

Washington Township Master Plan

Economic Development Element

May 2004

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(The original of this report has been signed and sealed in
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**Washington Township Master Plan
Economic Development Element
May 2004**

Executive Summary

Economic Development Planning includes both attracting new businesses to the area and preserving the health and function of existing businesses. This will best be accomplished in the following ways:

- Enticing new commercial and industrial projects to relocate to the area;
- Locating new commercial and industrial development in accessible locations near existing infrastructure and according to Smart Planning policies;
- Promoting environmentally sustainable development;
- Redeveloping under-performing areas in the Township;
- Creating mixed-use developments within the Township that stimulate revitalization of their surroundings;
- Improving the quality of life for residents of the community by assuring that new development is aesthetically pleasing, architecturally and environmentally compatible with the area, and socially responsive;
- Examining the implementation of Development Impact Fees for future development activity.

To attract investment to Washington Township, the Township must provide, among other items, the following:

1. Infrastructure (transportation and utilities);
2. Quality schools (both for children and for continuing education);
3. Proximity to an airport and/or additional transportation routes;
4. The presence of an available and well-trained workforce;
5. Retail and recreational amenities.

Recommended Options for Washington Township

The designation of possible Redevelopment Areas should be examined for the following:

- Black Horse Pike Corridor

This ±4.75 mile stretch of State Highway 42 would benefit by being designated as a Redevelopment Corridor. A substantial portion of Washington Township's economic opportunities lie within this corridor and are not operating at maximum potential.

- Delsea Drive Corridor

This ±3.25 mile corridor has been in economic decline for a number of years, yet holds tremendous opportunities given its location near available land for development currently zoned Planned Industrial (PI).

**Washington Township Master Plan
Economic Development Element
May 2004**

Areas of commerce along the length of these two (2) corridors should also be considered for the creation of Special/Business Improvement Districts (SID/BID). Such districts can be created with or without Redevelopment Designation.

Smart Growth planning policies should be considered for the following overlay districts as recommended within this report:

- The Town Center

The creation of an identifiable Town Center overlay district that outlines improved architectural, design, pedestrian oriented, mixed-use development is recommended for the area surrounding the current Municipal Building, Kennedy Hospital, and Washington Township High School.

- The Mixed Use District

This area is relatively undeveloped and offers the opportunity to see Smart Growth strategies implemented. This area is generally bounded by Fries Mill Road, Hurffville-Cross Keys Road, Tuckahoe Road, the Cross Keys By-Pass, and the properties up to the Black Horse Pike. Such an overlay district should be considered -- one that would not prohibit the owners from bringing in mixed uses, but rather encourage it. Again, the creation of pedestrian accessible businesses, the implementation of a mixed-use office park, and the connection with the proposed Park and Ride facility should be explored in detail with the result being a large-scale mixed-use development plan.

- The Industrial/Office Park Belt

This area, roughly located between Route 55 and Route 47, is generally zoned Planned Industrial (PI) and much of this land is ready for the development/redevelopment of Commercial/Industrial/Office facilities. The creation of an overall plan for the many varied properties that exist within this area is recommended.

Goals and Objectives

- Diversify the economic base of the community and provide residents with economic opportunities for employment within the Township.
- The creation of appropriate Redevelopment Areas and Special/Business Improvement Districts (SID/BID).
- Improved marketing of the Township's plans for economic growth areas -- marketing of the planning concepts, rather than simply marketing available land.

**Washington Township Master Plan
Economic Development Element
May 2004**

TABLE OF CONTENTS

<u>Section</u>	<u>Page No.</u>
I. Introduction	ED-1
II. Economic Redevelopment in the 21 st Century	ED-2
A. Land is not enough	ED-2
B. Taxes are (not that) important	ED-3
C. Workforce education needs help	ED-3
D. Community colleges are more important at the local level than major universities	ED-4
E. Continuing education is essential	ED-4
F. "Be wired or be gone"	ED-4
G. Zoning is becoming a conundrum	ED-5
H. Increased use of Economic Development and Industrial Corporations (EDIC)	ED-5
I. Sustainable development will be more important	ED-5
III. Background/Specifics for Washington Township	ED-7
IV. Smart Growth and Economic Development	ED-9
A. Black Horse Pike Corridor	ED-10
B. ACP Tract/Village Center	ED-10
C. Delsea Drive Corridor	ED-12
D. Industrial/Office Park Belt Between Rt. 55 and Rt. 47 (Delsea Drive)	ED-12
E. Town Center	ED-13
V. Implementation Strategies for Economic Development	ED-13
A. The Implementation of a Redevelopment Plan	ED-16
B. Summary of Implementation Strategies for Redevelopment	ED-17
VI. Additional Economic Development Strategies	ED-17
A. Business/Special Improvement Districts	ED-17
B. What is a Special (Business) Improvement District?	ED-18
C. Goal of a Business Improvement District	ED-18
D. What is the Special Improvement District Management Act?	ED-18
E. What is the Current Status of Business (Special) Improvement Districts?	ED-19
F. Why Consider a Business (Special) Improvement District?	ED-20
G. How Would a BID/SID Function in Washington Township?	ED-20
H. Possible BID/SID's within Washington Township	ED-20
VII. Non-traditional Economic Development Strategies	ED-23
VIII. Conclusion	ED-25

Washington Township Master Plan
Economic Development Element
May 2004

FIGURES

Figure 1 - Washington Township Tax Assessment Table ED-8
Figure 2 - Labor Force for Washington Township ED-9
Figure 3 - Target Areas Eligible for Smart Growth and Economic Development
and Redevelopment ED-11

EXHIBITS

- Exhibit A - Proposed Black Horse Pike Redevelopment Area by Block and Lot
Exhibit B - Proposed Delsea Drive Redevelopment Area by Block and Lot

**Washington Township Master Plan
Economic Development Element
May 2004**

I. Introduction

Economic Development Planning is not only the process by which a community actively attempts to recruit desirable businesses but also is how a community specifically addresses the issue of business retention. It is the marketing both of the community and of the residents as an available and qualified workforce. Once business is attracted to the area, economic development planning is the act of locating businesses within specific zones or locales within the community.

However, it should be noted that focusing too narrowly on job creation and tax base supplementation is not the correct response to an appropriate Economic Development Plan. In fact, such should truly be the end product of a well considered, comprehensive, and rational approach to economic development.

The Economic Development report for any community is one that recognizes the existing land uses in the community and establishes a strategy for future development in a comprehensive manner to accomplish the following goals:

- ❑ To encourage the development of commercial and industrial (non-residential) projects in a manner that will improve the fiscal status of the community.
- ❑ To promote sustainable development that supports present needs while maintaining opportunities for the future of the Township.
- ❑ To ensure that economic development strategies are consistent with smart planning policies, which concentrate commercial and industrial development in accessible locations with available infrastructure.
- ❑ To create Redevelopment Areas within the Township in locales that are obsolete or underperforming.
- ❑ To create mixed-use developments in appropriate areas of the Township, rather than single-use developments that may become obsolete in the near future.
- ❑ To examine the use of Business/Special Improvement Districts for commercial areas.
- ❑ To improve the quality of life for residents of the community via the attraction and retention of not only financially viable businesses, but also development that is aesthetically pleasing and socially/civically responsible.
- ❑ To ensure that all new development appropriately relates to its surroundings; land uses, zones, architectural character, etc.
- ❑ To examine the implementation of Development Impact Fees for future development activity.

**Washington Township Master Plan
Economic Development Element
May 2004**

These are more traditional strategies which, when adopted as part of the land use policies, require distinct implementation action by the community to assure that sound economic development is actually realized.

The implementation of such strategies is only realized with the development of well-designed industrial parks and commercial centers (as part of mixed-use/scale development and/or near residential population centers). These can be accomplished by a variety of public/private initiatives sponsored by the community. Such action is typically set forth through redevelopment activities that can be initiated by either county or local agencies.

The aforementioned strategies are the traditional mechanisms used by communities to ensure the flow of commercial and industrial tax revenue so vital to offset the cost of residential development.

Having stated the importance of economic development, it is essential for a community of Washington Township's size to understand that "economic development at any cost" is decidedly detrimental to the Township. Tax dollars simply generated for the sake of monetary collection is a very short-sighted and short-term solution. Any future development/economic development must be of the type, style, design, and scale appropriate for the specific location.

II. Economic Redevelopment in the 21st Century

Based upon recent information as promulgated by the American Planning Association (News & Views, 2001), there is a changing character of Economic Development throughout the country. Before examining the specifics of Washington Township, it is worth looking at these "new" concepts in Economic Development Planning:

A. Land is not enough

Simply putting a sign on a corner lot of available land is not enough to attract the kinds of business that the community desires. In order to attract first-rate industrial development, a number of factors must first be met:

1. The typical industrial park needs 50 to 100 acres of land;
2. Such park needs to be within 15 minutes of a major highway and 30 minutes to an airport;
3. The site needs to be environmentally clean;
4. The site must have water, sewer and telecommunications infrastructure; and
5. The site must be buffered from residential neighborhoods.

Washington Township has an opportunity to create a mixed use / office park to meet its anticipated future needs within the lands located between Delsea Drive (Route 47) and Route 55. These lands are currently zoned Planned Industrial (PI), with some Commercial-Industrial (CI) and Rural (R) zoning included as well. The area

**Washington Township Master Plan
Economic Development Element
May 2004**

encompasses more than 150 acres that maintain easy access to Egg Harbor Road with direct access to Route 55.

It is worth noting that the soccer fields located adjacent to Aron's Circle Park and other lands denoted for possible open space acquisition (Block 16, Lots 1.01 & 4.08) may serve as a passive recreational aspect to such mixed use office park.

B. Taxes are (not that) important

The early (1960's) model of Economic Development in the United States was far from sophisticated. At that time, the common wisdom was that low taxes would attract industrial firms. While some truth does exist with regard to that statement, in reality, firms now look at a series of factors beyond taxes:

- a. Infrastructure availability (water and sewer);
- b. The quality of schools;
- c. The proximity to an airport; and
- d. The presence of an available and well-trained workforce.

