

Vineland-Millville UEZ 5-YEAR PLAN 2024-2029

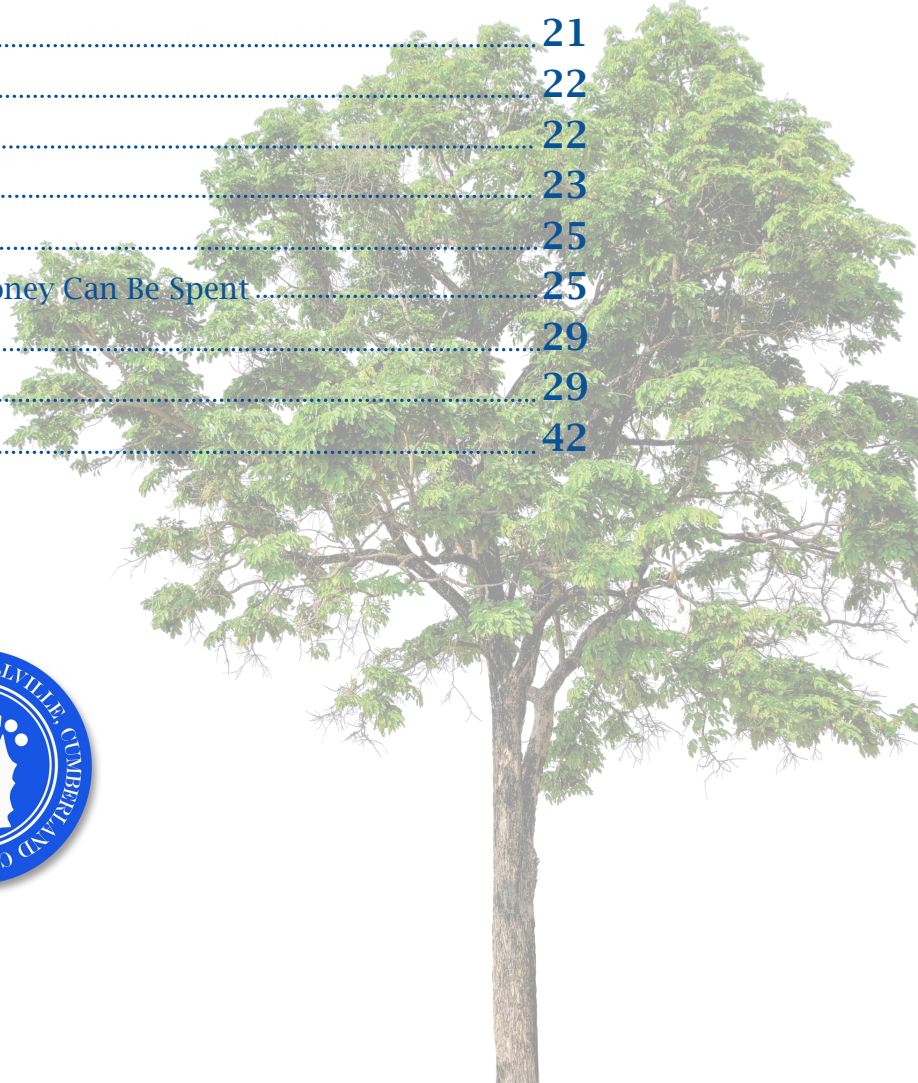


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EXECUTIVE SUMMARY

This 2024-2029 Five-Year Plan for the Vineland-Millville Urban Enterprise Zone contains an overview of the Zone, its characteristics, trends, and conditions. It includes a listing of accomplishments and an inventory of current and proposed projects. The plan also documents a significant public outreach process that includes a local survey, interviews and a formal public comment period. In particular, **there was a concerted effort made to reach minority businesses and interest groups** to ensure a diversity of public feedback and inclusion in the process.

The plan sets forth a vision for the coming five years and a comprehensive strategy that is inclusive of project examples, potential partnerships, and additional funding sources. Maps that illustrate the location of the UEZ, its current and proposed boundaries, and the various assets that are located in the Zone are included in the plan. It is important to point out that the boundary revisions proposed for the 2024-2029 plan do not add additional acreage to the size of the Zone. These boundary changes are described and explained in Section 6 of the plan. Larger copies of these maps are included in the plan appendices.

Current Characteristics of the Zone

The Vineland-Millville Joint Urban Enterprise Zone is one of the few intermunicipal zones in New Jersey. The joint zone is home to approximately 1,100 businesses and contains some of the region's largest concentrations of retail, industrial, and other business establishments. Since its creation, the joint Zone has been extremely successful in expanding small business and attracting larger commercial enterprises evidenced by the fact that Industrial Park space in Vineland is almost completely full; and in Millville, the Airport property continues to be a magnet for new industry.

The Joint UEZ has been very successful in attracting new businesses to the Zone and registering existing businesses for inclusion in Zone Programs. Service businesses and retail trade dominate the Zone, but new industry and manufacturing are increasingly important components of the employment base. The largest number of businesses in the Zone are those in the following retail and service sectors:

- Healthcare and Social Services
- Accommodation and Food Services
- Professional Services
- Finance, Insurance, and Real Estate Services
- General Merchandise

The cities of Millville and Vineland continue to exhibit levels of economic distress that warrant the ongoing benefits of UEZ designation. Both municipalities rank among the top 50 communities in the State most in need of revitalization. On the State's 2023 Municipal Revitalization Index, Vineland was 43rd and Millville was the 41st of New Jersey's 564 municipalities in need of revitalization. The median household income in both cities is 70% or less than the State average while poverty and unemployment rates are much higher. Clearly, the ongoing benefits of the UEZ will help to attract and retain business within these two urban communities.

