

# Guiding Galloway's Growth

## *A PRESENTATION OF THE GALLOWAY TOWNSHIP ECONOMIC DEVELOPMENT COMMITTEE*

*PRESENTED BY*

*STEPHEN MOLIVER, CHAIRMAN*

June 21, 2010



**Galloway Township, NJ**

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*Planning the Future... Preserving the Past*

# Planning is a Public Process

- Demand a fully transparent open planning process.

Engage the community through the planning and development stages of the overall build-out. Go overboard. Do more than what is required and expected in terms of public notices

in newspapers, certified mailing of notices, public meetings, workshops, internet publication of strategic plans, maps, etc. Engage the media to help us communicate. Put everything on the table early and often for the public to see and understand. Proper planning, aligning the priorities of all the parties will create greater predictability and quickest means to gain broad consensus.



- Plan directly, hand-in-hand, step-by-step with our most important partners and stakeholders; Galloway's residents and businesses. The taxpayers, property owners, renters, and leaseholders who must be rewarded economically and/or by making the quality of their lives better today, tomorrow and for generations to come.

# Public not Political Priorities

- To succeed as a community we need stability, unity and the commitment of the local governing body which transcends through time and changes in leadership and the shifting of the political winds. Future and current elected political leaders need to act rationally, responsibly and in an apolitical manner. Avoid making this a bully-pulpit for political gain and engaging in grandstanding at the expense of the overall community benefits that will accrue from the project and the inter-connected developments within it.
- Our role is to help the residents and stakeholders define and envision the character of these targeted areas and how that gets woven into the fabric of the community and how it can positively impact the quality of life overall. Always ensure economically, environmentally, and socially responsible growth.
- Think about tomorrow. Think about what will be most sustainable. Sustainable being an economic, environmental and social condition; will it still be around and be viable in 20 years, 30 years, 50 years or 100 years?



# Planning for Perpetuity

- No growth is simply unrealistic - as is unimpeded growth unrealistic. A smart growth balance can be achieved if we insist on a well thought out plan, triaging the issues beforehand and presenting the plan holistically. Spend the extra money and time in the design & development phase to ensure maximum long term returns and minimum long term impacts. Multi-generational, progressive forward thinking will serve us best.
- Understand that at this stage we are analyzing and assessing what can be done, not what will be done. The analysis up to this point is to understand the overall order of magnitude and the opportunities and constraints on build-out of these key corridors as a whole and then looking at the parcels that can be developed and to what extent; including mix of uses, land assemblages, land banking, environmental constraints, potential zoning changes, overlays, development incentives, etc., which will be needed to succeed.



# Planning is a Puzzle

- Vision and plan globally and holistically now, but understand the various components will come on-line in stages with multiple developers over a period of many-many years. Components will likely change conceptually, but we should always remain consistent and unwavering from the overall vision we define now. Look at it as a jigsaw puzzle. Fit the pieces in now that we are able to and as the picture reveals itself the other pieces will naturally be easier to fit into their respective places.
- Don't be concerned at this point with the financial metrics or try to measure the quantitative aspects or property tax implications. Focus on the qualitative aspects impacting Galloway and the quality of life for the long-term. After community visioning and the selection of developers the economic impacts and tax impacts and working project pro-forma budgets will be developed and business modeling will be made to fit the will of the people and vision of the community and stakeholders while providing ROI for all concerned.



# Public/Private Partnerships

• Work together and plan collaboratively with our organizational partners, the local businesses, organizations and institutional stakeholders operating in Galloway nearest to the project areas:

- Existing businesses and retail/commercial/office property owners.
- Richard Stockton College of NJ.
- AtlantiCare Regional Medical Center Mainland Campus.
- Bacharach Rehabilitation Hospital.
- Diocese of Camden-Assumption Church.
- Guerro/Nantucket at Galloway.
- Hansen/B.H.P.E.
- Lennox site/BTR Capital.
- Atlantic City International Airport.

