Development District, which coordinates funding from the federal Economic Development Administration (EDA) and other sources. Priorities for federal EDA funds include projects that diversify the area, are ecologically sensitive, support entrepreneurial spirit and innovative approaches to economic development, and create local partnerships that focus on regional solutions for economic development. Projects can include industrial parks, tourism facilities, business incubators, and infrastructure improvements needed for business expansion. Contact: Gordon Dahl, Executive Director, South Jersey Economic Development District, 18 North East Avenue, Vineland, NJ 08360; (ph) 609/794-8497.

Schedule: Finalize selection of system and cost estimate by June 2002; submit application for funding and amendment to State Water Quality Management Plan by September 2002.

Action Item C.5 – Realign Roads, Install Sidewalks, and Undertake Related Improvements

Rationale: The specific projects to be undertaken will be defined by the results from the Routes 54/40 planning and design processes (see Action Items under “B” and “E”). At a minimum, sidewalks, streetscaping, signage, and improved driveway/curbcut design are needed. Sidewalks, landscaping and streetlights send a visual

message to drivers that they should slow down and perhaps look around. Sidewalks also encourage shoppers to leave their car at one establishment and walk the short distance to another business. Today, this is not easy or safe. Attractive signage helps create a sense of place as well as convey information. Shared parking lots would facilitate access to multiple businesses and minimize curb cuts. Other possibilities include developing a new entrance to Buena Vista Campgrounds aligned with Cumberland Road. At a later date, the Township may want to consider similar types of improvements to Subareas 2-4.

Make an Entrance
Establishing a distinct "node" at the main entrance to the Township will help convey a sense of place and provide direction to visitors. Right now, the landscape from both directions into the Route 54/40 intersection does not provide travelers with a sense of having entered a distinct place.

Summary of Necessary Steps:

1. Hold a public meeting for business owners and local residents to explain the potential scope of the project and obtain initial feedback.
2. In consultation with the Planning Board, hire an engineering firm to develop plans and a cost estimate for recommended improvements.
3. Present plans to business owners and residents; revise if needed.
4. Apply for funding to cover construction costs.

Who Needs to be Involved: Local business owners and residents, Planning Board, engineering firm.

Resources to Support Action Item:

1. Apply for funds from the Transportation Enhancement Program of the New Jersey Department of Transportation, Bureau of Local Aid. This program funds non-traditional projects that enhance transportation and quality of life. The average award is about \$350,000 for each project funded, but can range from \$10,000 to \$1 million. Matching funds are not required, but they help. The application should be submitted under the categories *Landscaping or Other Scenic Beautification*. Activities eligible for funding include streetscape projects, linear highway landscaping, historic sidewalk paving, landscaping at interchanges, and urban design appropriate for the community such as street-side plantings. Funds for road realignment might be sought under the category *Facilities for Pedestrians and Bicycles*, which provides for a variety of improvements including adding bike lanes to existing roadways and widening curb lanes to accommodate bicyclists. Contact: Jim Snyder, District Engineer (Mount Laurel office), ph: (609) 866-4974.
2. The South Jersey Economic Development District helps coordinate funding from the federal Economic Development Administration (EDA) and other sources. Eligible projects

include infrastructure improvements needed for business expansion. Contact: Gordon Dahl, Executive Director, ph (609) 794-8497.

Schedule: Hold initial public meeting by September 2001; apply for funding in March 2002.

Action Item C.6 – Construct Deep Run Wetlands Trail

Rationale: An outdoor trail system would be an ideal addition to Buena Vista's amenity package. The trail could focus on the Deep Run Wetlands system and extend to both sides of Route 40. To the north, it should link the SubArea 1 development site with the Campgrounds, the Country Club, and the proposed Cross-County Bike Way. To the south, it should link the Township offices, school, wetlands systems, Route 54/40 intersection, and Cranberry Run housing development. Connections to both local golf courses would also enhance the trail. To integrate the trail with existing public facilities, an interpretive kiosk should be installed near the Township Building.

Not Just for Walking
The trail should be designed to serve multiple needs, serving as an off-road transportation system to move golf carts, bicycles, and pedestrians from places of work to shopping, recreation sites, lodging facilities, and wetland areas set aside for conservation, education, and solitude.

Summary of Necessary Steps:

1. Develop a preliminary trail route in collaboration with the Economic Development Committee, the Environmental Commission, the Planning Board, the Atlantic County Bike Way project, and the Pinelands Commission. Solicit suggestions from owners of property on or near the proposed route.
2. Publish the proposed trail route in local newspapers and present to Township residents for comment at a public meeting.
3. Request assistance from a graduate planning or landscape architecture program to develop a detailed plan for the trail, including interpretive concepts.
4. Seek funding from sources listed below.

Who Needs to be Involved: Economic Development Committee, Environmental Commission, Planning Board, Atlantic County Bike Way project (contact John F. Brennan, Atlantic County Department of Regional Planning and Development, (ph) 609/645-5898).