In fact, strong, high-quality companies tend to focus more on a community's amenities than any other single factor. In today's economy, quality of life issues tend to be more important to companies and their employees than dollars saved at start-up.

Washington Township has an excellent school system with almost 3,000 students in the high school alone. The workforce of over 24,000 people positions Washington Township to be the premiere community in terms of available employment within Gloucester County. Unfortunately, in the past decade this powerful workforce has not had the opportunity to work within the Township in which they live. In 1990, 38.2% (8,243) of Washington Township's workforce worked outside the County, a number that almost doubled to 62.2% (14,309 persons) in the year 2000.

The need to market the Township and bring in businesses and professional opportunities is more important than ever. More opportunities within the Township would equate to a higher quality of life in terms of commute time, traffic congestion, and ultimately an improved tax base for the Township.

C. Workforce education needs help

Virtually no community is terribly happy with the results of federal, state, local, non-profit or private sector programs. While education reforms are necessary at all levels, it is important to understand that worker training is an on-the-job phenomenon. More than ever, the private sector mantra is "Just get us a worker with the basic skill and we will do the rest." The lesson, the basics of education are important, subsequent that, on-the-job training will be necessary no matter how much additional training/education a person has received. This does, however, lead to the fourth key trend.

**Washington Township Master Plan
Economic Development Element
May 2004**

See the following item relative to higher education. However, the issue regarding the readiness of Washington Township residents for the workforce is not important, as the Township school system has prepared an able workforce. According to the Washington Township Chamber of Commerce, more than 60% of the Township's residents are high school graduates and 16% have completed college level coursework (of which, nearly 30% have earned college degrees and approximately 7% have obtained post-graduate degrees).

The issue, again, is the ability of the Township to market itself for new business opportunities for these residents as they enter the workforce. The Township Administration, through assistance with the Washington Township Chamber of Commerce, should create an extensive community-wide marketing campaign aimed at bringing in business from the Philadelphia region in particular. However, such marketing campaign should be targeted beyond the region and nationally.

D. Community colleges are more important at the local level than major universities

Major universities tend to be more oriented toward pure research, abstract analysis, peer reviews and pay little attention to meeting the technical job skill requirements of local industry. As such, it has been most communities' experience that local colleges are able to adapt to local circumstances quickly and inexpensively. In fact, community colleges have been known to reorient their curriculum to the needs of the local region.

The Township is not strongly aligned with Rowan University and Gloucester County College, however such alliance is recommended. The mutual opportunities are numerous and would effect positive relations between the two (2) entities offering incentives for businesses to consider locating/relocating within Washington Township.

E. Continuing education is essential

When the students of today are asked how many jobs their fathers and/or mothers had as adults, inevitably they respond that their parents had one to two. It is generally thought that this is history. Research indicates that the students of today can expect to have between seven (7) and thirteen (13) jobs in their lifetime. The working children of today's parents will carry their certificates, licenses, pensions and skill in a virtual backpack wherever they go -- and they will go! Remember, each year 20% of Americans change jobs. If they are to succeed, they will have to constantly re-educate themselves. Thus, it is expected that continuing education will boom. Communities must be prepared for this growing need.

F. "Be wired or be gone"

The issue of the telecommunications revolution and its impacts on rural and isolated small towns is very real -- communities that are not fiberoptically wired or those that lack broadband capabilities will fall behind. Businesses in those communities will be at a disadvantage and may move to more "progressive" locations. Modern

**Washington Township Master Plan
Economic Development Element
May 2004**

telecommunications systems are essential in today's marketplace. Unfortunately this means that the richer communities will gain and the poorer ones will suffer.

There is currently a study being conducted in the Township regarding the possible implementation of high-end fiber optics. The Township should take full advantage of this opportunity to see that this fiber optic system is fully incorporated into the necessary areas of the Township -- specifically, within areas noted later within this report for possible Redevelopment Area designation.

G. Zoning is becoming a conundrum

The case for a strong Master Plan or Zoning Ordinance is not at issue here. What is at issue is the quality of lands designated for industrial/commercial-industrial development. Often, these lands are relatively undevelopable or poorly located. The key point, if one desires industry, then one must be able to find land that meets its needs.

As noted previously within this report, Washington Township currently has an area of land, between Route 55 and Route 47, zoned primarily Planned Industrial (PI). The entire area consists of more than 200 acres that, if planned and marketed appropriately, would make an ideal business/industrial park.

H. Increased use of Economic Development and Industrial Corporations (EDIC)

Often, communities accomplish their planning and zoning and then wait for development to occur. If/when such development does occur, often the community is disappointed that the company coming to town does not really match community expectations. For example, instead of attracting a high-end quality mall, a town might get a low-end, cheaply built strip mall facility. Or, instead of a major manufacturer with good high-paying jobs, a warehouse comes to town. To overcome this, many communities are creating EDIC's. Such corporations will typically purchase or control key parcels and aggressively pursue the right of type of company for the Township. By so doing, the true meaning of the Master Plan and Zoning Districts can be met.

This type of corporation should be considered by the Township Council in conjunction with the local business community/Chamber of Commerce. Primary locations for such development will likely lie within the areas identified later within this report as potential Redevelopment Areas.

I. Sustainable development will be more important

It appears that we are now beginning to see some small examples of sound sustainable practices occurring without fanfare or due to the intrusion of advocates. Firms are beginning to pick up on the practice because they can save money, speed up processes and serve as a good neighbor. Where this is most likely to occur is in areas where there are industrial clusters or locations where it can easily happen. If it

**Washington Township Master Plan
Economic Development Element
May 2004**

takes time or is difficult, then it won't occur. Of all the trends discussed, this is the least noticeable. Nonetheless, much more is expected in the future.

For clarification, sustainable development was defined at the June, 1992 United Nations Earth Summit in Rio de Janeiro as:

...development that delivers basic environmental, social, and economic services to all, without threatening the viability of the ecological and community services upon which these services depend...or more simply as...development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs...

Typically, sustainable economic development recognizes four forms of "capital":

- Social/Cultural
- Human
- Financial
- Environmental

Washington Township is attempting to anticipate the future needs of the community by way of improved environmental conditions. The recently passed Wellhead Protection Ordinance is a step in the right direction for the preservation of the Township's water supply.

Furthermore, the Township's Open Space Tax as voted favorably by almost two-thirds of the Township's residents on the 7 November 2000 referendum will result in as much as \$500,000 per year for the acquisition and protection of future lands for open space preservation.

Additional ordinances relative to the protection of the Township's character: specifically, a Landscape Ordinance, a Stormwater Management Ordinance, Architectural Guidelines, etc. should be prepared for incorporation within the Township's Land Use Ordinance.

Beyond the physical issues that effect the quality of life are the social and cultural amenities that benefit a community. Washington Township has Washington Lake Park, 450 acres of parkland with an amphitheater and recreational fields and trails. This park is a true gem and its value to the community goes well beyond its existence as a physical "park". It has become a gathering place for the community for events such as The Walk for a CURE, the MS Walkathon, Earth Day festivities and various other fundraisers.

A Town Center encompassing the Municipal Building on Egg Harbor Road and the "triangle" of land surrounded by Egg Harbor Road, Greentree Road, and Hurffville-Cross Keys Road with appropriate guidelines for improved streetscape will create a true center for the Township, and, with time, a sense of community. The Performing Arts Center within this district is yet another quality piece that promotes the future of the community and its ability to meet the residents' needs.

**Washington Township Master Plan
Economic Development Element
May 2004**

III. Background/Specifics for Washington Township

In the Introduction of this report, it was indicated that the Economic Development Plan is necessary in order to create a balance of revenues within the community. An analysis of the community's 2002 Tax District Summary clearly indicates that the community depends upon skewed revenues provided largely by residential development. Of the total tax revenues of \$2,363,409,400, almost 70% of the total net taxable value in the community results from residential and apartment developments. Conversely, commercial and industrial development account for \$354,786,100, or 12% of total net taxable value. Farmlands (both regular and qualified) account for less than ½% (\$6,791,700) of net taxable dollar value.

Clearly, the residential categories dominate the taxable revenue flow within the community. However, it is clearly known in planning circles that the cost of education, police, fire, trash disposal and the many other community services required to support residential development is not carried by the taxable revenues produced by residential development. In contrast, residential development is supported by the commercial and farm revenues, which require virtually little or none of the above services.

Thus, the economic development strategy to be proposed in this report, focuses upon creating a balance between residential, industrial and agricultural development in order to provide a fiscally sound basis for community growth.

It is worth noting that, comparatively, taxes on residential uses consistently fail to cover the costs associated with municipal services required for such use. In a study prepared by the American n Farmland Trust, it was illustrated that the median cost per dollar of revenue raised to provide public services to commercial/industrial farm/forest and residential land uses was \$.29, \$.31, and \$1.11 respectively. The study concluded that "local governments are finding out, often too late, that they cannot afford to pay the price of sprawl."

Unfortunately, the occurrence of sprawl within Washington Township is both widespread and almost complete, making the Township's annual budget very difficult to balance to meet the needs of an existing residential base of approximately 50,000 persons, primarily built out exceedingly quickly over the previous 25 years.

**Washington Township Master Plan
Economic Development Element
May 2004**

**Figure 1
Washington Township
Tax Assessment Table**

Land Use	# of Parcels	Assessed Value
Apartments	8	38,959,200
Residential	15,292	1,907,259,400
Farmland (Regular)	44	6,004,700
Farmland (Qualified)	99	787,000
Industrial	12	5,945,200
Commercial	705	348,840,900
<u>Vacant</u>	<u>1,245</u>	<u>55,613,000</u>
TOTAL	17,405	\$2,363,409,400
 <u>Tax Exempt Lands</u>		
Disabled Vets		31,405,700
Cemetery		1,181,900
Public School		48,349,300
Other School Property		2,266,600
Public		53,422,100
<u>Church & Charitable Property</u>		<u>47,394,200</u>
TOTAL		\$184,019,800

Source: Washington Township Tax Office and GIS Data
Prepared by: Peter P, Karabashian & Associates, Inc.