**STOCKTON**  
THE RICHARD STOCKTON COLLEGE OF NEW JERSEY

**Bacharach**  
INSTITUTE FOR REHABILITATION



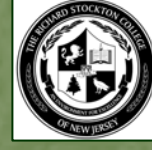
• Leverage core assets like the college, hospitals, airport, FAA Tech Center, casinos, rail line, regional shopping areas, golf courses, Forsythe, accessibility from AC Expressway & Garden State Parkway.

**AtlantiCare**

**Next Generation**  
AVIATION RESEARCH & TECHNOLOGY PARK

# Plentiful Planning Partners

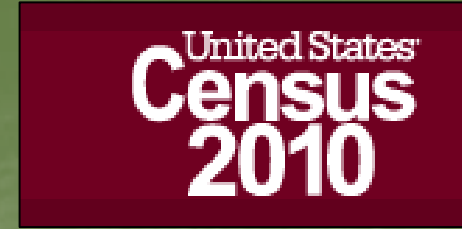
• Coordinate and communicate actively with our indirect partners, the regional stakeholders affected by or concerned with Galloway's overall large scale land use decisions:



- Atlantic County
- Pinelands Comprehensive Management Plan
- SJTA & New Jersey Transit for Rail Station & Shuttle
- SJTA for airport & expansion/increased flights to ACY
- SJTA for AC Expressway, Airport
- NJDOT
- Richard Stockton College of NJ
- Galloway Township Business Association
- NJTPA-Turnpike Authority-Garden State Parkway
- CRDA-Casino Reinvestment Development Authority
- SJTPO-South Jersey Transportation Planning Organization
- South Jersey Economic Development District
- FAA & 177<sup>th</sup> Fighter Wing
- ACIA-Atlantic County Improvement Authority for AETP
- NJ EDA-NJ Economic Development Authority
- State of New Jersey, State Plan & Office of Smart Growth



# People Planning



- Consider the locally shifting trends in demographics, changing cohorts, decreases in school populations and young families, increases in baby boomers. Residences represent net-positive ratables when planned carefully and smartly and when residential development is paced to come on-line responsibly. Residences attract retail and service businesses. Residences (rooftops) stabilize our tax base by growing both the residential ratable base, but as importantly the commercial ratable base.
- Position ourselves for rooftops growth and plan for residential development in a smart way that minimizes impacts on school and municipal taxes. It all depends on what type of residential units get built, the densities, on site recreational amenities (or lack-thereof) and who the units are marketed to. We have direct control over that when targeting developers and formulating agreements.

# Professions & Places

- Consider future increases in needs for jobs, industry growth and the shifting of the workplace centers primarily of Camden, Gloucester, Burlington, Mercer and Middlesex counties and Philadelphia. They will all grow around transportation and logistics centers, public transit centers (rail & rapid transit), major highway interchanges and airports. Don't miss opportunities to connect their county's residents to our local jobs or to connect our local Galloway residents to other county's jobs.



- Plan for the need for more technical and professional jobs, future job growth in the casino industry and ancillary casino service industries that support casinos and plan for expansions around the airport and the ARTP –NextGen which will begin to come on-line in 2-3 years. Plan for casino growth again in 5-7 years.



# Planning Paradigm

- Consider the changes to our regional economy and the shifting paradigm of less emphasis on casino and casino service jobs and more service oriented, jobs, more healthcare jobs, more academia jobs and academic related administrative employment drivers. Plan for more technical jobs, more science jobs, more computer jobs, more aviation related jobs as the ARTP & Next Gen come on-line and the Airport expands.



- Consider the ever growing and evolving needs of the service sectors. We will always need professionals in medical, financial, legal, science, computer and information technology related professions. Anticipate growth in testing facilities, research laboratories, green technology companies, support industries to the casinos, light manufacturing, etc.

# Planning Problems

• Consider shifting trends and downturns in retail. Big box and malls are not as sustainable as neighborhood commercial centers. Big boxes and big retailers merge, consolidate, go bankrupt, become outmoded and sometimes just close for no apparent reasons. Look at Shore Mall & Echelon Mall, Circuit City, Linens 'n Things, Value City, Oskar Huber, and the list goes on. Some fade away forever and some may be lucky enough to reinvent themselves. Look at how dramatically Echelon has had to change from a mall to a mixed-use town center. The big boxes in Hamilton will not transcend and be sustainable as they stand now or will many of the center's medium and small tenants. The shelf life is 10 years for most of those types of retail developments before they become barren and need to be made-over at great expense to the developer and taxpayers. They become big white elephants of blight and a drain on residential property taxpayers who shoulder the burden of added taxes while the property sits under utilized or unutilized.