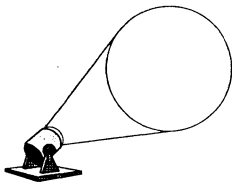
Resources to Support Action Item:

1. The National Recreational Trails Funding Program of the Federal Highway Administration, U.S. Department of Transportation, provides funds to states for the purpose of developing and maintaining recreational trails. The average award in FY 1997 was \$288,000. Contact: Kevin E. Heanue, Director, Office of

400 Seventh Street, SW, Washington, DC 20590, ph (202) 366-2951.

2. The Rivers, Trails and Conservation Assistance Program of the National Park Service System provides funds for projects that have clear, measurable objectives; are designed to have a significant, cost-effective impact on an issue; and lead to a tangible conservation of significant resources. Contact: Assistant Director, National Center for Recreation and Conservation, PO Box 37127, Washington, DC, 20013, ph (202) 343-3780, or the National Park Service's Regional Office in Philadelphia (ph) 215/597-7013.
3. Consider working in cooperation with other municipalities along the Mullica River Corridor and apply for funding to the Geraldine R. Dodge Foundation. This foundation focuses its funding strategies on issues of sustainability with a particular interest in New Jersey and the Northeast. Two areas that may provide an interesting match are the foundation's interest in ecosystem preservation, and education and communication efforts that lead to enlightened environmental policy. If the Pinelands Commission or other regional entity were to seek funding for an overall ecosystem and ecotourism interpretive project, the Dodge Foundation might be an appropriate funding source. Contact: David Grant, Geraldine R. Dodge Foundation, 163 Madison Ave, PO Box 1239, Morristown, NJ 07962-1239.
4. Consider another collaborative proposal to the Henry P. Kendall Foundation, whose program priorities include sustaining North American Natural Resource Assets. Although the Foundation's geographic focus is New England, their strong interest in public education regarding protection and restoration of ecosystem integrity may extend to the Pinelands Area. Contact: Henry P. Kendall Foundation, 176 Federal Street, Boston, MA, 02110.
5. The Surdna Foundation's goal is to prevent irreversible damage to the environment, and to promote more efficient, economically sound, environmentally beneficial and equitable use of land and natural resources. The Pinelands Commission or other regional entity might consider applying for funds to tell the story of the Pinelands Area, and using the ecotourism approach, demonstrate how market behavior can lead to environmental change (preservation of more rural areas near urban areas). The Pinelands can make a strong case for a comprehensive interpretive program throughout the area that could promote ecosystem preservation efforts, and inform travelers of the challenges and benefits to environmentally sound planning and preservation. Contact: Edward Skloot, Executive Director, Surdna Foundation, Inc., 330 Madison Ave., 30th Floor, NY, NY 10017-5001.

Schedule: Develop preliminary route by June 2001; apply for funding by March 2002.



D. Marketing

Action Item D.1 – Develop Township Information Packet/Brochure

Rationale: Once wastewater service is provided along Route 40, the Township should be prepared to provide interested developers and area development organizations with an attractive package of information that identifies the sites available for development, describes Township characteristics, and provides key points of contact. Other types of useful data include information on transportation systems, schools, the housing market, and regional/recreational attractions. In developing the materials, effort should be focused on developing content as opposed to creating a slick appearance.³

Summary of Necessary Steps:

1. Develop description of sites available for development in Pinelands Town District based on results of pre-approval process (see Action Item E.1 below). Identify location, acreage, frontage, and taxes.
2. Develop Township profile based on statistics provided in the Background Document developed under the Pinelands Rural Economic Development Pilot Program (March 1999). Highlight community strengths as identified in the Economic Development Strategy developed under the Pinelands Rural Economic Development Pilot Program (May 1999).
3. Compile key contacts at the local and regional levels (e.g., Pinelands Commission, New Jersey Department of Environmental Protection, New Jersey Economic Development Authority).
4. Explore availability of private-sector funding/production in return for acknowledgement of services in package (e.g., document design, photography, printing). Also solicit funds from relevant organizations (e.g., the local Chamber of Commerce).
5. Distribute packet to regional development professionals, visitors, and others using various marketing channels (e.g., inclusion in regional/state marketing packages and web sites, distribution at trade shows attended by regional development organizations).

Who Needs to be Involved: Township Committee, Economic Development Committee, local business owners

Resources to Support Action Item: Due to limited funding for this type of activity, to the extent possible, the brochure should be funded through private-sector contributions as noted above. Contact Atlantic County Economic Development Corporation 2000 (Timothy Behr, Executive Director, 609/343-4984) and the South Jersey

³ From *Harvesting Hometown Jobs, The New Small Town Guide to Local Economic Development*, National Center for Small Communities, Washington, DC, 1997.

Economic Development District (Gordon Dahl, Executive Director, 609/794-8497) to examine the possibility of obtaining funds to cover any remaining balance of the project costs.

Schedule: Develop initial draft by December 2000; produce final version by June 2001.

Action Item D.2 – Develop Township Web Site

Rationale: Use of the internet to search for all types of information has exploded in the past few years and become a primary research tool. A web site is an efficient way to communicate with residents on all Township-related matters, helps create a sense of place, and is one means of showing community pride. A web site can also provide visitors with an introduction to community attractions and serve as a preliminary information source for developers. Once the web site is operating, it can be linked to a number of other sites that will help direct inquiries; for example, the State of New Jersey's home page. The types of topics that should be included are basic facts (e.g., location, size, population), history, municipal services and contacts, and sites of interest. A local business directory could also be included.

Summary of Necessary Steps:

1. Visit web sites of other New Jersey municipalities for ideas. A good place to start is part of the State's home page, www.state.nj.us/localgov.htm.
2. Contact municipalities with informative and attractive web sites to find out how they were developed and financed.
3. Consult municipal staff to identify any limitations imposed by the Township's existing computer system.
4. Explore availability of private-sector funding/technical assistance in return for acknowledgement of services on web site. Contact local internet service providers and web page designers.