The Labor Statistics for Washington Township, as noted in Table 2 on the following page, indicate that the labor force is slightly contracting -- about 1% over each of the last three (3) years. However, the unemployment rate has remained relatively constant at about 3%.

The likely cause for this slight reduction in labor force numbers could be for any number of factors, from the aging population simply retiring to second-income earners per household opting to stay home with children. In any event, the labor force of Washington Township remains the largest within Gloucester County, almost double that of number two (2) Monroe Township (14,464 persons within the Labor Force).

**Washington Township Master Plan
Economic Development Element
May 2004**

**Figure 2
Labor Force for Washington Township**

Year	Labor Force	Employment	Unemployment	Unemployment Rate
2001	24,681	23,973	708	2.9%
2000	24,915	24,222	693	2.8%
1999	25,168	24,329	839	3.3%

Source: New Jersey Department of Labor

IV. Smart Growth and Economic Development

Many communities pursue the goal of creating economic development opportunities through tax abatement programs, the establishment of economic development councils, and a host of other initiatives to lure commercial and industrial rates into their community. Typically such action is promulgated initially by rezoning tracts of land for non-residential uses. This Astatic planning technique relies upon the marketplace to seek out the community and initiate development based upon appropriate zoning standards for industrial and commercial developments. The process is not proactive and depends upon market conditions, knowledge of available land through local realtors, or the actual visual identification through Afor sale signs on the land itself. Frequently, communities zone vast amounts of land under the industrial and commercial categories hoping to lure investment to their communities without fully understanding the market conditions in the region and whether or not such land is appropriate for development.

In smart growth scenarios, the planning process attempts to streamline the decision making process. In such venues, smart growth programs anticipate in advance the realistic needs of regional development in terms of land supply, location, and public facilities. Thus, the smart growth plan drives the economic development process by sending clear messages to the development community on when, where and how market needs will be accomplished. The location of such sites along major arterials and corridors where infrastructure is available, promises the efficient delivery of public facilities and services, which equates to lower costs per unit of delivery. This is a benefit to local taxpayers. To developers, appropriate location promises a clear understanding of where and what size of development can be accommodated in specific targeted districts. Targeted development districts have special meaning to developers who reap the benefits of being in such special management areas.

By clearly defining tracts of land for non-residential development, the community can also employ the implementation of redevelopment areas (where such parcels qualify) to further enhance the opportunities for attracting appropriate development.

Essentially, smart growth concepts coupled with redevelopment initiatives allow land use strategies to be focused upon very specific target areas in which public/private partnerships can be initiated. The following sections of this study will evaluate portions of the Township as target areas eligible for smart growth and economic development

**Washington Township Master Plan
Economic Development Element
May 2004**

and redevelopment strategies. Such target areas include (See Figure 3 on the following page):

A. Black Horse Pike Corridor

The Black Horse Pike traverses the Township in a north/south direction for ± 4.75 miles, along the eastern portion of the Township. It is the center for economic (commercially based) activity within the Township. The entire Black Horse Pike Corridor is zoned Highway-Commercial (HC), with only a short segment (± 1800 feet) between Mill Road and Irwin Avenue zoned a combination of Shopping Center (SC) and Commercial-Industrial (CI), and a segment zoned Commercial-Industrial (CI) on the west side of the street between Madison Avenue and Tuckahoe Road.

While this Corridor may be a businessperson's dream in terms of high traffic counts, the fact is that this very same issue, traffic, is cause for serious concern along the Pike. A Transportation Improvement Plan, conducted in conjunction with NJDOT is recommended and furthermore, the incorporation of Context Sensitive Design, should be incorporated into such plan (see the Transportation and Circulation Element).

The designation of a Redevelopment Area would enable the Township to actively participate in the future development of the parcels and offer economic incentives (and guidelines) to businesses intending to locate and/or expand within the area.

B. Gateway Planned Development Overlay District

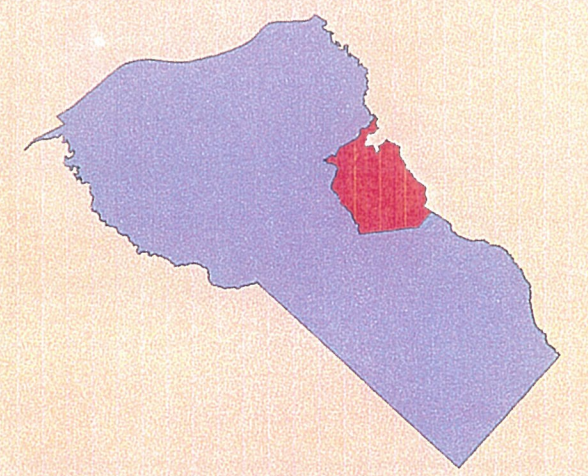
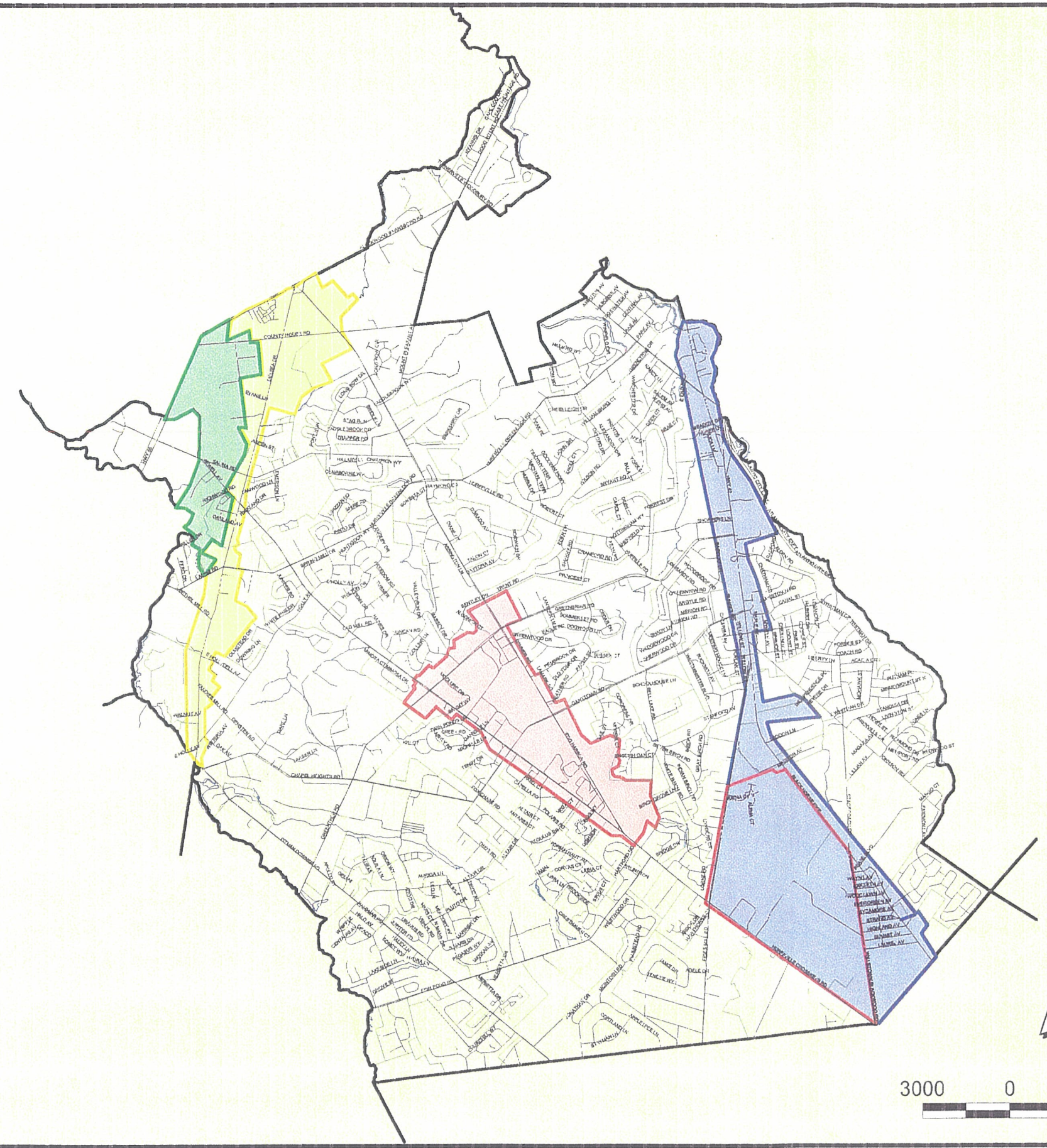
The proposed Gateway Planned Development Overlay District is comprised of approximately 670 acres, and is to be located at the corner of Hurffville-Cross Keys Road and Fries Mill Road, from northeast of Watson Drive, to Tuckahoe Road, down to Laurel Avenue, out across the Cross Keys By-Pass stretching to the Black Horse Pike out to Berlin – Cross Keys Road. This area is currently zoned Commercial-Industrial (CI) and Highway-Commercial (HC) and contains over 300 acres of undeveloped land.

As noted within the Land Use Element, a Park and Ride facility, as currently proposed, located at the intersection of the two (2) roads would anchor this district to the greater community. From this potential twenty-four hour node of activity, people will be dispersed throughout the district via a system of sidewalks, pedestrian/bicycle paths and trails enlivened with outdoor features. Certainly, it is recommended that the proposed mixed use concept would utilize a vehicular circulation pattern that remains true to a grid-iron pattern, thus furthering the goals of Smart Growth and traditional layout/design.

Figure 3:
 Washington Township
 Proposed Overlay Districts
 Gloucester County, New Jersey

Legend

-  Black Horse Pike Redevelopment Corridor
-  Proposed Mixed Use District
-  Delsea Drive Redevelopment Corridor
-  Town Center Overlay District
-  Office Park / Industrial Belt



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**Washington Township Master Plan
Economic Development Element
May 2004**

It is recommended that this area be incorporated within the Black Horse Pike Redevelopment Corridor (See Figure 3). This area has remained vacant for the past 30 years as the Township has developed around it. The economic incentives as well as increased Township marketing for this area could lead to the desired development as outlined in the Land Use Element.