# Planning & Public Transit

- Plan based around access to transportation - access to transit hubs & and access to major highways and connector roads. Better connectivity reduces vehicle trips. Transportation centers include not only rail stops, but bus stops-kiss & rides-park & rides-airport shuttle access parking.
- The “Galloway Gateway” transit center/NJ Transit train station is likely to be operational within 24 months. We must be sincere and unwavering in our commitment to grow around the rail stop consistent with best practices in smart growth community planning .
- The full Garden State Parkway Exit 44 is now a Tier 1 project for the NJ Turnpike Authority. Integrate this future transportation improvement into all visioning and planning. No timeline for this improvement has been established but the persistence and perseverance of Galloway officials can help to hasten the process.



# Public Transit



- Think of Galloway as a mid-point between AC and Hammonton and 1/3 of the way to Cherry Hill by train. Think about rail and bus service holistically; rapid transit, train, and bus routes. Everyone knows it takes less than 30 minutes to go east to AC on the train, but not everyone thinks about the fact that going west it conceivably takes less than 30 minutes to Camden County points, Camden city, Cherry Hill, Lindenwold and less than 1 hour to downtown Philadelphia via PATCO, the 30th Street Station, and less than 120 minutes to the Philadelphia Airport via SEPTA direct to departure gates.
- When the light rail RiverLine is extended to meet the NJ Transit line at the future Pennsauken transfer center it will take less than 60 minutes to Trenton, less than 75 minutes to New Brunswick, less than 100 minutes to Newark and less than 120 minutes to New York by light rail and rail from Galloway.

# Pedestrians & Peddlers

- Plan for and assure safe and easy pedestrian and bicycle connectivity, bikeways and walkways between all planned components. Consider transportation alternatives and choices and changing trends in the movement of people. Young people will choose mass transit if given the choice. College students will choose mass transit over auto. Healthcare professionals will choose transit over cars. Academics will choose transit over cars when given viable convenient options. Just think about how many buses we see with bike racks on their front bumpers and actually see 1 or 2 bikes on them.
- Consider New Jersey's "Live Where you Work" program which put residents very near their workplace and connects them via walkable pathways or bikeways from home to the workplace or home to transit.