Who Needs to be Involved: Municipal staff, Township Committee, local business owners.

Resources to Support Action Item: A basic web site can be constructed for under \$1,000 and maintained for a similar amount per year. Many web sites for nonprofit and public organizations are developed free of charge in exchange for acknowledgement of services and/or other support (e.g., Dennis Township's site was developed by a local service provider in exchange for the ability to establish local internet access). Contributions can also be solicited by those businesses most likely to benefit from the site. The Township should plan to cover any shortfall.

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

Action Item D.3 – Pursue Steady, Affordable Marketing Strategy

Rationale: This implementation program is incremental, based on public and private investments and the act of following this process will, in and of itself, market the community. However, once the Partnership Charrette (see Action Item E.2), design competition, developer solicitation and associated public investments (i.e., wastewater treatment, road improvements, recreation center, and trail system) are underway, it will still benefit the community to pursue additional marketing. Specific audiences to target include tourists, retirees, residents from the surrounding region, and small technology companies in the Philadelphia/Camden area.

Summary of Necessary Steps:

1. Tourists - Work with the New Jersey Division of Travel and Tourism and the Atlantic City Convention and Visitors Authority to promote Buena Vista as a family recreational and educational stop on the way to the shore, as the Agricultural Gateway to the Pinelands, and as a place to hold family reunions or company picnics at any time during the year. Improvements to the Buena Crossing area will also encourage Route 40 travelers to stop during their trips.
2. Retirees - Promote Buena Vista as the ideal spot for an active retirement in a rural, Pinelands setting close to the shore and the urban amenities of Philadelphia. Ideally, the Buena Crossing development will provide more services, facilities and amenities for active retirees. Other actions include:
 - Market Buena Vista by working with the Campground and golf courses to organize group tours and events involving Philadelphia metro area senior organizations.
 - Work with a local public relations professional to place articles on Buena Vista in active, senior-oriented publications and in the travel and leisure sections of newspapers throughout the region, from New York City to Baltimore.
 - Develop a relationship marketing strategy featuring residents of Buena Vista, and in particular, the residents of Cranberry Run.
3. Surrounding Area Residents - Buena Vista should be seen as a fun recreation and entertainment outing for residents of nearby communities. Market facilities to residents of Hammonton and Vineland through coop ads in local newspapers and group tours for schools and youth organizations.
4. Small Technology Companies and Other Suitable Businesses - Buena Vista needs a competitive edge to attract businesses and

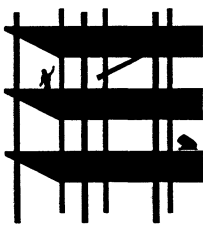
build on the existing cluster of pharmaceutical-related firms. Investments in infrastructure and other amenities combined with the Township's rural setting can provide that edge. Place articles in publications such as the *Philadelphia Business Journal* and other business and trade periodicals describing the reasons why new local businesses chose Buena. Attendance at regional trade shows will also increase awareness of Buena Vista's advantages, as will working with regional economic development officials and commercial real estate brokers.

Who Needs to be Involved: Economic Development Committee; state and regional travel organizations, marketing/public relations professional, regional economic development organizations.

Resources to Support Actions: While the Township should anticipate funding much of these activities on its own (or obtain professional services in exchange for some form of recognition), the following resources may provide additional assistance:

1. The Norman Foundation provides grants for general support, issue-specific projects, and collaborations between local groups and national organizations. The foundation has an interest in projects dealing directly with economics such as micro-enterprise and other employment programs. The ability to generate replicable results is an important component; i.e., findings or approaches that could be shared with other Pinelands communities or serve as a national model. The average award is \$23,100 and prospective grantees are encouraged to submit a two or three page letter of inquiry to the Program Director. Contact: Norman Foundation, Inc., 147 East 48th Street, NY, NY, 10017; ph (212) 230-9830.
2. The Rural Business Cooperative Service (RBS) of the U.S. Department of Agriculture provides Rural Business Opportunity Grants to public bodies and nonprofit corporations in rural areas and cities with less than 50,000 people. The maximum award is \$1.5 million per grant. Funds can be used for technical assistance, training, and planning activities that will improve economic conditions in rural areas. Contact: Rural Business-Cooperative Services, Specialty Lenders Division, 1400 Independence Ave, SW, Stop 1521, Washington, DC 20250-1521, ph (202) 720-1400.

Schedule: In order to be most effective, marketing efforts should take place after initial investments are made. Contacts with regional agencies, however, can be initiated earlier in the process, once more detailed plans have been developed (e.g., January 2001).



E. Site-Specific Development

Action Item E.1 - Develop Pre-Approval Process for Selected Sites

Rationale: Developers seek as much certainty as possible in the regulatory review process. As part of the Pilot Program, the Pinelands Commission has offered to take an up-front, in-depth look at large development sites that will be serviced by centralized wastewater treatment systems in order to develop a “pre-approval” process for development applications. This streamlined approach would involve compiling information on key parameters affecting development such as the presence of wetlands, threatened and endangered species, and historic resources, in order to pre-approve sites for certain intensities of development (requirements for storm water retention, however, cannot be addressed until a specific use is proposed). Interested developers will be able to depend on streamlined project review, while local and regional permitting agencies will be able to work within an overall plan that defines the scope of aggregated impacts. In conjunction with the design standards developed under Action Item B.2 above, pre-approval will provide the community more information and confidence in how development will proceed. Buena Vista Township should work with the Pinelands Commission to develop a plan for sites along Route 40, beginning with the proposed Buena Crossing.