C. Delsea Drive Corridor

This Corridor extends from Egg Harbor Road at the northern terminus to Pitman Downer Road at the southern terminus -- a distance of ± 3.25 miles. The zoning along the Corridor is primarily Highway-Commercial (HC) except for a segment between Sewell Road and Aspen Road that is zoned Commercial-Industrial, and the segment between HollyDell Drive and Walnut Avenue that is zoned Mixed Use District (MUD), with a small portion of Institutional (INS) zoning included.

This Corridor is made up of a variety of businesses that range from used car lots, to auto repair facilities, to storage yards, to mixed retail use. There appears to be no structured planning for the location of these various commercial establishments -- the layout appears random and there is no cohesive nature to the marketing of the area.

From a general standpoint, the Delsea Drive Corridor is considered the "old commercial area" of the Township (having been replaced by the economic power of the Black Horse Pike). While it is true that the average age of the structures along this Corridor is more than fifteen to twenty (15 - 20) years old, age is not the true cause for economic decline within this area, but rather neglect, unsightliness, obsolete layout and design, movement of demographics away from this area, and lack of marketing for the businesses within the area.

It is worth noting that the southern end of Delsea Drive, south of Bethel Mill Road has recently developed quite nicely. Park Place, zoned Mixed Use District (MUD) has seen the completion of single-family development and condominiums completed (set back from Delsea Drive) with new commercial establishments beginning to appear along Delsea Drive -- a new bank, a new office building, etc.

Redevelopment Area designation would offer economic incentives to encourage the revitalization of this area. Specific locations along Delsea Drive are currently undergoing expansion and new construction, near Enterprise Court, but the older areas are continuing to decline economically.

D. Mixed Use Office Park -- between Route 55 and Route 47 (Delsea Drive)

These lands are currently zoned Planned Industrial (PI), with some Commercial-Industrial (CI) and Rural (R) zoning included as well. The area encompasses more than 150 acres that maintain easy access to Egg Harbor Road.

**Washington Township Master Plan
Economic Development Element
May 2004**

The area currently exists of vacant land with some disjointed industrial warehouses -- no common entrance/industrial park concept currently exists. If developed properly, this area could be marketed for future industrial/commercial-industrial uses.

It is worth noting that Aron's Circle Park and adjacent lands for possible open space acquisition (Block 16, Lots 1.01 & 4.08) may serve as a passive recreational aspect to such mixed use office park development. Additionally, the wetlands associated with Bee's Branch and Mantua Creek must be protected pursuant NJDEP standards, and may be further utilized as a passive recreation area serving any future development.

E. Town Center

The Town Center Overlay District is discussed in further detail in the Land Use Element of this Master Plan. The general area is the "triangle" area roughly bounded by Hurffville-Cross Keys Road to the south, Egg Harbor Road to the north, and Greentree Road to the west. The District would include both sides of the aforementioned streets to maintain a consistent streetscape appearance, and provide for orderly vehicular/pedestrian circulation. The area is comprised of approximately 285 acres. A Medical Overlay District is recommended within the Town Center area -- within the southern portion of the Town Center overlay.

While this area is not specifically recommended for designation as a Redevelopment Area, the utilization of Smart Growth planning techniques should be incorporated into the area.

V. Implementation Strategies for Economic Development

There are limited implementation strategies for economic development action in communities. They include:

- X Zoning areas for non-residential development, which relies upon market forces;
- X Establishing a tax abatement process, which the community has already initiated; and
- X Establishing redevelopment strategies that allow the community, serving as a redevelopment agency, to participate in public/private partnerships to stimulate a variety of economic development proposals.

Of the three (3) techniques, Washington Township has participated in the first two (2) techniques by zoning land for non-residential development and passing legislation to approve tax abatement programs. It has also sponsored an economic development commission, whose task is to promote economic development within the Township.

To a lesser extent, the community has participated in discussions regarding redevelopment action being considered by the Gloucester County Redevelopment Authority.

**Washington Township Master Plan
Economic Development Element
May 2004**

The most viable of these elements is the redevelopment process, which enables the community to provide unique revitalization opportunities under the umbrella of public/private partnerships. These regulations provide a broad spectrum of opportunity to initiate redevelopment strategies for specific target areas.

The core of this legislation finds its beginnings in public laws of 1929, which were then refined by the Redevelopment Laws of 1949, again in 1960 and ultimately revamped in 1992 into legislation entitled, "Local Redevelopment and Housing Law" (L.R.H.L.). The key provisions of the 1992 Redevelopment and Housing Law are as follows:

It consolidated and coordinated the verse redevelopment laws.

It acknowledged the relationship between a variety of redevelopment plans and the Municipal Master Plan providing an important link in the process of assuring that local Master Plans were not subverted by redevelopment plans.

The law mandated that the Municipal Development Regulations be compared with the requirements of the redevelopment plan, again, to assure consistency with local goals and objectives and those created by the redevelopment plan.

The law further assured coordination between the planning and redevelopment process by requiring identification of potential redevelopment areas in the municipal reexamination or master plan process, once again assuring that the redevelopment process was integrally linked with the planning process in the community.

Lastly, the law established criteria for designating areas in need of rehabilitation or redevelopment. These criteria transcend the old "blighted area" requirements, which a controversial designation of the earlier regulations in 1949 and 1960. Frequently the blighted area terminology dissuaded public officials from using these laws because of the stigma associated with blight. With the revamping of these regulations by providing a broad base of conditions that qualify redevelopment areas, the law provides greater flexibility in its applicability without the designation of blight.

The law also makes the Planning Board an integral part of the process by requiring that the Land Use Element of the Master Plan be appropriately annotated with various areas designated for redevelopment consideration.

The benefits of redevelopment are substantial. The use of redevelopment laws can provide a wide range of benefits which not only accrue to the community, but also to private developers. Thus, the redevelopment law enables the forging of public/private partnerships and creates a unique cooperative opportunity between the development community and the local government.

The redevelopment action requires a comprehensive and coordinated approach for designated redevelopment areas. By designating these redevelopment areas in the

**Washington Township Master Plan
Economic Development Element
May 2004**

Land Use Element of the Master Plan, the Planning Board and the Redevelopment Authority can jointly view the "vision" for the community. Such action welds the redevelopment process to the comprehensive planning process of the community. However, the redevelopment process can also focus available resources into target areas, thus correcting existing problems or supplementing a more favorable land use policy for the community.

The redevelopment process provides a maximum level of creativity and flexibility and exempts the municipality from traditional municipal limitations such as public bidding processes. By doing so, the municipality can establish criteria to interview developers and select the one that is the most qualified for the process. This is an important factor in the redevelopment process since many times the "lowest bidder" is not the best qualified to complete a job. Developers with a long history of redevelopment action can provide portfolios showing successfully completed projects. Those with such experiences can be selectively gleaned from a field of developers to assure that the redevelopment project which has been selected, can be successfully completed. The process also permits a payment in lieu of taxes over a period of thirty years, which enables the municipality to capture almost a full portion of the tax dollar. Under the traditional process, the tax dollar is split between county, school and local purposes taxes. In redevelopment projects, depending upon the agreed formula, municipalities can capture substantially greater proportions of the tax dollar and use excess revenues to fund infrastructure, assist in financing, and initiate other creative ways to attract development to specific target areas.

The municipality can also exercise a greater level of control over the specific redevelopment projects by virtue of the developer agreements that are detailed legal documents as to how the project should proceed and standards by which it is to be constructed.

Thus, the redevelopment process provides a stable base for promoting public/private partnerships. Clearly, the redevelopment process is a vital tool in the planning and strategic redevelopment of designated target areas within the community. Therefore, it is being proposed here as an important component of the economic development package for Washington Township. Accordingly, the target areas discussed in this report should be evaluated for eligibility as redevelopment districts. There are seven (7) criteria that allow eligibility for redevelopment designation. They extend from the designation of buildings that are substandard, unsafe, unsanitary, dilapidated or obsolete, to land that has been vacant for over ten (10) years. The eligibility criteria for redevelopment action is sufficiently broad based to allow communities to legitimately qualify most redevelopment areas.

Another aspect of the redevelopment law is the designation of areas in need of rehabilitation. In Subsection 14 of the Local Redevelopment and Housing Law, areas may be delineated which are determined to be in need of rehabilitation. The qualifications for such areas are as follows:

- A. A significant portion of the structures therein are deteriorated or in substandard condition;

**Washington Township Master Plan
Economic Development Element
May 2004**

- B. There is a continuing pattern of vacancy, abandonment or underutilization of properties in the area with a persistent arrearage of property tax payments thereon; and
- C. A program of rehabilitation may be expected to prevent further deterioration and promote the overall redevelopment of the community.

The primary difference between determining an area in need of rehabilitation and one for redevelopment is that the municipality lacks the ability to initiate condemnation powers for areas determined to be eligible for rehabilitation. Accordingly, most municipalities study such areas to determine whether the optimum goal can be reached either through a designation of redevelopment or rehabilitation. Such designations cannot be made until detailed analyses of the areas targeted for consideration are made.

The designation of Redevelopment Areas as noted in Figure 3 is important as such will demonstrate the Township's commitment to see positive change within the character of the community and as an instrument to marketing the community for new office, retail and industrial development.

A. The Implementation of a Redevelopment Plan

The implementation strategies employed to initiate a redevelopment plan are quite simple. The municipality may either designate a redevelopment agency and staff it or may assume the responsibility itself through the structure of the existing governing body, thereby saving costs for staff and additional bureaucracy. Most small communities opt to designate the governing body as the redevelopment agency, thus enabling a more streamlined course of action and accountability.

Upon establishment of the redevelopment agency within the community, the governing body can then initiate the process of redevelopment and coordinate that process with the planning board of the community. The latter is quite vital since many of the elements of the Master Plan required to be incorporated in the redevelopment planning process to assure that consistency between the planning process and the redevelopment process is always maintained. Thus, the planning board becomes a vital component in the redevelopment process and, for most successful redevelopment efforts, the planning board remains involved in guiding the development process.