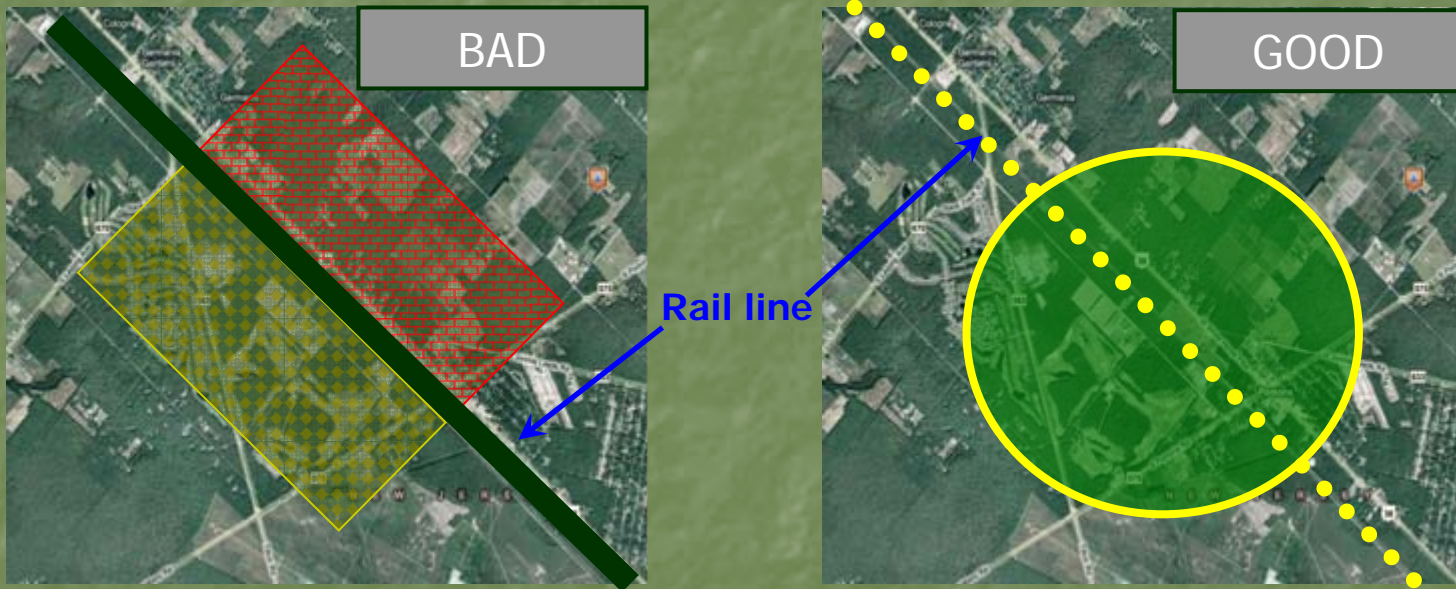
# Parking & Placemaking

- Think about shared parking structures and surface lots that integrate the needs of our retail centers with our transit centers with our professional office centers with our compact housing centers with our medical office centers. Don't think about ugly casino garage like structures. Build beautiful structures and beautiful functional shared parking facilities in accordance with best practice standards that we can be proud of and that serve as a hub of activity and commerce magnet. If designed and built right they can integrate seamlessly into the design of the surrounding projects and no one knows they are actually there.
- Placemaking is the creation of "Live Work" environments of mixed-use development—referred to in planning as placemaking. We are creating a place and/or series of interconnected places. Placemaking describes the process of creating squares, plazas, parks, streets and waterfronts that will attract people because they are pleasurable or interesting. Landscape often plays an important role in the design process.



# Placemaking

- Don't think of the AC rail line tracks or Rt. 30 WHP as a dividing line but as a complementing bridge to connect zoning, villages, centers, & clusters. Look at the picture from 1500 feet up in the air and think of how everything could connect holistically. Look at how Rt. 30 connects with Aloe and Tilton Rd. (not by placing a road down the middle) but with a complementing synergistic interconnected mix of components and a well engineered traffic circulation plan.



# Places & Patrons

- Think about small compact thriving villages (stand alone or inside of a metropolis) and then conjure up a picture of the inter-woven vibrant communities there. These are the ones we have all seen and know from around the region and the country both new and old:
  - Transit villages-T.O.D.'s -Transit Oriented Development i.e. 69th St. El terminus in Phila., Princeton Junction, West Windsor, Hoboken.
  - Academic villages-around colleges i.e Princeton, Glassboro/Rowan University, Rutgers, Georgetown.
  - Healthcare villages-around major hospital/medical centers i.e. John Hopkins in Baltimore, University of Pennsylvania, Temple U. in Phila.
  - Artistic/Craftsman/maritime villages i.e. Greenwich Village, Millville Glasstown District, New Hope, Annapolis.



# Patterns & Priorities

- Remember fewer cars are being put into service annually due to the high costs of gasoline, insurance, maintenance costs, costs to purchase vehicles and public transit options. The percentage of cars nationally will progressively decrease every year. Of course more residents and more rooftops will bring an increase of cars to Galloway because of population shifts. Shifting traffic patterns away from congested arteries and traffic circulation planning is a high priority.
- Always opt for green choices when feasible to reduce our carbon footprint. Don't make it an option, make it a requirement provided it doesn't substantially affect project costs and negatively impact growth. This will become easier as advances and economies of scale are realized in green technology.



# Positive Potential

- Keep in mind the decreasing school population trends that will continue in Galloway and the significant changes to build-out projections for the community that have changed recently due to changes in our overall economy and the casino industry.



