



Western/Southern Cumberland Region Strategic Plan

Summary of Municipal Questionnaires

Overview:

In the Spring 2002, as an initial task of the Western/Southern Cumberland Region Strategic Plan (WSCRSP) process, questionnaires were distributed to the twelve municipalities of the region. Interviews were also held with each municipality to discuss key development issues and to go over the survey. Questionnaires were received back from eight of the 11 rural municipalities in the study area. A separate survey was prepared for Bridgeton and is not included in this summary; Bridgeton's questionnaire results are incorporated in the Bridgeton Municipal Profile report.

The survey included 25 questions crafted to gather information on municipal policies, goals, and issues. The survey focused on both environmental factors and key development and infrastructure needs to be addressed in the WSCRSP.

The following highlights key points raised by eight rural municipalities that affect the region. Further detail on survey responses is included in the attached summary table.

Summary of Responses:

Question #1 How would you describe your municipality's main assets or advantages?

All eight of the municipalities identified open space, agricultural and environmental resources as main assets or advantages.

Question #2 How would you describe your municipality's main liabilities or concerns?

All eight of the municipalities identified the lack of infrastructure as a main liability or concern. The majority of the municipalities identified the lack of ratables and job opportunities as major concerns.

Question #3 What are your municipality's planning goals and how would you prioritize them? (Rank the top goals from 1 to 5 with 1 being the highest goal)

	Top Goals Selected (by number of respondents)				
	1	2	3	4	5
Preserving farmland	2	4			
Providing local jobs	1			3	
Providing tourism related development					
Retaining small town rural atmosphere	3	1	3	1	
Preserving natural resources	1	1	5	1	
Improving local roads		1			
Providing public water system					3
Providing public sewer system			1	1	5

Question #4 *How important is farmland and open space protection for your town?*

High: 6
Moderate: 1
Low: 1

Question #5 *If farmland preservation and natural resources protection are important planning goals, then would you consider alternative planning tools to limit residential sprawl and reduce loss of farmland? (For example, these tools may involve downzoning, residential cluster, farmland preservation subdivisions, and concentrating development in existing or new centers, among others).*

Yes: 6
No: 1
Uncertain: 1

Question #6 *Has your municipality adopted land use and zoning policies to limit the loss of farmland?*

Yes: 6
No: 2

If YES, do you consider these policies effective?

Yes: 4
No: 2
No response: 2

Some municipalities including Fairfield and Lawrence are in process of adopting regulations that will address preservation goals. Hopewell identified a need for other zoning options to minimize existing use conflicts. Downe Township indicated no need for additional open space given so much is already preserved.

Question #7 *Does your municipality support focusing development in centers and other places (villages, hamlets) to concentrate infrastructure expansion and service costs?*

Yes: 8
No: 0

INFRASTRUCTURE

Question #8 *Does your municipality currently have public sewers?*

Yes: 2
No: 6

Is expansion or construction of public sanitary sewers an issue?

Yes: 6
No: 2

Question #9 Does your municipality currently have a public water system?

Yes: 3

No: 4

No response: 1

Is expansion or construction of public water system or ground water adequacy an issue?

Yes: 3

No: 2

No response: 3

Respondents indicated that contaminated wells and salt water intrusion creates problems in many areas.

Question #10 What transportation improvements are needed to support development in your municipality? (These can include road, transit, bike and pedestrian facilities).

Four municipalities identified that public transportation is needed in their municipalities. Six municipalities stated that roadway (i.e. surfacing and intersection) improvements were needed. Three municipalities noted that bicycle and pedestrian improvements were necessary.

ECONOMIC DEVELOPMENT

Question #11 How important is economic development as a goal for your municipality?

High: 5

Moderate: 1

Low: 1

No response: 1

Question #12 What are the greatest obstacles to development in your community?

Six municipalities identified the lack of infrastructure as an obstacle to development. Three municipalities stated that their remote location is a major obstacle to development. Four municipalities indicated that environmental issues were obstacles.

Question #13 What type of future economic development would you like to see in your municipality?

Five municipalities indicated that they would like to see tourism related development in their municipality. Four municipalities stated that they would like to see more small business and service establishments. Six municipalities indicated that they would like to see light industry and agricultural industries in their municipalities. Aquaculture and high-tech industries were also noted.