**Washington Township Master Plan
Economic Development Element
May 2004**

B. Summary of Implementation Strategies for Redevelopment

In summary, the redevelopment planning process is a proactive method of initiating economic development strategies within the community by targeting specific land areas for redevelopment consideration. By doing so, the redevelopment process enables the initiation of public / private partnerships to implement concepts into reality. For the project areas in Washington Township previously described, an analysis should be initiated by the Planning Board to determine the eligibility of these areas for redevelopment action. The Planning Board can then use another tool in reporting to the Governing Body (which can adopt the role as redevelopment agency) as to the feasibility of the various projects and the consistency of these redevelopment efforts with the Master Plan's "vision" for the community.

VI. Additional Economic Development Strategies

A. Business/Special Improvement Districts

According to Cooperative Professional Services of New York¹, over 56 municipalities, in conjunction with their business communities, have utilized the Special Improvement District Management Act of 1984 to revitalize, professionally manage, and market their central business districts, industrial parks and commercial zones. Business and commercial areas that are facing increased competition, neglect and deterioration, or simply cannot focus on a community plan for improvement have found remedies provided in the Special (Business) Improvement District statute. The statute allows for the authority, professional management, and committed funding mechanism necessary to effect real results.

Special (Business) Improvement Districts (also known as SID's or BID's) are true private/public partnerships and are essentially a public "authority" with the ability to address private business concerns in a cooperative community manner. The statute addresses three (3) essential parts of this partnership:

1. creation of a public "authority" with specific powers and governance;
2. designation of the form of professional management; and,
3. funding capability in the form of a special assessment to finance the authority and management of the district.

Special (Business) Improvement Districts are governed primarily by the private sector members of the district. They are designed to be specifically responsive to business and economic revitalization needs by supporting a comprehensive, organized, cooperative and managed approach.

¹Special Improvement Information Guide.

**Washington Township Master Plan
Economic Development Element
May 2004**

B. What Is a Special (Business) Improvement District?

A Business Improvement District (BID), or Special Improvement District (SID), is an organization, management, and financing tool used by local businesses to provide specialized services such as a sidewalk clean-up, graffiti removal, physical improvements, security, special events, holiday lighting, area marketing and business promotion. Almost any type of service or improvement can be supported. The services are designed to complement rather than replace municipal government services in order to implement a business revitalization plan.

A BID (SID) is similar to a water, sewer or fire district in which property owners pay an additional charge for specific services. A BID is created under the authority of state law and enacted by municipal ordinance. The law permits property owners and businesses to organize and assess themselves to pay for the services that they determine they need. The assessments are collected by the local municipality and turned over to the BID. A district plan and a non-profit District Management Corporation (DMC) govern operation of a BID. The DMC has a Board of Directors and is made up of property owners, businesses, residents, other non-profits, and government officials. All decisions relating to the operation of the BID including budgets, annual assessments, and management of the specialized services are made by the DMC.

C. Goal of a Business Improvement District

Business (Special) Improvement Districts permit a municipality's business community to compete more effectively and efficiently with existing retail/commercial markets particularly shopping malls. By implementing structures for the professional organization and management of downtown business services, districts develop management strategies for competitive business development utilizing private/public partnerships. They begin with the understanding that service is a requirement for business development and excellent service is a competitive advantage.

Excellent service is not an accident and neither are successful business communities. They are planned and managed professionally.

D. What Is the Special Improvement District Management Act?

The District Management Act provides statutory authority for municipalities to create tax supported business improvement districts also known as Special Improvement Districts (SIDs). The districts provide services to encourage and support retail/commercial economic activity.

The District Management Act is designed to provide municipalities with the ability to focus, elevate and manage services specifically designed to enhance the economic viability of business areas and downtown business centers. The services that are provided by a Business District are specific and unique to that

**Washington Township Master Plan
Economic Development Element
May 2004**

business district. Districts are managed utilizing cooperative retail/commercial management technologies similar to shopping malls.

The purpose of the Act is to promote economic growth and employment, encourage self-financed business districts, designate professional management of the districts, and to develop public-private partnerships that implement self-help programs consistent with the local needs, goals and objectives. The Act empowers a District Management Corporation to provide up to twenty-four business management and economic development activities ranging from administering district affairs (adopt by-laws), purchase and manage property, to managing the provision of specific services and standards (design, promotions, marketing, rehabilitation, clean-up, security). A district management corporation is an organization that implements the district plan and oversees the common concerns of the district.

E. What Is the Current Status of Business (Special) Improvement Districts?

There are more than 1,600 Business Improvement Districts in the United States and Canada, and over 56 Business Improvement Districts in New Jersey. There are 47 states in the USA that have SID/BID capability. The first six (6) in New Jersey were established during a three-year period from 1985 to 1988: Cranford, Trenton, Elizabeth, Englewood, Somerville, and New Brunswick. All six (6) are still in operation. In 1991, the Department of Community Affairs funded ten (10) municipalities interested in creating a Business Improvement District. By 1992 ten (10) new districts were established. By 1998 thirty (30) more were created.

Since 1992, many communities continued to explore BIDs for their downtowns and fifty (50) new districts have been established. All established districts are still operating. There are BIDs in less populated communities, such as Freehold, as well as in urban communities.

- Collingswood has three (3) BIDs and Jersey City has four (4) BIDs.
- Seaside Heights, Gloucester City and Livingston Twp. have municipality-wide BIDs.
- Newark's Downtown BID and Atlantic City are New Jersey's largest BIDs.
- There are Industrial BIDs in Collingswood, Paterson, Gloucester City and Irvington.
- There are BIDs, such as the one (1) in Gloucester City that specifically addresses contaminated vacant industrial land.

The average annual assessment collected per district is approximately \$250,000, and the average budget, which includes other public and private funds, is approximately \$400,000. The lowest district assessment is in Audubon at \$38,500, and the highest is in Atlantic City at approximately \$3,000,000. The BIDs manage a variety of community services such as parking, security, and redevelopment. BIDs act as contractors with other public entities, such as NJ

**Washington Township Master Plan
Economic Development Element
May 2004**

Transit, to provide clean up and property maintenance services where interests coincide within a district. However, BIDs focus on providing enhanced services to their customers.

F. Why Consider a Business (Special) Improvement District?

The primary advantages of a Business Improvement are: 1) a legal authority designed to promote downtown business revitalization; 2) the capability of professional management of retail/commercial services that enhance business in the district, and; 3) a dependable source of funding. BIDs allow for the organized and professional implementation of competitive business practices and services developed and maintained cooperatively at the local level. This is a technology that has been enjoyed almost exclusively by shopping malls. A BID permits a business district to employ the advantage of these retail / commercial cooperative management technologies in partnership with the municipality.

BIDs have proven to be excellent partners to community, government, industry and business as the catalyst for revitalization, community pride and effective planning. When the political will is present and combined with the business community's commitment to be competitive and cooperative, BIDs are the vehicle to make things happen. Although success can be defined as increased sales, less vacancies, higher property values, and more satisfied customers, the intangible element of rediscovering a sense of community progress is perhaps the most important and sustainable achievement of BIDs.

G. How Would a BID/SID Function in Washington Township?

Washington Township, as stated earlier, has a number of economic development options that are available for differing locales within the community -- from declaration of redevelopment areas, to tax abatement options, to zoning and marketing specific lands for commercial/industrial development. However, all of these options are primarily publicly guided incentives. BID/SID implementation is primarily the responsibility of the management organization created on behalf of the local businesses within a certain locale.

H. Possible BID/SID's within Washington Township

It is important to remember that the creation of a BID/SID is remains the decision of a group of contiguous commercial establishments, the tenants of a specific shopping center/strip mall, the owners of businesses along a corridor of commerce, etc. Additionally, such declaration of a BID/SID does not preclude overlap with Township initiated economic development activities. For example, the businesses along Delsea Drive (Route 47) could create a BID/SID and, simultaneously, be declared a Redevelopment Area by the Township. In fact, such overlap is often recommended for areas in dire need of redevelopment/marketing/tax incentives.

**Washington Township Master Plan
Economic Development Element
May 2004**

The following is a list of possible BID/SID locations within Washington Township. However, it should be noted that the absence of a particular locale does not mean that such location is unworthy of a BID/SID designation, but rather simply that it is not listed at the present time:

1. Delsea Drive (Route 47) Corridor

This Corridor extends from Egg Harbor Road at the northern terminus to Pitman Downer Road at the southern terminus -- a distance of ± 3.25 miles. The zoning along the Corridor is primarily Highway-Commercial (HC) except for a segment between Sewell Road and Aspen Road that is zoned Commercial-Industrial, and the segment between HollyDell Drive and Walnut Avenue that is zoned Mixed Use District (MUD), with a small portion of Institutional (INS) zoning included.

This Corridor is made up of a variety of businesses that range from used car lots, to auto repair facilities, to storage yards, to mixed retail use. There appears to be no structured planning for the location of these various commercial establishments -- the layout appears random and there is no cohesive nature to the marketing of the area.

From a general public standpoint, the Delsea Drive Corridor is considered the "old commercial area" of the Township (having been replaced by the economic power of the Black Horse Pike). While it is true that the average age of the structures along this Corridor is more than fifteen to twenty (15 - 20) years old, age is not the true cause for economic decline within this area, but rather neglect, unsightliness, obsolete layout and design, and lack of marketing for the businesses within the area.

It is worth noting that the southern end of Delsea Drive, south of Bethel Mill Road has recently developed quite nicely. Park Place, zoned Mixed Use District (MUD) has seen the completion of single-family development and condominiums completed (set back from Delsea Drive) with new commercial establishments beginning to appear along Delsea Drive -- a new bank, a new office building, etc.

A BID/SID would allow the businesses in the area to create a pool of money for marketing, sight improvements, signage improvements, and ultimately increased economic activity and an improved tax base. The value of this Corridor to the northwest area of the Township must not be overlooked. The economic opportunities justify the attention that should be allocated to this area.