- Remember that Galloway schools facilities capacities and personnel levels are based on peaks that will likely never return to the levels seen in the last decade. Consider changes in work-force housing needs and the future integration of mixed-income, affordable and market rate housing. GEHRHSD new Cedar Creek high school will relieve strain on Absegami.

- Consider COAH mandates and costs and the requirement for more affordable housing in the community and take advantage of this opportunity in a smart well planned way. We can kill 2 or 3 birds with one stone and not compromise the core character of our community if we do this strategically following a plan that calculates predictable and timed outcomes.

# Positive Potential

- Plan against sprawl by understanding the basic tenants of smart growth planning and the characteristics reflected in new urbanism/neo-classical fully integrated functional community designs.



- Don't close our minds to vertical development, even though it's not really part of our current landscape.



- Plan for sustainable smart growth with the principles of 4-E<sup>©</sup> planning<sup>1</sup> in mind:

- Economics must make sense.
- Environmental aspects must not be comprised at any cost.
- Equity and social justice must return benefits to the community.
- Efficiency to reduce the bureaucracy and costs of government.

1. PlanSmart NJ's 4-E Planning<sup>©</sup> stresses the interconnectedness between the economy, the environment, regional equity, or social justice issues, and resource efficiency to reduce the cost of government - what we have dubbed the 4-Es. 4-E Planning<sup>©</sup> can help decision-makers better evaluate where to grow and where to preserve land.

# Planning & Pinelands



## New Jersey Pinelands Commission

- Consider the Pinelands Commission as our allies not our enemies. Use them, leverage them, engage them throughout the process to achieve the goals of all and create win-win “smart growth” solutions to the multitude of challenges we will face. When one looks at the Pinelands’ original enabling legislation, mission statement and objectives it’s surprising how similar they are to what Galloway residents desire overall. Of course theory and reality don’t seem to line-up on this point most of the time. So, if they don’t cooperate call them out publicly and explain the contradictions relative to the stated mission of balancing environmental and economic interests. It may be necessary to call for Executive action if all other means are exhausted. All of this, assuming our arguments are rational, fair and serve the balance between the needs to protect our global environment and need to grow our local economy.

# Pieces in Place

- Regional roadway and transportation improvements forthcoming:

- New Jersey Transit rail stop in Pomona. SJTA shuttle connecting airport, rail station, Stockton & hospitals.
- Realignment of Rt. 30 WHP @ Pomona Rd.
- Full Interchange at ACEX exit 17 on Rt. 50.
- Realignment & new traffic signal at Jimmie Leeds Rd. @ Rt. 30 WHP.
- Growth of the airport and several new airlines.
- Full Interchange at GSP exit 44 on Pomona Rd.
- Potentially GSP exit 40 at Rt. 30 WHP.
- Improvements of Pomona/Wrangleboro Rt. 575 cross-county connection.
- Improvements to county roads around the airport and elimination of airport circle and addition of a traffic signal @ the airport circle.
- New traffic signal at Jimmie Leeds & Vera King Farris – College Dr.
- Continued improvements to Jimmie Leeds Road.
- New traffic signals on Jimmie Leeds Road at Stockton.
- New traffic signal on Jimmie Leeds at 6<sup>th</sup> Ave.



# Three Target Growth Areas

## #1 Route 30 (W.H.P.) Corridor / Pomona

- Lenox China site / adjacent Hansen tract
- Blue Heron Pines East
- Tilton Road adjacent to ACY
- Assumption Church site
- Train station