Question #14 How important is the agriculture economy to your municipality?

High: 6
Moderate: 1
Low: 0
No response: 1

What should be done to encourage this sector of the economy?

Three municipalities indicated that increased farmland preservation is needed. Other recommendations included: increased educational and financial assistance for best management practices; the creation of an Agricultural Enterprise District; increased marketing of the agricultural industry; a regional processing plant tied to rail transportation; increased farmland preservation; leasing of state owned farmland to farmers; attracting young people to the farming industry; and minimizing regulatory red-tape.

Question #15 Is redevelopment of brownfields, closed mining operations and other underutilized or abandoned properties an issue for your municipality?

Yes: 3
No: 5

If YES, describe the areas and what actions are currently being undertaken:

Downe Township indicated that most of the sand mines in their municipality are operational and expanding while having great potential for redevelopment in the future. Fairfield Township indicated that they have numerous brownfields sites but there is no funding for clean-up. The Township also has open pits from discontinued mining operations.

Question #16 How important is tourism to the economy of your municipality?

High: 1
Moderate: 2
Low: 3
No response: 2

What steps should be taken to encourage tourism?

Three municipalities indicated that improved access to natural areas is needed. The need for increased marketing of events and resources is was also cited. Improved signage and additional bikeways were also recommended.

Question#17 What type of retail and office uses do you see as appropriate?

The responses for this question varied greatly. The majority of the municipalities indicated that small boutiques, stores and professional offices are appropriate. Grocery stores, pharmacies and other services serving the local community as well as tourists were suggested.

Question#18 What type of industrial uses do you see as appropriate?

Agriculture and food industry uses were deemed appropriate by six of the municipalities. Processing and marina related industries were also viewed as appropriate. More specific recommendations included: packaging facilities, boat servicing/repair; cottage industries that relate to local resources and heritage, agriculture and aquaculture businesses, regionalized warehouse/processing center for shared services and high-tech industries.

Question#19 What other kind of development initiatives do you see as appropriate?

The answers for this question varied greatly among the municipalities. Installation of public water and sewers was recommended. Reclamation of brownfields and sand mines were deemed appropriate. Improving public water and sewer infrastructure was seen as appropriate.

Question#20 What programs or incentives could the State, County or the CDC provide that would assist existing businesses or encourage new development?

Various municipalities would like assistance obtaining funding for public water and sewer improvements. Increased support for the township's centers designations was recommended. Assistance in procuring grants and funding for development and infrastructure was mentioned. Tax incentives and increased state funding were viewed as elements that could spur development. The creation of an Agriculture Enterprise Zone as well as increased marketing of Southern New Jersey was recommended. Also recommended was increased grant seminars, lending programs, guidance for small business development and assistance with permitting processes for industrial development. Fostering increased cooperation among municipalities was stressed.

INTERMUNICIPAL ISSUES

Question#21 What intermunicipal issues exist with respect to land use, government services and other matters?

Two municipalities, Hopewell Township and Upper Deerfield Township indicated that the Hospital moving from Bridgeton to Vineland was an issue. Downe Township felt that a lack of resources was an issue. Deerfield Township indicated that the extension of sewer lines from the CCUA Plant in Bridgeton was an issue. Fairfield Township felt that the lack consistent pricing mechanism for farmland preservation initiatives was an issue.

Question#22 What future opportunities do you see for joint intermunicipal approaches to local problems? What ideas on shared services and facilities?

Respondents indicated that there is potential for shared services: housing, animal control programs, police forces, public works, EMS services, municipal courts, school transportation and fire facilities.

Question#23 What do you see as impediments to successful intermunicipal actions?

The need to rely on property taxes and the “ratables” and the advantages provided to Bridgeton, Millville and Vineland were viewed as impediments to successful intermunicipal actions. The politics of home rule and the lack of talented, qualified individuals in the planning process were also seen as impediments.

Question #24 What expanded role do you see for the CDC? What changes would you like to see to better serve your community?