2. Black Horse Pike (Route 42) Corridor

The Black Horse Pike traverses the Township in a north/south direction for ± 4.75 miles, along the eastern portion of the Township. It is the center for economic (commercially based) activity within the Township. The entire

**Washington Township Master Plan
Economic Development Element
May 2004**

Black Horse Pike Corridor is zoned Highway-Commercial (HC), with only a short segment (± 1800 feet) between Mill Road and Irwin Avenue zoned a combination of Shopping Center (SC) and Commercial-Industrial (CI), and a segment zoned Commercial-Industrial (CI) on the west side of the street between Madison Avenue and Tuckahoe Road.

While this Corridor may be a businessperson's dream in terms of traffic counts, the fact is that this very same issue, traffic, is cause for serious concern along the Pike. A Transportation Improvement Plan, conducted in conjunction with NJDOT is recommended and furthermore, the incorporation of Context Sensitive Design, should be incorporated into such plan (see the Transportation and Circulation Element).

Given the vast length of the Black Horse Pike within Washington Township, the creation of one (1) extensive BID/SID may not be recommended, but rather the creation of various BID/SID's taking into account immediate geography, similarity of businesses and relative business needs, and interest in marketing. For example, a collective of like-minded car lots located on the southern end of the Pike (south of Watson Drive) may be better positioned to create their individual BID/SID rather than trying to incorporate the retail/shopping centers located along the northern sections (north of Ganttown Road) of the Pike.

The length of the Black Horse Pike suffers tremendously from a lack of Township identity, a lack of clear traffic patterns/circulation, over-signed businesses and uninteresting architectural character that lend to the overall visual clutter, the implementation of over-sized parking lots, etc. While a BID/SID can't resolve all noted issues individually, coupled with a Redevelopment Area designation, the Corridor could be guided in the right direction to prepare for the future demands that will certainly need to be met by this area.

3. Cherry Tree Crossing Center and/or associated commercial establishments along Hurffville-Cross Keys Road, between Ganttown Road and Bells Lake Road (near the Egg Harbor Road intersection)

This ± 1 mile stretch of Hurffville-Cross Keys Road consists of a series of unplanned commercial strip centers that house a variety of seemingly viable retail establishments. The area's proximity within the Municipal Town Center gives additional credibility to the need to see this area improved, not simply aesthetically, but economically as well.

Cherry Tree Crossing is the anchor along the north side of Hurffville-Cross Keys Road, while Cross Keys Plaza is located along the south side of the road.

**Washington Township Master Plan
Economic Development Element
May 2004**

Improved marketing, signage, landscaping, pedestrian friendly walkways and internal traffic circulation would enhance this area and provide a retail component to the proposed Municipal Town Center overlay district.

4. Greentree Road (between Egg Harbor Road and Hurffville-Cross Keys Road)

Greentree Road, between Egg Harbor Road and Hurffville-Cross Keys Road, is fully zoned Highway-Commercial (HC) for the span of just over ½ mile. Included within this area are a number of small commercial establishments that could benefit from the cohesion that would result from the creation of a BID/SID.

5. Glassboro-Cross Keys Road, south of Pitman Downer Road

This stretch of commercial development, all of which is zoned Highway-Commercial (HC) except for the intersection of Glassboro-Cross Keys Road and Belmont Boulevard and the two (2) lots just east of Mantua Creek which are zoned Commercial-Industrial (CI), extends for almost 1¼ miles.

This commercial strip exists as a combination of essential commercial establishments (convenience store, gas station, etc.) and some office/medical office structures. While this area is generally utilized by the residents of the developments along Pitman Downer Road and Glassboro-Cross Key Road, such as Hunters Chase, Plumtree Estates, Woodmere, Springfield Farms, Spring Lake, etc., the importance of maintaining an economically viable commercial sector in this end of the Township is important. The close proximity of such services to these residents furthers the Township's efforts to reduce unnecessary automobile traffic and creates a "commercial gateway" to the Township for automobile traffic moving east on Glassboro-Cross Keys Road.

Increased marketing, improved signage, landscaping, etc. would be derived via the creation of a BID/SID.

6. Any cluster of commercial establishments with a desire to see a collective improvement in their immediate environs

This may include any area that serves as a neighborhood center that contains the critical mass to bring together a group of business owners in a common cause to improve the economic viability of the area.

VII. Non-traditional Economic Development Strategies

Non-traditional economic development strategies include a focus on preserving farmland, encouraging farm production and considering an economic development strategy specifically designed for farmers.

**Washington Township Master Plan
Economic Development Element
May 2004**

These strategies are in contrast to the typical economic development efforts which focus upon luring commercial and industrial ratables to offset the residential tax base drain. In a typical scenario of economic development, the question may be raised as to why consider agriculture as an element of an economic development strategy? The preservation of farmland in a community not only protects its natural resources (an element that is discussed within the Open Space and Recreation plan), but also saves an investment in community infrastructure.

Agriculture contributes to the local economies through a variety of direct infusions. It creates jobs, initiates sales for support services and businesses, supports secondary markets, such as food processing. In addition, farmland offers a hedge against fragmented suburban development, while supporting a diversified economic base. In contrast to the sprawl strategies of the 50's and 60's, enlightened land use strategies employing "smart planning" techniques increasingly view agricultural land as a natural resource that is vital to the well being of communities, rather than land that should be turned under the developers spade.

Consistent with these findings is that privately owned and managed farmland generates more in local tax revenues than it costs in services. The American Farmland Trust has developed analyses of more than forty (40) communities in the northeast and midwest that show, after careful examination of local budgets, that farms, forest and open land more than pay for the municipal services they require. Comparatively, taxes on residential uses consistently fail to cover such costs. Therefore, one may conclude that encouraging the preservation of farmland as part of an economic development strategy is an investment in community infrastructure. As stated earlier, in the study prepared by the American Farmland Trust, it was shown that the median cost per dollar of revenue raised to provide public services to commercial/ industrial, farm/forest and residential land uses were \$.29, \$.31 and \$1.11 respectively. The study concludes that "local governments are finding out, often too late, that they cannot afford to pay the price of sprawl".

Locally, experiments to preserve farmlands are evident. One of the most prominent is Duffield Farms, which has preserved approximately 150 acres of land within the Township. This protection is via the State of New Jersey and Gloucester County Farmland Preservation programs.

To perpetuate agricultural land consolidation as evidenced in the Duffield Farms experiment, farmers should be allowed to bring together land for agricultural purposes and offset such allocations for agricultural zoning with off track reclassification of other lands for residential development. The consolidation of farms into large open space areas is a vital element in the continuance of the agricultural economy and the elimination of sprawl within a community.

To summarize, one may conclude that agriculture is good for the tax base and that privately owned and managed farmland generates more in local taxes than it costs to provide services to the land.

**Washington Township Master Plan
Economic Development Element
May 2004**

In order to incorporate the farm community into the overall economic development planning for the Township, a strategic farmland mapping and inventory process must be initiated. Preliminarily, this is being completed as part of the Land Use Element and Open Space & Recreation Element of the Master Plan identifying those parcels designated as farmlands in the tax records. However, this is not enough. Farmland mapping must be more comprehensively defined. Farms must be categorized and evaluated against the following variables:

- How old is the farmer running the operation;
- Does he have heirs that will take over the farm and continue farming;
- Has farmland preservation action either through the sale of agricultural rights or transfer development rights been considered. If not, why?;
- Is the farm zoned for agricultural purposes or is it zoned for industrial, commercial or residential development, which may inhibit its ability to be preserved;
- What are the soil qualities of the farm;
- What are the regional land use designations; and
- How large is the farm?

These are some of the issues that must be evaluated and processed into an overall economic development plan so that the agricultural element can be considered as part of the economic development strategy of the community. By developing this data, the Township can have a clear understanding of the future of farming as a component of the community's economic development and open space component.

VIII. Conclusion

The Township, in conjunction with the strategies outlined within this report, should embark on a new marketing campaign for specific sites within the Township and for the overall community. The plans, proposed for the following targeted areas, enable the Township Administration to market much more than just land.

- Town Center (inclusive of Medical Center overlay)
- Black Horse Pike/Gateway Planned Development Overlay District
Redevelopment Area
- Delsea Drive Redevelopment Corridor
- Mixed Use / Office Park Belt

The proposed plans illustrate a vision for the Township that any corporation considering relocation would respect. The Township has matured over the past 25 years and become a powerful economic entity within Gloucester County and the region as a whole.

The desire to fulfill the employment needs of the residents, while maintaining and improving the quality of life should be the foremost goal of the Township. This vision, as noted, of providing increased employment opportunities, improved Township-wide marketing, enhanced quality of life features such as the proposed Greenways Corridors, neo-traditional planning and design methods incorporated into future development, etc. will require the collaboration of both the public and private sector. The Washington

**Washington Township Master Plan
Economic Development Element
May 2004**

Township Chamber of Commerce should play an integral part of this marketing campaign. The Township lies within a 30 minute drive of a market with more than 2.3 million persons -- there is tremendous room for improved economic development/redevelopment where a Township of Washington's population (almost 50,000 persons) has the clout and authority to market for specifically desired development upon the minimal remaining developable land (900 acres less some wetland coverage).