Summary of Necessary Steps:

1. In conjunction with the Planning and Zoning Boards, identify parcels of interest to be examined.
2. Meet with Pinelands Commission to review boundaries of pre-approved sites and discuss pre-approval process.
3. Supply information to Pinelands Commission during compilation of site-specific data.

Who Needs to be Involved: Planning and Zoning Boards, Pinelands Commission

Resources to Support Action Item: No special resources are required to implement this action item, although the Pinelands Commission may wish to pursue additional funds to cover staff time for developing a pre-approval process in Buena Vista Township and other municipalities.

Schedule: Identify parcels by June 2000; finalize boundaries and process by December 2000.

Action Item E.2 – Hold 1-Day Partnership Charrette to Identify Development Concepts for Subarea 1

Rationale: Once the property owners surrounding the Route 54/40 intersection are ready to move ahead, clearer development concepts and associated graphics will be needed to illustrate different scenarios. The Township also needs to publicize its economic development efforts. A charrette is an intensive, collaborative design workshop that will accomplish both of these objectives by bringing together property owners and regional development experts (e.g., architects and planners), and by producing tangible drawings of potential alternatives. This process will help the Township in assessing the interests and impressions of developers, which in turn, will lead to a more informed design. The charrette should build off of the joint plan developed under Action Item B.1. Types of uses to consider include retail uses, public facilities, entertainment/recreational uses, and senior housing.

Summary of Necessary Steps:

1. With assistance from the Pinelands Commission, Buena Vista Township identifies and invites development and design professionals from the private sector, county and state government, nonprofit organizations, and academia to participate. All affected property owners are also invited to attend (if necessary, more than one invitation should be extended in order to ensure active participation of property owners).
2. Send press releases and provide interviews to the local and regional media before and after the event.
3. The Pinelands Commission or other appropriate organization (e.g., the Pinelands Municipal Council) should consider establishing a Pinelands Development Assessment Team to objectively and creatively assess development options in Buena Vista Township and other Pinelands communities. The standing Team would be comprised of planners, developers, designers, other professionals, environmentalists, and citizens available to participate in one-day charrettes (but not more than once per year).

Who Needs to be Involved: Planning and Zoning Boards, Pinelands Commission, property owners, development and design professionals

Resources to Support Action Item:

1. Use the experience of the New Jersey Main Street Program or the National Trust for Historic Preservation's Rural Program to convene the first team of regional development and design experts. Secure a copy of the National Trust's publication, "Saving Place: A Guide and Report Card for Protecting Community Character" and distribute it to participating

partners, property owners, and businesses along the planning area to examine planning and design issues. Contact: New Jersey Main Street, ph (609)633-9769; National Trust for Historic Preservation, ph (202) 673-4000.

2. Seek participation in the National Trust's "Your Town" Participatory Workshop that brings trained planning officials into the community to examine important design and development issues.
3. Apply for funding from the Schumann Fund for New Jersey, which supports environmental protection projects that incorporate sustainable economic growth and coordinated land use planning. Previously funded projects include design charrettes. Contact: (ph) 973/509-9883.
4. Ask the following organizations to participate, emphasizing the opportunity to work in an area that has been designated by the State of New Jersey, the United States, and the United Nations as a unique ecosystem: American Planning Association, American Society of Landscape Architects, Environmental Law Institute, Small Towns Institute, Sierra Club, The Nature Conservancy, The Trust for Public Lands, and the Council on Environmental Quality.

Schedule: Identify local/regional participants by August 2000; approach and confirm State/national organizations by November 2000; hold charrette by March 2001.

Action Item E.3 – Hold a Student Design Competition for the Route 54/40 Intersection

Rationale: Offering a nominal award (e.g., \$2,500-\$5,000) to graduate students in planning, landscape architecture, and architecture provides an affordable means of translating ideas from the charrette into conceptual and detailed designs for the site. By turning the project into a competition, the Township can solicit participation from several academic institutions, as opposed to a single class. A competition will also generate good publicity for the project and be the basis for the subsequent developer solicitation (see Action Item E.4 below). As with previous activities, the property owners must be willing and active partners in this effort.

Summary of Necessary Steps:

1. Contact architecture, planning and landscape architecture programs and determine parameters for design work that can reasonably be performed by the students.
2. Prepare a solicitation package built from materials generated from the Pilot Program and the Partnership Charrette. Send to programs throughout the area from New York City to Baltimore. Hold one or more tours of the area for interested programs.

3. In addition to local representatives, consider asking members of the development, environmental, conservation, and planning communities to serve as judges (this not only broadens the expertise of the review panel, but also provides an introduction to Pinelands-related development).

Who Needs to be Involved: Graduate planning/architecture programs, property owners, Planning and Zoning Boards, development and other professionals

Resources to Support Action Item: No special resources are required to implement this action item, although the Township may want to seek contributions from local benefactors to help defray the costs of the award (possibly in return for sponsorship of the competition or some other form of recognition). The Township may also want to consult with a professional planner or architect during development of the solicitation (staff from the Pinelands Commission can offer suggestions).

Schedule: If charrette is held in March 2001, have solicitation package ready for the start of the academic year in September.

Action Item E.4 – Solicit Proposals from Developers for Route 54/40 Intersection

Rationale: The next step is to use the winning design concepts from the competition and send out a solicitation to development firms. Again, this is all part of the process to more carefully define what could happen on the site, make the development and economic development communities aware of Buena Vista's efforts, and potentially find investors.