Downe Township indicated that the CDC needs to focus on small business and tourism related development in the region. Hopewell Township desired increased efforts in grant acquisition and marketing. Fairfield Township and Greenwich Township desired consultation for special township projects. Greater municipal involvement in CDC projects was desired. Increased encouragement for municipalities to share services was suggested

Question#25 What are the major projects or actions that should be included in the Region Strategic Plan to address either your local or regional problems? Please indicate which projects are priority actions.

Three municipalities identified expanding sewer infrastructure as a project that should be included in the plan. Two municipalities indicated that the plan should develop intermunicipal initiatives focusing on tourism and development. Four municipalities identified transportation or roadway related issues.

Summary of Western/Southern Cumberland Region Municipal Questionnaires

Questions	Commercial	Deerfield	Downe	Fairfield	Greenwich	Hopewell	Lawrence	Upper Deerfield
1. How would you describe your municipality's main assets or advantages?	Commercial was described as rural and peaceful: Maurice River, wildlife habitats, undeveloped areas and access to the bay were listed as key assets. Low taxes, low housing prices and no traffic were also listed as advantages.	Main assets include central location, good transportation access (proximity to Rte. 55, county roads), concentration of people, functioning railroad and small town atmosphere unspoiled by sprawl.	Main advantages include: adjacent to Delaware Bay with extensive marshlands, nature and wildlife preserves, and crabbing/fishing opportunities, historic villages, sand mine, and Fortescue State Marina.	The main asset is the amount of undeveloped land in town. A strong agriculture base as well as extensive historic resources are also assets. Fairfield has great eco-tourism potential.	Main assets include the community spirit, agriculture based community, historic significance and preservation fairly low taxes.	Main advantages include open spaces, good schools, small town/rural character, single family homes, and proximity to Bridgeton's labor force.	Rural farming community, with vast open spaces conducive to hunting and recreation. Commercial and industrial zones adjacent to rail lines. Good schools, low crime rates.	Water and sewer infrastructure, rural character, balance of developed/undeveloped land, no local purpose tax, good school system, good recreation opportunities and high speed communication lines.
2. How would you describe your municipality's main liabilities or concerns?	Liabilities include lack of businesses, drug traffic, low employment prospects, abandoned structures, loss of land to sand ponds and education reputation. A primary concern is the revitalization of Port Norris and retention of the seafood industry.	Main liabilities include a dependence on on-site septic disposal systems, inadequate water systems (disadvantage when it comes to competing for businesses), potential to lose agriculture and environmentally sensitive lands to development and a lack of public transportation.	Limited amount of upland for development, incursion of bay intercostals creeks, no significant tax base, restricted development along bay shore (water/sewer issues), lack of services, road maintenance, state lands not developed for tourism and keeping Fortescue Channel open.	The main liability is the financial cost for improvements. Lack of infrastructure may deter light commercial development. Fairfield is also faced with a heavy tax burden due to land held by non-taxable entities.	Main concerns are no public sewer system, managing growth without sacrificing character of Township, maintaining sufficient tax base without encouraging mass economic development or residential development	Main liabilities include lack of north/south roads, loss of commercial areas to northern Cumberland County, no jobs for professionals, conflicts between preservation and growth and residential growth in agriculture zones, agriculture viability and the need for good jobs-lack of infrastructure and need for planned development.	Liabilities include lack of funding to recruit ratable to the commercial/industrial zones, lack of year long versus seasonal employment, unattainable planning mandates due to the large amounts of environmental sensitive/preserved lands, and lack of public transportation.	Liabilities include poor transportation access, especially access to Route 55 and east/west access, limited job opportunities, limited infrastructure, poor police coverage in certain neighborhoods, and lack of affordable housing for seniors.
3. What are your municipality's planning goals and how would you prioritize them?	<ol style="list-style-type: none"> 1) provide more jobs 2) provide tourism related business 3) provide improved mass transit 4) preserve natural resources 5) retain small town rural atmosphere. 	<ol style="list-style-type: none"> 1) retaining small town rural atmosphere 2) preserving farmland 3) preserving natural resources 4) providing public sewer systems 5) providing public water systems 6) providing more local jobs 7) encourage centered growth 8) promote economic development 9) providing senior housing 10) providing affordable housing 11) providing improved mass transit 	<ol style="list-style-type: none"> 1) provide tourism related development 2) Improve local roads 3) small town atmosphere 4) preserve natural resources 5) public water/sewer system (Fortescue Island only) 	<ol style="list-style-type: none"> 1) preserve natural resources 2) preserve farmland 3) provide public sewer system 4) retain small town rural atmosphere 5) provide tourism related development 	<ol style="list-style-type: none"> 1) Preserving farmland 2) Retaining small town rural atmosphere 3) Preserving natural resources 4) Providing tourism related development 5) Providing public water/sewer system 	<ol style="list-style-type: none"> 1) provide more local jobs 2) preserving farmland 3) retaining small town/rural atmosphere 4) preserving natural resources 5) providing public sewer others: senior housing, mass transit 	<ol style="list-style-type: none"> 1) preserving farmland 2) preserving natural resources 3) retaining small town rural atmosphere 4) providing local jobs 5) providing senior housing 	<ol style="list-style-type: none"> 1) retaining small town atmosphere 2) Preserving farmland 3) Preserving natural resources 4) Providing more local jobs 5) Providing public sewer system
4. How important is farmland and open space preservation for your town?	High	High	Low: There is little need for additional open space because so much is already preserved. The only exception would be where parcels would provide species habitat or access.	Moderate	High	High	High	High