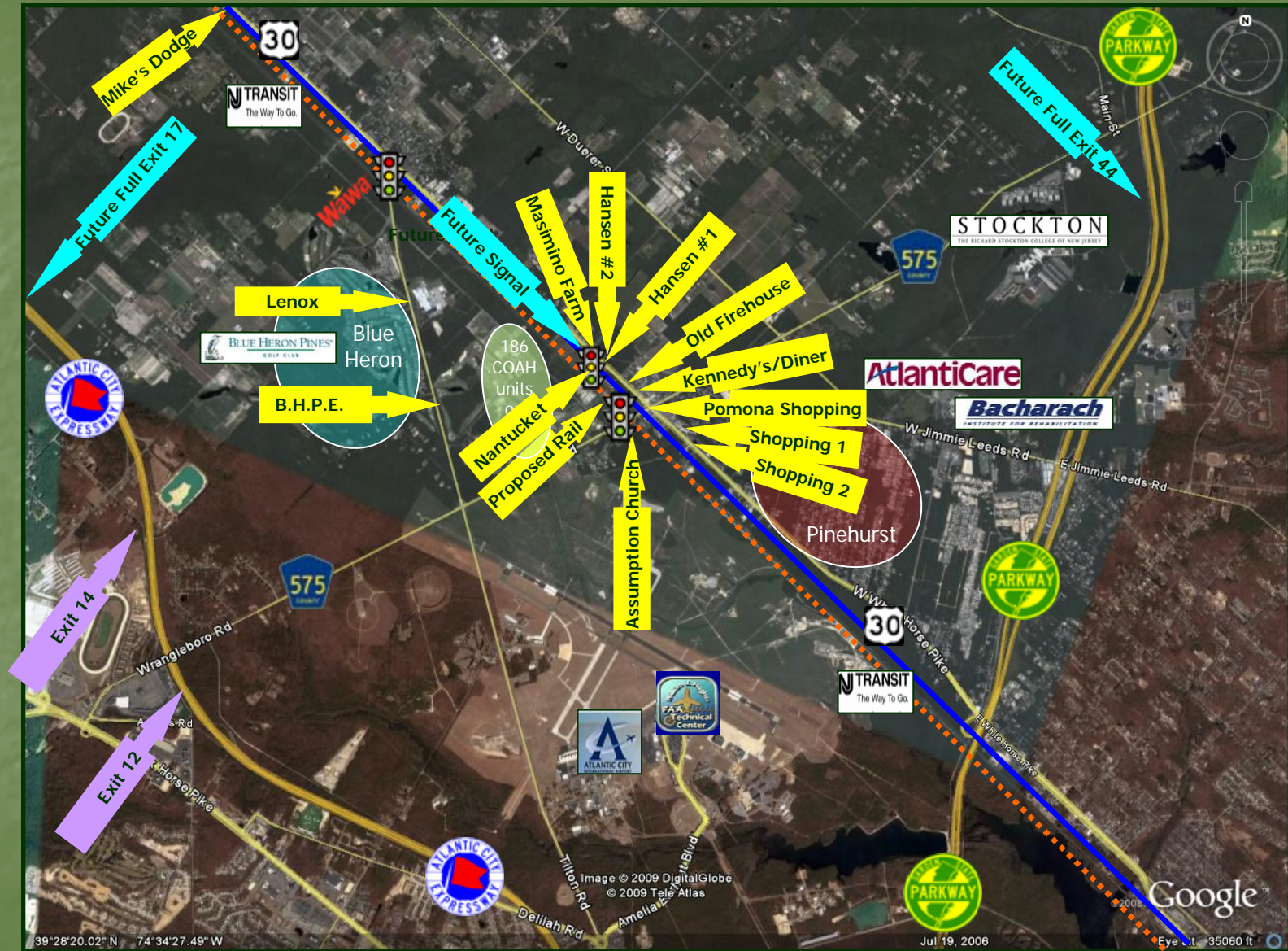
## #2 Town Center

- Risley and Bruno properties
- Municipal complex
- Large tracts east of Pitney

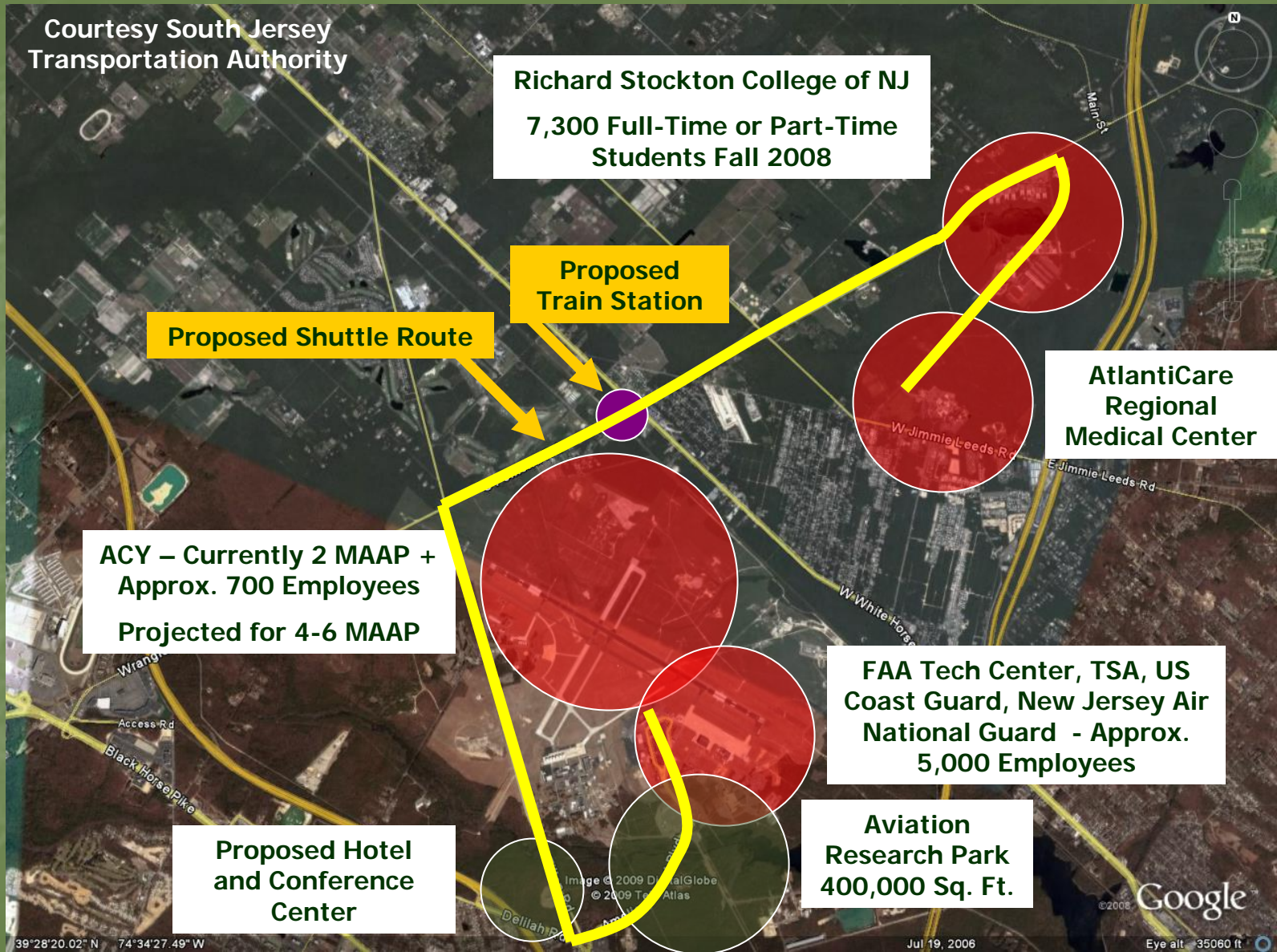
## #3 South Egg Harbor

- Adjacent to Egg Harbor redevelopment zone
- Adjacent to existing rail station
- Near new full AC Expressway Interchange 17

# Target Growth Area #1 - Rt. 30 Corridor / Pomona



# Proposed Galloway Rail Station



# Target Growth Area #2 – Town Center



# Target Growth Area #3 – South Egg Harbor



# Project Priorities

## How can we get there from here?

- Establish a living breathing steering entity (project leaders, project teams, project task force committee, etc.) which stays in place after the project areas are built-out.

This allows for ongoing re-imagining or re-casting of the vision as needed as the project/s mature and evolve. Don't let anything get stale or become out of step with economic trends and market demands as consumers appetites change.

- Coordination, meetings, communication of the above groups to “Lead the Vision” engage the community and spread the word to all stakeholders.
- Assign a dedicated Project Manager/Economic Development Director to envision, guide, plan and execute the project and help guide Galloway's future.
- “Community Visioning” charettes, public workshops, and community meetings to define clearly the community's vision.