**Washington Township Master Plan
Economic Development Element
May 2004**

Exhibit A

Proposed Black Horse Pike Redevelopment Corridor (and Gateway Planned Development Overlay District)

Block	Lot(s)	Street(s)
213	1, 2, 2.01	Black Horse Pike (N.J.S.H. Rte. 42), Wilson Road
214	1, 2, 3, 4, 4.01, 4.02, 5, 6, 6.02, 6.03, 7, 8, 9, 9.01, 10, 10.01, 11, 12, 13, 14, 15, 16, 16.01, 17	Black Horse Pike (N.J.S.H. Rte. 42), Wilson Road, County House New Brooklyn Road (C.R. 705)
215	1, 2, 3, 4, 5, 6, 7, 8	Black Horse Pike (N.J.S.H. Rte. 42), County House New Brooklyn Road (C.R. 705)
216	2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 11.02, 11.03, 12, 14, 15, 16, 17, 18, 25, 26, 27, 28	Black Horse Pike (N.J.S.H. Rte. 42), Meadow Avenue, Hurff Lane & County House New Brooklyn Road (C.R. 705)
217	1, 2, 2.01, 3, 4, 5, 7, 8, 9, 10	Black Horse Pike (N.J.S.H. Rte. 42), Wilson Road, County House New Brooklyn Road (C.R. 705)
216.01	26.01, 31, 32, 32.01, 33, 34, 35, 36, 37.01, 38	Black Horse Pike (N.J.S.H. Rte. 42), Hurff Lane
195	17, 17.01, 17.02, 18, p/o 18.01, p/o 19, 19.02, 19.03, p/o 23, 24.01, p/o 25, 27	Black Horse Pike (N.J.S.H. Rte. 42), Green Tree Road
196	3, 4.01, 5, 5.02, 5.03, 5.04, 5.06, 5.07, 5.08, 8	Black Horse Pike (N.J.S.H. Rte. 42), Irvin Avenue
111.09	2, 2.01, 2.02, 2.03, 2.04, 3, 4, 5.01, 5.02, 5.03, 5.04, 6.01, 6.02, 6.04, 7, 7.01, 7.02, 7.16	Black Horse Pike (N.J.S.H. Rte. 42), Ganttown Road

See Figure 3 (Map) for illustration of the proposed area; Blocks and Lots may change based upon new lot subdivisions / consolidations

**Washington Township Master Plan
Economic Development Element
May 2004**

Block	Lot(s)	Street(s)
196.02	3.01, 3.02, 3.03, 3.04, 3.05, 3.06, 3.07, 4, 4.01, 4.02, 5, 5.01, 5.02, 6, 7, 7.01, 7.02, 7.03	Black Horse Pike (N.J.S.H. Rte. 42), Whitman
196.01	1, 1.01, 1.02, 1.03, 1.04, 1.05, 1.06, 1.07, 1.08, 1.09, 2, 2.01, 2.02, 2.03	Black Horse Pike (N.J.S.H. Rte. 42), Whitman, Canal Street
158	1, 2, 2.01, 3, 3.01, 3.02, 3.03, 4, 4.01, 4.02, 5, 5.01	Black Horse Pike (N.J.S.H. Rte. 42), Ganttown Road, Willow Street, Garfield Avenue
159	1, 2, 2.01, 2.02, 3	Black Horse Pike (N.J.S.H. Rte. 42), Garfield Avenue
161	1.01, 1.02	Garfield Avenue, Myrtle Avenue
151	3. 3.01, 3.02, 3.03, 3.04, 3.05, 4, 5, 6	Black Horse Pike (N.J.S.H. Rte. 42), Garfield Avenue, Willow Street, McKinney Avenue
160	1, 2, 3, 4, 5, 6	Black Horse Pike (N.J.S.H. Rte. 42), Johnson Road
162	1, 2, 2.01, 2.02, 2.03, 2.04, 2.05, 2.06, 3	Johnson Road, Myrtle Avenue
147	1, 2.01	Black Horse Pike (N.J.S.H. Rte. 42), McKinney Avenue
148	2	Black Horse Pike (N.J.S.H. Rte. 42), Fries Mill Road
142	1.01, 2	Black Horse Pike (N.J.S.H. Rte. 42), Fries Mill Road
150	1, 2, 3, 4, 4.01, 4.02, 5, 6, 7	Black Horse Pike (N.J.S.H. Rte. 42), Johnson Road

See Figure 3 (Map) for illustration of the proposed area; Blocks and Lots may change based upon new lot subdivisions / consolidations

**Washington Township Master Plan
Economic Development Element
May 2004**

Block	Lot(s)	Street(s)
149	1, 2, 2.01, 3, 4, 4.01	Black Horse Pike (N.J.S.H. Rte. 42)
165	1	Johnson Road
166	1, 2, 2.01	Johnson Road, Roosevelt Avenue
132	1	Black Horse Pike (N.J.S.H. Rte. 42), Myrtle Avenue
133	1	Black Horse Pike (N.J.S.H. Rte. 42)
141	1, 2	Black Horse Pike (N.J.S.H. Rte. 42), Fries Mill Road
115.04	10, 10.01, 10.02, 10.03, 11, 11.01, 11.02, 11.03, 11.04, 11.05, 11.06, 11.07, 12, 12.01, 13, 14, 15, 15.01	Black Horse Pike (N.J.S.H. Rte. 42), Fries Mill Road
114	1, 2, 3, 4, 4.01, 5, 5.01, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21.01	Black Horse Pike (N.J.S.H. Rte. 42), Fries Mill Road
115.02	8, 8.01, 8.02, 8.03, 9, 9.01, 9.02, 16, 16.01, 17	Black Horse Pike (N.J.S.H. Rte. 42), Fries Mill Road
131	1, 2	Johnson Road
130	1	Johnson Road
123	1	Black Horse Pike (N.J.S.H. Rte. 42)
124	1	Black Horse Pike (N.J.S.H. Rte. 42)
118	1, 1.01, 1.02	Black Horse Pike (N.J.S.H. Rte. 42)
113	1, 2, 3, 4, 5, 5.01, 5.02, 5.03, 15.01, 21, 21.01, 21.02, 21.03, 22, 23, 24, 25	Black Horse Pike (N.J.S.H. Rte. 42)
112.02	1, 2, 3, 24	Ledden Lane

See Figure 3 (Map) for illustration of the proposed area; Blocks and Lots may change based upon new lot subdivisions / consolidations

**Washington Township Master Plan
Economic Development Element
May 2004**

Block	Lot(s)	Street(s)
112.03	14, 15.01, 17, 18, 20, 21, 22, 22.01	Black Horse Pike (N.J.S.H. Rte. 42), Madison Avenue
112.01	7, 7.01, 7.03, 7.04, 7.05, 7.07, 8, 9, 9.01, 10, 10.01, 11, 12, 12.01, 12.02, 12.03, 12.04, 12.05, p/o 13	Black Horse Pike (N.J.S.H. Rte. 42), Tuckahoe Road
109	5.02, p/o 6.01, p/o 7, p/o 7.01, p/o 8, p/o 9, 12.01, 12.02, 13.01, 13.02, 13.03, 13.04, 13.05	Black Horse Pike (N.J.S.H. Rte. 42), Tuckahoe Road, Pease Boulevard
109.02	10	Black Horse Pike (N.J.S.H. Rte. 42), Fairmont
109.01	11, 12, 13	Black Horse Pike (N.J.S.H. Rte. 42), Fairmont
108	1, 1.02, 1.03	Black Horse Pike (N.J.S.H. Rte. 42), Tuckahoe Road, Ardmore Avenue
108.02	1, 1.01, 1.02, 1.03	Black Horse Pike (N.J.S.H. Rte. 42), Tuckahoe Road
107	1, 1.01, 1.02, 2, 2.01	Black Horse Pike (N.J.S.H. Rte. 42), Tuckahoe Road, Ardmore Avenue, Wayne Avenue
109.23	7	Black Horse Pike (N.J.S.H. Rte. 42), Tuckahoe Road
106	1, 1.01	Black Horse Pike (N.J.S.H. Rte. 42), Tuckahoe Road, Wayne Avenue, Marberth Avenue
105.01	1	Black Horse Pike (N.J.S.H. Rte. 42), Pease Boulevard

See Figure 3 (Map) for illustration of the proposed area; Blocks and Lots may change based upon new lot subdivisions / consolidations

**Washington Township Master Plan
Economic Development Element
May 2004**

Block	Lot(s)	Street(s)
105	1, 2, 3	Black Horse Pike (N.J.S.H. Rte. 42), Marbeth, Woodlawn
104	1, 1.01, 2, 3, 3.01, 3.02, 3.03, 4, 4.01, 5	Black Horse Pike (N.J.S.H. Rte. 42), Marbeth, Woodlawn
103	1, 1.01, 2, 3, 4, 4.01, 4.02, 4.03, 4.04, 4.05, 5.01, 6	Black Horse Pike (N.J.S.H. Rte. 42), Woodlawn, Evergreen, Mayfair
102	1, 1.01	Black Horse Pike (N.J.S.H. Rte. 42), Woodlawn, Evergreen, Mayfair
101	1	Black Horse Pike (N.J.S.H. Rte. 42), Evergreen, Sycamore, Mayfair
100	1, 2, 3, 4, 5, 6, 6.01, 8, 9, 10, 11, 12, 13, 14, 16	Black Horse Pike (N.J.S.H. Rte. 42), Evergreen, Sycamore, Mayfair
99	1, 2, 2.01, 2.02, 2.03, 2.04, 2.05, 2.06, 2.07, 2.08, 2.09, 2.10, 2.11, 3	Black Horse Pike (N.J.S.H. Rte. 42), Sycamore, Strand, Mayfair
98	1	Black Horse Pike (N.J.S.H. Rte. 42), Sycamore, Strand, Mayfair
97	1, 1.01, 1.02, 1.03, 1.04, 1.05, 1.06, 1.07, 1.08, 1.09, 3, 4, 4.01, 5	Black Horse Pike (N.J.S.H. Rte. 42), Strand, Highland, Mayfair
96	1, 1.01, 2, 2.01, 2.02, 2.03, 2.04, 2.05, 2.06, 2.07, 2.08, 2.09, 3	Black Horse Pike (N.J.S.H. Rte. 42), Strand, Highland, Mayfair
95	1, 2, 3, 3.01, 4, 4.01, 4.02, 4.03, 4.04, 4.05, 4.06, 4.07, 4.08, 4.09	Black Horse Pike (N.J.S.H. Rte. 42), Highland, Summit, Mayfair
94	1, 1.01, 1.02, 1.03, 1.04, 1.05, 2, 3, 3.01, 3.02, 3.03, 3.04, 3.05, 3.06, 3.07, 3.08	Black Horse Pike (N.J.S.H. Rte. 42), Highland, Summit, Mayfair

See Figure 3 (Map) for illustration of the proposed area; Blocks and Lots may change based upon new lot subdivisions / consolidations