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5. If farmland preservation and natural resource protection are important planning goals, then would you consider alternative planning tools to limit residential sprawl and reduce loss of farmland?	Uncertain	Yes	There is little need for additional open space because so much is already preserved. The only exception would be where parcels would provide species habitat or access.	Yes	Yes	Yes	Yes	Yes
6. Has your municipality adopted land use and zoning policies to limit the loss of farmland? If yes, do you consider these policies effective?	No	Yes	There is little need for additional open space because so much is already preserved. The only exception would be where parcels would provide species habitat or access.	Yes; Yes; Fairfield is currently in the process of conducting a master plan reexamination. They will also be fine tuning their zoning ordinance to meet this objective.	Yes; Yes; Creation of 6 Acre minimum lot size in RA zone (Residence Agriculture) has discouraged development.	Yes; No; Presently, no new roads are allowed to be built in Ag zones. The township needs larger lot zoning. Other zoning options should be explored to minimize existing use conflicts.	Yes; Objectives discussed during the master planning process clearly defined the approach to meet preservation goals such as off-site mitigation, clustering and state and county programs.	Yes
7. Does your municipality support focusing development in centers and other places (villages, hamlets) to concentrate infrastructure expansion and service costs?	Yes	See newly adopted Master Plan, Ch. 11, Future Land Use Plan	No response (see recent master plan)	Yes (uncertain); We want to contain urban sprawl as much as possible by providing necessary infrastructure in designated centers.	Yes; Greenwich has adopted Centers Designation Plan that supports purpose of Master Plan which is to encourage residential development in 3 existing communities (Village of Greenwich and Hamlets of Springtown and Othello)	Yes; Hopewell has a highway business zone that concentrates growth.	Yes; Provisions smart growth in and around the town center (existing business, commercial and industrial centers and the creation of home based enterprises)	Yes; Development pressure has tested policies to the fullest. Another respondent that the economy has a limited growth potential. Sprawl has occurred to a degree. More farmland has been preserved here than any other Cumberland municipality. Master plan is being followed.
8. Does your municipality currently have public sewers? Is expansion or construction of public sanitary sewers an issue? If yes, describe problem and how it is being addressed.	No, Yes. One respondent wasn't sure how the problem is being addressed, but thought public sewers were needed.	No; Yes; See Chapter 7 of the new Master Plan, Utilities Plan	Fortescue Island: May need public sewers to further redevelopment, even though the township might meet w/ great resistance.	No; Yes; A public health issue arises because many areas in town are faced with failing septic systems.	No; No; NOTE: Response in #2 was concern of no public sewer system.	Yes; See #9.	No; Yes; A public water/sewer facility would be a positive feature for the development of commercial and industrial zones. Currently not being addressed.	Yes; No; Expansion is already underway.