Summary of Necessary Steps:

1. Obtain consent from landowners to solicit proposals or pursue options to acquire parcels of interest.
2. Using information and materials generated during previous planning and design activities, prepare a solicitation package for developers. Ensure that the solicitation guidelines, requirements, and process enhance the chances for selecting the most appropriate firm.
3. Develop a mailing list with assistance from the Pinelands Commission, the Urban Land Institute, and other organizations that work with developers. Contact real estate, planning and architecture programs as their faculty often have the needed expertise. Also try to include firms that specialize in village, retirement, and recreation projects.
4. Use this process to attract developers to invest and develop the Route 54/40 site and associated projects.

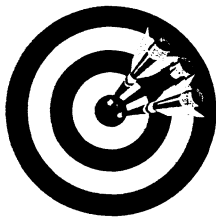
5. Coordinate this project with infrastructure improvement efforts (see action items under B, above).

Who Needs to be Involved: Property owners, Planning and Zoning Boards, Pinelands Commission

Resources to Support Action Item: Work with Main Street New Jersey (phone: 609/633-9769) and the Pinelands Commission to develop a comprehensive and complete solicitation, including carefully specified outcomes and products.

Schedule: Issue solicitation in March 2002.

F. Targeted New Uses



Action Item F.1 – Build Indoor Recreation Center

Rationale: In conjunction with infrastructure investments, the Township should invest in a multi-use recreation/community center to serve residents, retirees, and visitors. The center could also provide space for meetings, educational events, child care, and Pinelands interpretive materials.

Summary of Necessary Steps:

1. Conduct a simple survey of residents to assess interest in this type of facility. Distribute survey to residents in neighboring communities to estimate interest from nearby areas. Also solicit feedback in local newspapers and regularly scheduled public meetings.
2. If sufficient interest, include as a component of design competition and solicitation in Action Items E.3 and E.4.
3. Attempt to finance construction through private sector development of Route 54/40 intersection. Also pursue other funding sources noted below.

Who Needs to be Involved: Local residents (including those in neighboring communities), property owners, Township Committee, Planning and Zoning Boards

Resources to Support Action Item:

1. Contact business programs at regional colleges for assistance in designing and administering survey (e.g., Rowan University Graduate Business Program, 856-256-4050; Richard Stockton College of New Jersey, Business Studies Graduate Program, 609/652-4519).
2. The Community Facilities Loan Program of the USDA provides below-market interest rate direct and guaranteed loans for the development, construction, enlargement, improvement, and

operation of essential community facilities for public use in rural areas. The Township's proposal should seek funding for an indoor recreation facility that serves residents, retirees, and visitors, and includes a conference/training center where meetings, festivals, and other events can be held. Loans are available for public entities such as municipalities, counties, and special purpose districts. Contact: Michael Kelsey, Director, Community and Business Programs, USDA Rural Development, Tarnsfield Plaza, Suite 22, 790 Woodlane Road, Mt. Holly, NJ, 08060; (ph) 609/265-3600.

Schedule: Conduct survey by December 2000; if sufficient interest, submit funding application after completion of detailed design (e.g., December 2002).

Action Item F.2 – Develop Farmers Market in Subarea 1

Rationale: Buena Vista Township has a strong agricultural history that continues to the present. A cooperative agricultural market provides a means to showcase this history and the diverse array of products grown in the Township – from flowers to specialty vegetables. Providing space for more than one farmer also broadens the products available for purchase and creates a stronger attraction. Other functions that could be integrated into the market include exhibit space for local craftspersons, interpretive displays, directions to pick-your-own farms (which in turn, could host their own interpretive exhibits and activities), and a community or experimental garden for nearby retirees. The market should have access along Route 40, to better draw the seasonal flow of tourists.

Summary of Necessary Steps:

1. Convene a meeting of Township (and Borough) farmers to assess interest in a cooperative market.
2. If sufficient interest is expressed, convene a task force to further explore siting, financing, and operation.
3. Identify candidate sites for development.
4. Include market as a component of design competition and solicitation in Action Items E.3 and E.4.
5. Pursue funding.
6. Hire architect to produce final design.

Who Needs to be Involved: Local farmers, Planning and Zoning Boards

Resources to Support Action Item: To the extent possible, finance through contributions from participating farmers. If group members formalize their organization, hold fundraising events. Discuss funding options with regional development agencies, including Atlantic County Economic Development Corporation 2000 (Timothy

Behr, Executive Director, 609/343-4984) and the South Jersey Economic Development District (Gordon Dahl, Executive Director, 609/794-8497)

Schedule: Hold initial meeting by September 2000; form task force by December 2001; produce final design by September 2002.

Action Item F.3 – Pursue Mixed Use Development for Eastern Portion of the Town District

Rationale: The presence of Wilmad Glass as an anchor at the eastern end of the Pinelands Town zoning district makes additional business development a logical next step for this section of Route 40. Unlike the western end of the zoning district, development in this location should not be oriented toward retail or personal services. Instead, light industry, offices, and business services can be blended into the existing landscape without generating high traffic levels. Multi-family housing suitable for singles and couples could also be incorporated, as long as larger units (i.e., more than two bedrooms) are discouraged due to impacts on adjacent land uses and schools.