# Project Priorities

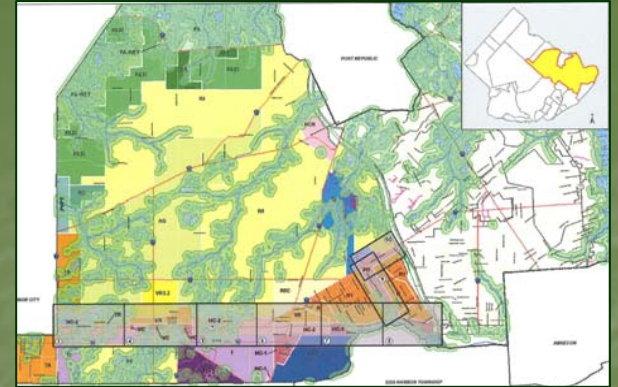
## How can we get there from here?

- Target list of pre-qualified and interested developers & existing developers to market and promote to.
- Test the waters, the economic climate, the marketplace factors; understand the obstacles and opportunity relative to the current point-in time and what is projected for the future.
- Consider all the development incentive options available and pick the ones that make sense for Galloway and our circumstances e.g. rehabilitation zones, redevelopment zones, commercial property tax abatements, PILOTS, etc.
- Begin to reach out to developers in Galloway & potential outside developers.
- Profit making is good...profit making is the American way...don't let anyone stand in the way of a well qualified established private sector developer who will work within the boundaries set by our governing body and laws.

# Project Priorities

How can we get there from here?

- Assess order of magnitude, land assemblages, land banking, etc.
- More “Community Visioning” charettes and workshops, focused meetings to refine what we have defined thus far.
- Change zoning as necessary, create overlays, “areas in need of” ..., etc.
- Implement development incentive ordinances, abatements, PILOTS, financing programs, etc.
- Implement financing and financial programs in cooperation with financial capital sources that offer less expensive borrowing options, i.e. CRDA, NJ EDA, SJIA, ACIA, SBA, etc.



# Persistence & Patience

How can we get there from here?

- Send out development prospectuses by email, mail, make calls, familiarization tours (fam tours) to prospective developers.
- Get out on the street and wear out the soles of the shoes. And sell Galloway, sell Galloway, sell Galloway.
- Design it conceptually with our architects, planners and engineers to help lead the vision for developers.
- Select developers in public/private partnerships, connect developers for joint ventures, co-development and coordination and integration purposes.
- Build it and never walk away from it...even after it gets built...take pride in ownership like it's our own.



# Persistence & Patience

Say No to the Naysayers...

- With current market conditions what they are and the holding pattern that everyone is in; overriding economic conditions will absolutely impact what actually gets built and how quickly.

- Comparing our current national economic condition to an old adage...

You can lead a horse to water but you can't make it drink.



- And yes, while that may be true given our current economic circumstances... sooner or later the horse will get thirsty and need to take a drink of water to sustain itself; otherwise it will wither away and die.

# Persistence & Patience

- By most accounts the Route 30/White Horse Pike corridors in Galloway are the next frontier for growth in the county and immediate region. We can take advantage of that now and proactively implement a plan for the future growth that will come. Or not.

Be....

focused but curious.

unwavering but adaptable.

deliberate but flexible.

bold but cautious.

persistent but patient.

# Guiding Galloway's Growth

## Along the Route 30/White Horse Pike Corridor

### *A PRESENTATION OF THE GALLOWAY TOWNSHIP ECONOMIC DEVELOPMENT COMMITTEE*

Mayor Keith Hartman

Deputy Mayor Don Purdy

Councilwoman Whitney Ullman

Roger Tees, Township Manager

Steve Moliver, Chairman

Tom Dase, Vice Chairman

Anthony Leonard

Cory Morowitz

Michael Tidwell

Cannon Ghelani

Charles Wimberg

Patrick Sheehan

Matt Altier

Charise Fizer

Jim Cox

Richard Baehrle

Tony Coppola

David Goddard

Claudine Keenan

William Klein

Linda McDevitt, Board Secretary



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