**Washington Township Master Plan
Economic Development Element
May 2004**

Block	Lot(s)	Street(s)
93	1, 1.01, 1.02, 1.03, 1.04, 1.05, 1.06, 1.07, 1.08, 1.09, 1.10, 1.11, 1.12, 2, 3.01, 3.02, 4, 5, 6, 7, 8, 9, 10, 11, 11.01, 12	Black Horse Pike (N.J.S.H. Rte. 42), Summit, Laurel, Mayfair
92	1, 1.01, 1.02, 1.04, 1.05, 1.06, 1.07, 1.08, 1.09, 1.10, 4.03	Black Horse Pike (N.J.S.H. Rte. 42), Summit, Laurel, Mayfair
87	1, 1.02, 1.05, 1.06, 2.12, 3, 3.07, 4, 4.01, 5, 5.01, 6, 6.01, 7, 8, 9, 10	Black Horse Pike (N.J.S.H. Rte. 42), Tuckhoe Road, Laurel, Cross Keys By-Pass
87.01	1, 2.01, 2.02, 2.03, 2.04, 2.05, 2.06, 2.07, 2.08, 2.13, 2.14, 2.15, 3, 3.02	Tuckhoe Road, Cross Keys By-Pass

See Figure 3 (Map) for illustration of the proposed area; Blocks and Lots may change based upon new lot subdivisions / consolidations

**Washington Township Master Plan
Economic Development Element
May 2004**

Exhibit B

Proposed Delsea Drive Redevelopment Corridor

Block	Lot(s)	Street(s)
7	3.02, 3.03, 3.04, 4, 4.01, 5, 6, 6.01, 6.02, 6.03, 6.04, 6.05, 1, 1.01, 1.02, 1.03, 1.04, 1.05, 1.06, 1.07	Blackwood – Barnsboro Road (C.R. 603), Egg Harbor Road, County House Road (Sewell)
7.04	6	Blackwood – Barnsboro Road (C.R. 603), Egg Harbor Road
8.01	3.01, 4	Egg Harbor Road, Delsea Drive (N.J.S.H. Rte. 47)
8	1.01, 1.02, 1.03, 1.04, 1.05, 1.06, 1.07, 1.08, 1.09, 1.10, 2.01, 2.02, 2.03, 2.04, 2.05, 2.06, 3	Egg Harbor Road, Delsea Drive (N.J.S.H. Rte. 47), County House Road (Sewell)
15	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12.01, 12.02, 12.03, 12.04, 12.06, 12.07, 13, 14, 14.01, 15, 15.01, 15.02, 15.03, 15.04, 15.05, 15.06, 15.07, 15.08, 15.09, 15.10, 16, 17, 18, 19	Blackwood – Barnsboro Road (C.R. 603), Delsea Drive (N.J.S.H. Rte. 47), County House Road (Sewell)
16	1, 1.01, 1.02, 1.03, 2, 3, 3.01, 3.02, 3.03, 4, 4.01, 4.02, 4.03, 4.04, 4.07, 4.08, 4.09, 4.10, 4.11, 4.12, 4.13, 4.14, 4.15, 4.16, 4.17, 4.18, 5, 5.01, 6, 7, 7.01, 7.02, 8, 8.01	Delsea Drive (N.J.S.H. Rte. 47), County House Road (Sewell)
17	1, p/o 3.01, 3.02, 3.03, 3.05, 3.06, 3.07, 3.08, 3.10, 3.11, 3.12, 3.13, 3.14, 3.15	Delsea Drive (N.J.S.H. Rte. 47), County House Road (Sewell)
17.15	55, 56	County House Road (Sewell), Bee's (?)

See Figure 3 (Map) for illustration of the proposed area; Blocks and Lots may change based upon new lot subdivisions / consolidations

**Washington Township Master Plan
Economic Development Element
May 2004**

Block	Lot(s)	Street(s)
28	1.02, 2, 2.01, 2.02	Delsea Drive (N.J.S.H. Rte. 47)
30	2, 2.01	Delsea Drive (N.J.S.H. Rte. 47)
31	1, 2, 3	Delsea Drive (N.J.S.H. Rte. 47)
32	1.03, 1.04, 3, 4	Delsea Drive (N.J.S.H. Rte. 47)
33	1, 2, 3.02, 3.03	Delsea Drive (N.J.S.H. Rte. 47), Grenloch – Salina Road
34	1, 2, 3, 4, 5, 5.01, 5.02, 6, 6.01, 7, 7.01, 8, 9	Delsea Drive (N.J.S.H. Rte. 47), Grenloch – Salina Road
35	p/o 1, 1.03, 1.04, 2, 3, 4, 5.01, 6, 7, 8, 9, 10, 11, 11.01, 11.02, 12	Delsea Drive (N.J.S.H. Rte. 47), Grenloch – Salina Road, Hurffville–Cross Keys Road
36	1	Delsea Drive (N.J.S.H. Rte. 47), Grenloch – Salina Road
19.15	1.10	
37	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	Delsea Drive (N.J.S.H. Rte. 47), Grenloch – Salina Road
38	1, 2, 3, 4, 5, 6	Delsea Drive (N.J.S.H. Rte. 47), Grenloch – Salina Road
39	1, 2, 3, 4, 5, 6, 7.01, 7.05	Delsea Drive (N.J.S.H. Rte. 47)
40	p/o 1, 2	Delsea Drive (N.J.S.H. Rte. 47), Hurffville–Cross Keys Road
43	1, 2, 2.01, 5, 5.01	Delsea Drive (N.J.S.H. Rte. 47)
44	1, 1.01	Delsea Drive (N.J.S.H. Rte. 47)
45	1, 2, p/o 3, 3.01	Delsea Drive (N.J.S.H. Rte. 47)

See Figure 3 (Map) for proposed area; Blocks and Lots may change based upon new lot subdivisions / consolidations

**Washington Township Master Plan
Economic Development Element
May 2004**

Block	Lot(s)	Street(s)
46	1, 3, 4, 5, 5.01, 6, 7	Delsea Drive (N.J.S.H. Rte. 47), Lambs
47	1.01, 1.02, 1.03, 4.01, 5, 5.01, 6, 7, 8, 9, 10, 11, 12, 13, 13.01, 14, 15, 16, 17	Delsea Drive (N.J.S.H. Rte. 47), Bethel Mill Road
48	1, 2, 3, 4, 5, 6, 6.01, 7, 8, 9, 10, 11, 12, 14, 14.01, 14.02, 15	Delsea Drive (N.J.S.H. Rte. 47), Grenloch Hurffville Road
49	1, 1.01, 2, 4, 5, 6, 7, 8, 9, 10	Delsea Drive (N.J.S.H. Rte. 47), Grenloch Hurffville Road
50	1.01, 1.03, 1.04	Delsea Drive (N.J.S.H. Rte. 47), Bethel Mill Road
51.01	1, 1.01, 3	Delsea Drive (N.J.S.H. Rte. 47), Parke Place Boulevard
51.09	1, 1.01	Delsea Drive (N.J.S.H. Rte. 47), Parke Place Boulevard
52	1, 1.01, 1.02, 1.03, 1.04, 1.05, 1.06, 1.14, 1.15, 1.22, 2, p/o 3	Delsea Drive (N.J.S.H. Rte. 47), Densten Road
55	1, 2, 3, 3.01, 3.02, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13	Delsea Drive (N.J.S.H. Rte. 47)
56	1, 1.01, 2, 3, 4, 5, 6, 7, 7.01, 7.02, 8, 9, 9.01, 9.03	Delsea Drive (N.J.S.H. Rte. 47), Densten Road, East Holly Avenue
58	1, 4, 5, 6, 6.02, 7, 8, 9, 9.01	Delsea Drive (N.J.S.H. Rte. 47), East Holly Avenue

See Figure 3 (Map) for proposed area; Blocks and Lots may change based upon new lot subdivisions / consolidations

**Washington Township Master Plan
Economic Development Element
May 2004**

Exhibit C

Gateway Planned Development Overlay District

Block	Lot(s)	Street(s)
115.01	17, 18	Black Horse Pike (N.J.S.H. Rte. 42), Fries Mill Road, Watson Drive
115	2, 3, 3.01, 4, 4.01, 4.02, 6, 7, 21, 21.01, 21.02, 21.03, 21.04, 22, 23.01, 24, 24.02, 24.02, 24.03, 24.04, 24.05, 25, 27, 28	Black Horse Pike (N.J.S.H. Rte. 42), Fries Mill Road, Hurffville - Cross Keys Road, Baldwin Drive, American Boulevard, Cross Keys By-Pass
115.01	6, 7, 8, 9, 19, 20, 21, 22, 23, 26, 27, 29	Black Horse Pike (N.J.S.H. Rte. 42), Tuckahoe Road, American Blvd.
115.03	24	Cross Keys By-Pass
89	1, 2, 2.01, 2.02, 3, 4, 5, 5.01, 6, 7, 7.01, 7.02, 8, 9, 10, 10.01, 11, 12, 12.01, 13, 15, 15.01, 15.02, 15.03, 15.04, 16	Tuckahoe Road, Hurffville - Cross Keys Road
115.02	18, 18.01	Watson Drive
87	1, 1.02, 1.06, 2.12, 3, 3.03, 3.07,	Cross Keys By-Pass, Berlin – Cross Keys Road
87.01	1, 2.01, 2.02, 2.03, 2.04, 2.05, 2.06, 2.07, 2.08, 2.14, 2.15, 3, 3.02,	Cross Keys By-Pass, Berlin – Cross Keys Road

See Figure 3 (Map) for proposed area; Blocks and Lots may change based upon new lot subdivisions / consolidations

Washington Township Master Plan
Economic Development Element
May 2004

Exhibit D

Mixed Use / Office Park

Block	Lot(s)	Street(s)
16	7, 7.02, 6, 8, 4.18, 8.01, 1.01, 1.02, 1, 4	Delsea, Sewell, Salina

See Figure 3 (Map) for proposed area; Blocks and Lots
may change based upon new lot subdivisions / consolidations