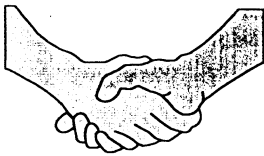
Summary of Necessary Steps:

1. Hold public meetings with property owners, residents and Planning and Zoning Boards to discuss development options.
2. Amend local zoning to accommodate new uses (see Action Item B.3); consider creating a separate zoning district for the Oak Street area focusing on the uses noted above.
3. Develop and implement wastewater strategy (see Action Items under "C").
4. Make regional and state economic development officials aware of available land and buildings.

Who Needs to be Involved: Property owners, residents, Planning and Zoning boards, Buena Vista Township Municipal Utilities Authority, municipal engineer, regional and state economic development organizations

Resources to Support Action Item: No special resources are required to implement this action item, excepting those already noted for related activities.

Schedule: Hold public meeting by December 2000; amend zoning by June 2001.



G. Partnerships

Action Item G.1 – Form Township-Borough Partnership

Rationale: Buena Vista Township and Buena Borough share more than a similar name, they also share the Route 54/50 intersection that is key to economic development efforts. In addition, Buena Borough's wastewater treatment plant, if brought into compliance, may be able to serve the Township's needs along the municipal border. Working together on common needs, problems, and opportunities is in the best interest of both communities.

Summary of Necessary Steps:

1. Initiate contact through mayors; establish schedule of periodic meetings.
2. Provide Borough with schedule of Township meetings and vice versa. Encourage cross-attendance.
3. Identify and support joint planning and marketing efforts.

Who Needs to be Involved: Mayors, Township/Borough Committees

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

Schedule: Contact mayor in January 2000 and continue inter-municipal meetings on an ongoing basis.

Action Item G.2 - Create network of local recreation and travel-related businesses.

Rationale: Investment in and promotion of recreational amenities is a key part of this strategy. Involving owners of local recreation and travel-related businesses (e.g., campgrounds, golf courses, motels) in implementation ensures that efforts will integrate and build on existing attractions. For example, the Campground is a well-established business that provides a base from which to expand future development. The two golf courses and country club facilities are also amenities that can be promoted together, while the two motels provide a foundation for exploring package deals for golf outings and other recreational experiences. The network should also consider complementary activities located outside of the Pinelands Town zone, such as development of a third golf course.

Summary of Necessary Steps:

1. Identify owners of recreation and travel businesses in the Township and Borough.
2. Invite them to an initial meeting to assess existing services, needs, possibilities for expansion, and opportunities for co-promotion. Form task force of interested owners to follow up on opportunities and needs, and provide ongoing input during implementation of the economic development strategy. Ask state and regional travel organizations for input and guidance.
3. Invite task force to participate in all aspects of the implementation strategy involving recreation and travel-related components (e.g., development of community recreation center and wetlands trail).

Who Needs to be Involved: Owners of recreation and travel-related businesses, NJ Division of Travel and Tourism, ph (609)292-2470; Atlantic City Convention and Visitors Authority, ph (609)348-7100.

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

Schedule: Hold initial meeting by June 2000 and hold periodic task force meetings thereafter; participate in other aspects of implementation as needed.

Action Item G.3 – Form Regional Partnership to Link and Enhance Development Along Atlantic City Corridors

Rationale: Two of the main arterials connecting Atlantic City and other shore areas with Pinelands communities are Routes 40 and 30. Pinelands communities along both corridors face economic and community development challenges. Protecting community character and mass transit are two related issues. By forming a partnership, Buena Vista Township, Buena Borough, Mullica Township, and other interested communities should explore how these two corridors can provide a more integrated system of transportation to route visitors and workers to Atlantic City, while reducing the number of auto trips to ease congestion. Economic and community development needs should be woven into the project.

Summary of Necessary Steps:

1. Invite Mullica Township, Buena Borough, and other corridor communities (e.g., Franklin and Hamilton Townships) to form a partnership.
2. Hold kick-off meeting to identify areas of common interest, need, and opportunity.
3. Ask the New Jersey Department of Transportation for assistance in scoping out issues and strategies.

4. Pursue funding for transportation-related enhancements.

Who Needs to be Involved: Buena Vista Township, Mullica Township, Buena Borough, other Pinelands communities along Routes 30 and 40, New Jersey Department of Transportation.

Resources to Support Action Item: No special resources are required to form partnership. For specific projects, seek funding from the U.S. Department of Transportation's Transportation and Community System Preservation Pilot Program (TCSP). The purpose of the TCSP is to investigate and address relationships among transportation, community, and ecosystem preservation in order to foster sustainable development and minimize greenhouse gas emissions. Projects eligible for funding will improve the efficiency of the transportation system; reduce environmental impacts; reduce the need for costly future infrastructure investments; ensure efficient access to jobs, services, and centers of trade; and examine development patterns and identify strategies to encourage private sector investment. Contact: Susan Petty, Office of Human Environment, Planning and Environment, ph (202) 366-0106 or visit www.fhwa.dot.gov/programs.

Schedule: Hold initial meeting by September 2000; apply for funding by June 2002.



H. Education and Outreach

Action Item H.1 – Promote Citizen Awareness and Involvement

Rationale: As noted previously, an active and informed public is critical to the success of this implementation strategy. Placing public notices and waiting for people to show up at a meeting will not be sufficient to ensure public support and supply the effort needed to cover all of the actions called for by this strategy. The Township must take a proactive and creative approach to involving its residents. Appendix C contains recommendations on involving the community from the University of Missouri's Extension Service. Additional suggestions include setting limited objectives in terms of scope or time for volunteers to minimize burnout, recognizing and learning to address "problem" volunteers (e.g., naysayers, worst-case specialists, and turf protectors)⁴, and providing transportation for poor and elderly citizens to attend meetings⁵.