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<p>9. Does your municipality currently have a public water system? Is expansion or construction of a public water system or ground water adequacy an issue? If YES, describe the problem and how it is being addressed.</p>		<p>Yes; Yes; There are a number of contaminated wells in the Rosenhayn area. Provisions for public water may be more cost effective and less problematic in terms of obtaining funding and permits.</p>	<p>The only public water system is on Fortescue. The system is currently being upgraded to address issues of capacity and water pressure.</p>	<p>No; Yes; Salt water intrusion presents a problem along the Cohansy River and Delaware Bay area.</p>	<p>No; No</p>	<p>Yes; Sewered areas are being expanded. This effort should be continued. Water service needed for concentrated residential areas.</p>	<p>No; Yes; Currently not being addressed.</p>	<p>Yes; No: One of the largest employers in towns needs public water.</p>
<p>10. What transportation improvements are needed to support development in your municipality?</p>	<p>Road repairs and public transit routes are needed.</p>	<p>Public transit for Rosenhyan and Carmel areas; cross county road to provide better access to Rte. 55 and utilizing existing freight rail for passenger service.</p>	<p>Improved road surfaces, development of bike paths and hiking trails w/ small unpaved parking lots. Maple Ave is being threatened by water on both sides.</p>	<p>Lack of sidewalks and public trails. The township would like to develop a pedestrian plan as part of an eco-tourism center.</p>	<p>Improvements and upgrade to road network within Greenwich</p>	<p>Intersection improvements, capacity improvements for truck traffic, bike/ped paths and trails, repaving (resurfacing of Trench Road)</p>	<p>Public transportation, paved roads w/ shoulders, additional paving in residential areas to provide access for emergency vehicles</p>	<p>East/west corridor, bus transportation, bike paths/lanes, improved roadways (Rte. 77 and 56), pedestrian improvements and increased state police presence along roadways.</p>
<p>11. How important is economic development as a goal for your municipality?</p>	<p>High/moderate</p>	<p>High</p>	<p>No response</p>	<p>High</p>	<p>Low</p>	<p>High</p>	<p>Moderate</p>	<p>ripitier</p>
<p>12. What are the greatest obstacles to development in your community? How can they be eliminated?</p>	<p>Greatest obstacles to development include a small labor pool, public transit problems, poor job training and loss of land due to sand operations.</p>	<p>Lack of sewer and water infrastructure</p>	<p>Greatest obstacles include: 1. very little upland available for development 2. rural/remote location 3. lack of infrastructure 4. need for a grant writer 5. eco-tourism is the best option</p>	<p>Lack of infrastructure.</p>	<p>Greatest obstacles include community being in remote setting. Limited areas zoned for commercial use, the desire to keep rural setting, Historical District, and entire Township within Tier 7 designations of CAFRA destination. There is no desire for economic development, except for marines and restaurant development.</p>	<p>Lack of infrastructure, lack of white collar jobs, isolated location, and the need to provide professional marketing.</p>	<p>Lack of sewer and water; environmentally sensitive lands; lack of improved roads leading to resort areas.</p>	<p>Poor transportation access, lack of infrastructure and poor location.</p>