⁴ From Phillips, Phillip D., *Economic Development for Small Communities and Rural Areas*, Office of Continuing Education and Public Service, University of Illinois at Urbana-Champaign, 1990.

⁵ From *Measuring Community Success and Sustainability: An Interactive Workbook*, North Central Regional Center for Rural Development, Iowa State University, 1999.

Summary of Necessary Steps:

1. All Township Committees should hold a joint meeting to brainstorm ideas for strengthening and sustaining public involvement.
2. Implementation Leaders should present information or provide inserts for bulletins on the Pilot Program and its implementation strategy to churches, the elementary school, and other civic organizations. Periodically follow up with each organization regarding progress and opportunities for involvement in upcoming activities.
3. Press releases should be issued to local newspapers following each major meeting, milestone, or other accomplishment, including the kick-off of the implementation strategy; actively promote opportunities for interviews and updates.
4. Place notices of all public workshops and meetings on bulletin boards in the Township offices, local convenience stores, and any other appropriate locations.
5. Updates should be placed on the web site to be developed under Action Item D.2.

Don't . . .

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

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

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

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

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

Action Item H.2 – Institute General Business Outreach Program

Rationale: There are a number of small steps that the Township can take to improve the overall business environment for both existing companies and potentially interested firms. Among the easiest and most important activities is establishing a business visitation program to identify existing needs, areas of concern, and potential growth opportunities. The Township should also hold an economic summit/open house as a sort of “show-and-tell” for state and regional officials. Other helpful activities include providing networking opportunities for small and home-based businesses, leveraging free sources of technical assistance (e.g., local college business programs and the Service Corps for Retired Executives), and linking to/coordinating with regional revolving loan funds (Buena Vista has already taken a key first step in establishing its

own local revolving loan fund).⁶ Through these activities, businesses may also identify ways to reach out to the surrounding community; for example, by hosting factory tours or sponsoring events.

Summary of Necessary Steps:

1. Hold brainstorming session with Economic Development Committee, and local business owners to identify activities of interest.
2. Identify and research information needs.
3. Arrange business visitation program and economic open house.
4. Implement other activities as appropriate.

Who Needs to be Involved: Economic Development Committee, local business owners, state and regional development officials

Resources to Support Action Item: Discuss activities with regional development agencies, including the Atlantic County Economic Development Corporation 2000 (Timothy Behr, Executive Director, 609/343-4984) and the South Jersey Economic Development District (Gordon Dahl, Executive Director, 609/794-8497). Approach business departments of local colleges for advice and assistance (e.g., Rowan University Graduate Business Program, 856-256-4050; Richard Stockton College of New Jersey, Business Studies Graduate Program, 609/652-4519). Contact the Service Corps of Retired Executives to learn more about their services and locate volunteers to work directly with Township businesses (1-800-634-0245).

Schedule: Hold brainstorming session by June 2000; organize business visitation program by September 2000; hold economic open house by March 2001; implement other activities as needed.

Ensure Productive Storm Sessions

Make sure that participants are aware of the "rules" of brainstorming; e.g., everyone has an upfront understanding of the question or problem, all ideas get written down, no judgments are made during the session, and the focus is on quantity of ideas, not quality. From Flora, Cornelia Butler, *Rural EZ/EC Champion Communities: What Happened After Application?*, North Central Regional Center for Rural Development, 1998.

4. Summary

The implementation strategy detailed in this document outlines realistic, achievable steps that Buena Vista Township should take to stabilize and enhance its economic base along Route 40. The strategy is based on the economic development plan that was developed for Buena Vista Township under the Pinelands Rural Economic Development Pilot Program, which in turn, was based on extensive research and public input. Successful implementation of the strategy is ultimately in the hands of the Township, its residents and

⁶ From *Harvesting Hometown Jobs, The New Small Town Guide to Local Economic Development*, National Center for Small Communities, Washington, DC, 1997

business owners. The creation and execution of a monitoring plan will help ensure that the implementation strategy is a living document, subject to ongoing assessment and improvement.

Table 1 on the following page is a summary matrix that lists all action items by geographic area (including Township-wide). The Table also indicates the timeframes and participants needed to accomplish each action item.

Table 1. Summary of Buena Vista Township's Implementation Strategy

Action Item	Timeframe			Involvement*							
	2000	2001	2002	IL	TC	EcC	EnC	PB	ZB	PC	Other
<i>Township-Wide</i>											
A.1 - Designate Leadership	X				X						X
A.2 - Support Creation of Econ. Dev. Circuit Rider	X			X	X						X
B.2 - Develop Design Standards	X—X			X		X	X	X		X	X
B.3 - Re-Examine Zoning	X			X	X			X	X		
B.4 – Consider Forming BID	X			X	X	X				X	X
C.5 - Realign Roads, Install Sidewalks, & Other Improve.		X—X		X				X			X
C.6 - Construct Wetlands Trail		X—X		X		X	X	X			X
D.1 - Develop Township Information Packet		X—X		X	X	X					X
D.2 - Develop Township Web Site		X—X		X	X						X
D.3 - Pursue Marketing Strategy		X—		X		X					X
E.1 - Develop Pre-Approval Process for Selected Sites	X—X			X				X	X	X	
G.1 – Form Twp.-Borough Partnership	X—			X	X						X
G.2 - Create Network of Recreation & Travel Bus.	X—			X							X
G.3 - Form Regional Corridors Partnership	X—			X	X						X