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13. What type of future economic development would you like to see in your municipality?	Commercial and industrial development such as tourism and marina related businesses, small businesses, professional offices and restaurants. Ag-industry and industrial development should be encouraged.	Commercial: Yes; tourism related development, small businesses and services, large retail businesses, professional office and low intensity industry and agriculture related. Industrial: Yes; Ag industry, Light industry.	No response	Commercial and industrial development should be encouraged. Commercial development should include tourism related development, small businesses and services, professional offices and marina and bay related services. Industrial development should take the form of redevelopment of underutilized properties, agri-industry, light industry, aquaculture and fishing/water related industries.	Commercial: marina and bay related services	Commercial: professional offices, small businesses and services Industrial: ag industry, light industry, hi-tech and light manufacturing	Commercial: Yes; tourism related development, small businesses and services and marina and bay related services Industrial: Ag industry, light industry	Commercial: Yes; Small businesses/services, professional offices and tourism related Industrial: Yes; Ag-industry and light industry.
14. How important is the agriculture economy to your municipality? What should be done to encourage this sector of the economy?	Moderate	High; See newly adopted Master Plan	Agriculture economy is largely based on roadside stands. These should be marketed.	High; Farmland preservation, as well as educational and financial assistance regarding environmental sound fertilization and pest control practices, should be encouraged. Farm owners should also be offered fair and reasonable prices to encourage preservation.	High; Farmland preservation program, leasing of state-owned farmland to farmers instead of letting it grow up in brush for hunting.	High; Marketing, attracting younger people to farming, the creation of Agriculture Enterprise District and added incentives like fast tracking of permits	High; Provide a regional processing plant utilizing rail transportation; Preserve more farmland.	High; Minimizing regulatory burden, marketing and local/county farmland preservation efforts.
15. Is redevelopment of Brownfield, closed mining operations and other underutilized or abandoned properties an issue for your municipality? If YES, describe the areas and what actions are currently being taken:	Yes	No	Most sand mines are still operational and even expanding, but they hold out potential for significant reclamation and redevelopment in the future.	Yes; Fairfield has many sites that would qualify as brownfield sites, however, they need money for cleanup. The township also needs to address open pits from previous mining operations.	No	Ag industry and food processing	No	No
16. How important is tourism to the economy of your municipality? What steps should be taken to encourage tourism?	The importance of tourism was rated as high by one respondent and moderate by the other. Events such as Bay Day and the Raptor Festival should be continued. They promote interest in natural attractions. Restaurants should also be encouraged.	Low; Master Plan talks about creating interesting shopping areas in Carmel and Rosenhayn.	A welcome center needed, as well as signage improvements, public access for crabbing/fishing needs and the encouragement and marketing of touring boats.	Fairfield needs to offer more access to natural resources. Its natural resources should be marketed for public consumption. Small businesses, such as gift shops and antique stores should be encouraged.	Moderate: Currently the Cumberland County Historical Society headquarters are located in Greenwich Township. Throughout the year, the Historical Society promotes tourism at the desired intensity of tourism i.e. Occasional Annual Events (craft and antique shows, Asparagus Breakfast, Fairweather Gardens Open Houses)	Low; respondents felt that tourism is not and will never be a major industry in the Twp, limited support for tourism. Along the Coastal Heritage Trail, there is a need for more bikeways.	Moderate; Development of Bay Point Marina-monies made available to improve roads to Bay Point.	Low; Preserve historical structures

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17. What type of retail and office uses do you see as appropriate?	Appropriate retail and offices uses include laundry operations, general stores/pharmacy, restaurants, tourism services, and medical services.	The Township accommodates a variety of commercial activities from highway businesses to small home occupations. The Master Plan encourages a variety of commercial use activities within the two centers.	Appropriate uses include: 1. restaurants 2. bed and breakfasts 3. gift shops	Appropriate uses include small boutiques, professional offices, restaurants, gas stations, Wawa, nature related stores, banks and country inns.	Antique shops from home or small enterprises. Home based businesses. No large scale businesses.	Some respondents stated that any and all type of development would be appropriate, while most felt that food processing, small business and professional office uses would be most appropriate.	Small scale cottage industries, home related businesses, hardware stores, bait, tackle and hunting.	local businesses, professional offices and one respondent said auto supply businesses.
18. What type of industrial uses do you see as appropriate?	Packaging facilities and boat servicing/repairs.	Low intensity ag related industries The Township's location in the center of the population concentration is ideally suited to the service industries and the new hospital in Vineland.	Cottage industries that relate to local resources and area heritage (i.e. sand mining)	Clean and environmentally friendly industry and businesses. (aquaculture and agri-businesses)	Uses that would support Marinas and Agriculture	Ag industry and food processing	Regionalized warehouse/processing center for shared services; agriculture products processing center, light industry w/ low environmental impact.	Ag industry, food processing, hi-tech and light industry.
19. What other kind of development initiatives do you see as appropriate?	Installation of public sewers.	See Chapter 10, Economic Development Plan	1. reclamation of sand mines 2. link tourism related businesses along the coast (i.e. b&b, restaurants, etc.) 3. provide tourism infrastructure on state owned lands (i.e. public restrooms, info center, hiking paths, etc.)	The development of a tourism related use for the railroad.	Bed & Breakfast, cafés, traditional maritime activities	Condos, senior housing, business parks and highway business development	Recreation facility, boating, fishing and hunting lodges.	Tax abatement programs, good zoning/planning, and regional parks
20. What programs or incentives could the State, County or the CDC provide that would assist existing businesses or encourage new development?	Development grants and low-interest loans for startup costs. Also, the installation of public sewers.	Support the Township's request for centers designation; assist the Township in obtaining public sewer and water supply systems and improving transportation to and through the Township (including mass transit).	See above	1. Small business loans and grants. 2. Grants for infrastructure 3. Economic development funds for the township to induce development.	No response	Tax incentives, grants, increased state funding, job training and creation of an ag enterprise zone, as well as marketing and promotion of South Jersey.	Grant seminars, identify grants, lending programs (low interest loans); guidance for small business development; assistance w/ permit process for industrial development.	Provide grants for infrastructure expansion, regional (South Jersey) marketing, stronger county transportation advocacy at state level and CDC's role to foster cooperation and coordination between municipalities.
21. What intermunicipal issues exist with respect to land use, government services and other matters?	No response	The extension of sewer lines from the CCUA Plant in Bridgeton.	Lack of resources	Consistent pricing for farmland preservation that would be competitive compared to developers' offers.	Restriction on land use development in Fairfield on opposite side of the Cohansey is important to Preserve Greenwich's rural context, Greenwich and Hopewell Township governments currently share services	Relocation of hospital services to Vineland and sewer/water issues with Bridgeton.	Shared services	Hospital services moving from Bridgeton to Vineland, limited discussion of shared services, education, and watersheds.