* IL- Implementation Leader; TC – Township Committee; EcC – Economic Development Committee; EnC - Environmental Committee; PB– Planning Board; ZB - Zoning Board; PC – Pinelands Commission

Action Item	Timeframe			Involvement*							
	2000	2001	2002	IL	TC	EcC	EnC	PB	ZB	PC	Other
H.1 - Promote Citizen Awareness & Involvement	X			X	X	X	X				X
H.2 - Institute Business Outreach Program	X			X		X					X
<i>Route 54/40 Intersection ("Buena Crossing")</i>											
B.1- Prepare Joint Area Plan	X—X			X						X	X
C.1 - Perform Feasibility Study for Sewer Extension	X—X			X							X
C.2 - Obtain Funding for Sewer Extension		X—X		X							X
E.2 - Hold Partnership Charrette	X—X			X				X	X	X	X
E.3 - Hold Student Design Competition		X—X		X				X	X		X
E.4 - Solicit Proposals from Developers			X—	X				X	X	X	X
F.1 - Build Indoor Recreation Center		X—		X	X			X	X		X
F.2 – Develop Farmers Market	X—			X				X	X		X
<i>Eastern Portion of Route 40 Town District</i>											
C.3 - Perform Feasibility Study for Wastewater Svc.		X—X		X						X	X
C.4 - Obtain Funding for Wastewater System			X—	X							X
F.3 - Pursue Mixed Use Development	X—X			X				X	X		X

* IL- Implementation Leader; TC – Township Committee; EcC – Economic Development Committee; EnC - Environmental Committee; PB– Planning Board; ZB - Zoning Board; PC – Pinelands Commission

Appendix A. Establishing a Monitoring Program

Communities implement monitoring programs to learn how implementation is progressing (and whether revisions are needed) and to demonstrate accountability of actions and resources. On a broader level, the measuring process leads to a better understanding of the link between actions and overall goals.⁷ Since most sources of grants and loans now require plans for measuring success as part of the overall application, having a monitoring program in place also gives communities a head start in pursuing future funding opportunities.

As a starting point, Buena Vista Township should consider organizing its monitoring plan around the broad goals set forth in the economic development strategy; i.e., protect the rural landscape, increase the tax base, keep infrastructure costs below revenue, generate more diverse job base, and create a recognizable place. A comprehensive framework for a monitoring plan relates each goal to one or more indicators, which in turn, are evaluated by one or more measures. For example:

Goal – Increase the tax base

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

Measures – Taxes billed and taxes paid; total number of employers (this measurement serves as a proxy for the number of types of employers, which is more difficult to track); number of new business openings reported in local paper; number of requests handled by economic development ombudsmen and circuit rider; number of visits to existing businesses.

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

In identifying appropriate measures, Buena Vista Township should refer to the following guidelines:

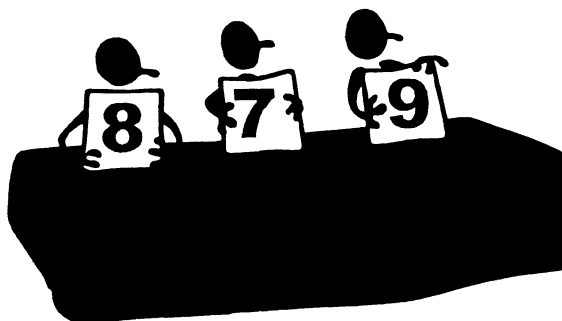
- When possible, measure “goods” (e.g., employment levels) as opposed to “bads” (unemployment levels) to foster more positive efforts
- Only measure things that provide needed information
- Use indicators that have the most potential to focus and redirect activities, if needed
- Use proxy measures when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

⁷ Much of the information used to develop this section is based on *Measuring Community Success and Sustainability: An Interactive Workbook*, North Central Regional Center for Rural Development, Iowa State University, 1999. Other sources are noted where appropriate.

Other helpful suggestions include:

- Seek assistance from a regional or state economic development agency or university in developing appropriate measures, particularly for difficult-to-measure indicators, such as the local impact of travel and tourism.
- Celebrate successes and recognize those involved in the effort.
- Establish and participate in “peer community sessions” with other Pilot Program municipalities to exchange information on goals and strategies with each other.⁸
- Consider using different measures for different audiences to address different needs (e.g., program administrators, taxpayers, and outside funders).⁸
- Recognize that measurements can be made of either processes or products.⁹
- Avoid using measures that are outside of the Township’s controls (e.g., creating a certain number of jobs per year versus creating a new industrial site).⁹
- Institute a once-a-year formal review of progress in implementing the strategy.⁹

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



⁸ From Walzer, Norman, *Community Visioning/Strategic Planning Programs: State of the Art*, Illinois Institute of Rural Affairs, 1995 (available at <http://cait.wiu.edu/iira/main.html>).

⁹ From Phillips, Phillip D., *Economic Development for Small Communities and Rural Areas*, Office of Continuing Education and Public Service, University of Illinois at Urbana-Champaign, 1990.

Appendix B. Additional Resources

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

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

A. Publications

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

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

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

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

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

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

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

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

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

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

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

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

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

B. Web Sites

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

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

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

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

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

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

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

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

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

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

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

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

C. Other

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

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

Appendix C. Resource Guides

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