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22. What future opportunities do you see for joint intermunicipal approaches to local problems? What ideas on shared services and facilities?	No response	No response	No response	Animal control and housing. A regional police force for areas covered by the state police.	Greenwich and Hopewell already have shared services in place for services and facilities ie.(building sub-code official, tax assessor, tax collector and convenience center (landfill) and municipal court.	Purchasing and intermunicipal studies such as this smart growth effort that attempt to seek regional solutions to municipal problems. Also shared services and facilities and continued support for the CDC effort.	EMS, public works, animal control/shelter, senior housing	Police, EMS, court systems, school transportation and administration, public works and fire.
23. What do you see as impediments to successful intermunicipal actions?	No response	Reliance on property taxes, ratable chase and the advantages afforded to the three cities in terms of funding sources and tax incentives.	Lack of resources	Home rule and a lack of control, non-participation of talented, knowledgeable players in the planning arena and unfair representation.	No response	Competing municipal efforts regarding business attraction and retention efforts, reluctance to compromise control	Provincial attitude of committees and citizens; home rule.	Home rule and politics
24. What expanded role do you see for the CDC? What changes would you like to see to better serve your community?	No response	No response	Focus on small businesses and tourism related developments for rural municipalities in southern and western Cumberland County	Consulting and special projects for Fairfield.	Assistance in acquiring grants to finance projects such as restoration of dike, renovation to tennis courts, renovation to old stone school house	Grants, marketing, attempts at getting the County Planning Department to pay attention to municipalities other than Millville and Vineland.	Encourage municipalities to share services.	Greater involvement of municipal staff in CDC projects, clearer definition of municipal support, marketing and lobbying county. State and federal governments.
25. What are the major projects or actions that should be included in the Regional Strategic Plan to address either your local or regional problems? Please indicate which projects are priority actions.	Sewers would enhance prospects for commercial and residential development.	No response	1. Road maintenance 2. Dredging channel at Fortescue Marina 3. Leadership to develop multi-township tourism related infrastructure and marketing 4. Development of bikeways and designated scenic roadways	1. Sewer infrastructure in densely populated and commercial areas. 2. Seabrook development 3. Sidewalks, curbing and walking trails 4. Recreation.	Restoration of breached dike on Cohansey River, any initiative to limit residential sprawl.	1. Hopewell Business Park implementation of sewer service 2. Twp. Preservation Funding 3. Sewer service 4. Efficiency of municipal services 5. Transportation 6. Action plan for job creation 7. Phase IV Sewers		1. East/west transportation access 2. Expanded infrastructure 3. Increase quality of life for seniors 4. Shared development strategy w/ defined allocation of costs/benefits 5. Regional cooperation