Ongoing Challenges

While there has been economic growth and development within the UEZ – particularly in sectors such as healthcare and food processing – there remain challenges for the Zone and the two cities. These challenges include:

- **New Jobs and Industry.** Promoting new industrial development, small businesses, and growth in jobs and economic opportunity are central to this plan.
- **Transportation.** Getting to and from work as well as to retail centers remains a challenge for some residents in the UEZ.
- **Roads and Streets.** Ensuring a safe and efficient road and street network is essential in advancing the economic and commercial viability of the UEZ.
- **Public and Commercial Safety.** There are also needs to ensure that shoppers, pedestrians, residents and patrons to Zone businesses are safe.
- **Business Retention and Reinvestment.** Without the many incentives of the UEZ Program and the funding generated by Zone revenues, providing investments in new business and industry would not be possible in many cases
- **Streetscape Improvements.** Façade, crosswalks, beautification projects and other amenities can help to make the UEZ and attractive location to do business and enhance the viability of the Zone.
- **More Accessible Renewal Process.** Many business owners fail to observe the notifications from the UEZ as to when their registration is due for renewal.

Other issues and priorities are outlined in the following pages of the plan.

Vision and Public Outreach

There were 144 responses to the public survey conducted as part of the planning process and a number of recommendations stemming from the interviews with business owners and minority representatives in the communities. Some of the more frequently mentioned responses included:

- More Business Recruitment and Job Creation including Industrial Park Development and Expansion
- Streetscape and other Beautification of Downtowns and Commercial Corridors
- Additional Marketing and Visibility of the Zone and its Programs
- Technical Support for Financing Options and other Business Needs
- A Diversification of Business Types including Opportunities for Micro-Businesses

Based on the analysis of current conditions in the Zone and the responses from Zone stakeholders, a vision and goals were prepared. Every plan needs a vision statement. The vision statement encapsulates the broad mission of the Zone Program for the life of the Plan. It provides a focal point through which goals, strategies, and specific Zone projects can be shaped and implemented.

The following is the Vision Statement for the Vineland-Millville UEZ Plan for the coming five years.

The Vineland-Millville UEZ Program seeks to expand commercial investment, create new jobs, enhance intermunicipal cooperation, improve infrastructure, and promote a better commercial environment and quality of life for residents and businesses throughout the Urban Enterprise Zone and the greater community.

Plan Implementation

The Vineland-Millville Joint UEZ Plan provides a very comprehensive guide for plan implementation. Not only does it focus on a series of goals and strategies, it provides a set of matrices that include examples of projects and initiatives that can help the two cities realize the vision of the plan.

These matrices, however, should not be viewed as exclusive and wholly comprehensive inventories of possible projects and programs. Plans are fluid documents. Circumstances change. New funding sources and potential investments will be realized in the coming five-year life of the plan. The UEZ Program will work with local stakeholders, funders and the New Jersey Urban Enterprise Zone Authority to ensure that all projects and programs are thoroughly vetted and approved.

Outlines of the matrices appear in Section 6 of the plan and are tied to the key goals outlined. An example of this format is as follows.

Goal 1 of the Plan: Expand Industrial and Commercial Development by Constructing and Enlarging Industrial Parks, Promoting Brownfield Redevelopment and Targeting Scattered Site Development in Order to Create New Jobs and Ratables.

This goal and others are then followed by an overview of potential partners, examples of business typologies where appropriate, and a matrix of partner possibilities and funding sources. This partial matrix is an example of the types of projects and initiatives that can serve to implement Goal 1.

*Implementation Matrix 1
Industrial Park and Commercial Development*

PLAN STRATEGY	PROJECT EXAMPLES	IMPLEMENTATION APPROACHES AND RESOURCES
Target and Fund the Construction of New Industrial Parks and Commercial Areas	Near Term	<p>Identify and Prepare Sites for New Industrial and Commercial Development</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Vineland-Millville UEZ Program Funds • Cumberland Empowerment Zone Program Funding • Municipal Financing • U.S. EDA Public Works and Economic Adjustment Programs • NJ EDA and Other State Agency Funding • NJ DEP HDSRF for Brownfield Clean up and Remediation • Developer and Private Sector Financing

<p>Identify Opportunities for Commercial and Industrial Development and Redevelopment, Including Brownfield Redevelopment</p>	<p>Near to Mid Term</p>	<p>Provide Funding and Support to Expand Existing Businesses and Industry</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Vineland-Millville UEZ Program Funds • Funding for Planning and Land Use Changes • NJ EDA Programs and Support • Cumberland Empowerment Zone Program • NJ Business Action Center • NJ Community Capital • NJ Redevelopment Authority • U.S. EPA Region II Assessment and Remediation Programs • NJ DEP HDSRF Funding
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The Way Forward

The New Jersey Urban Enterprise Zone Program has been a huge benefit to both Vineland and Millville. These communities need the economic incentives provided by the Zone Programs to encourage new investment in the downtowns and to expand industrial and commercial development in their business parks and along key commercial corridors.

In partnership with other local, regional and State organizations, this UEZ Plan will point to the way to a more promising future for the joint UEZ as well as the two cities. The Vineland-Millville Urban Enterprise Zone Program has done an outstanding job of recruiting business and investing in Zone improvements to advance economic development and the quality of life for the cities' residents and businesses.

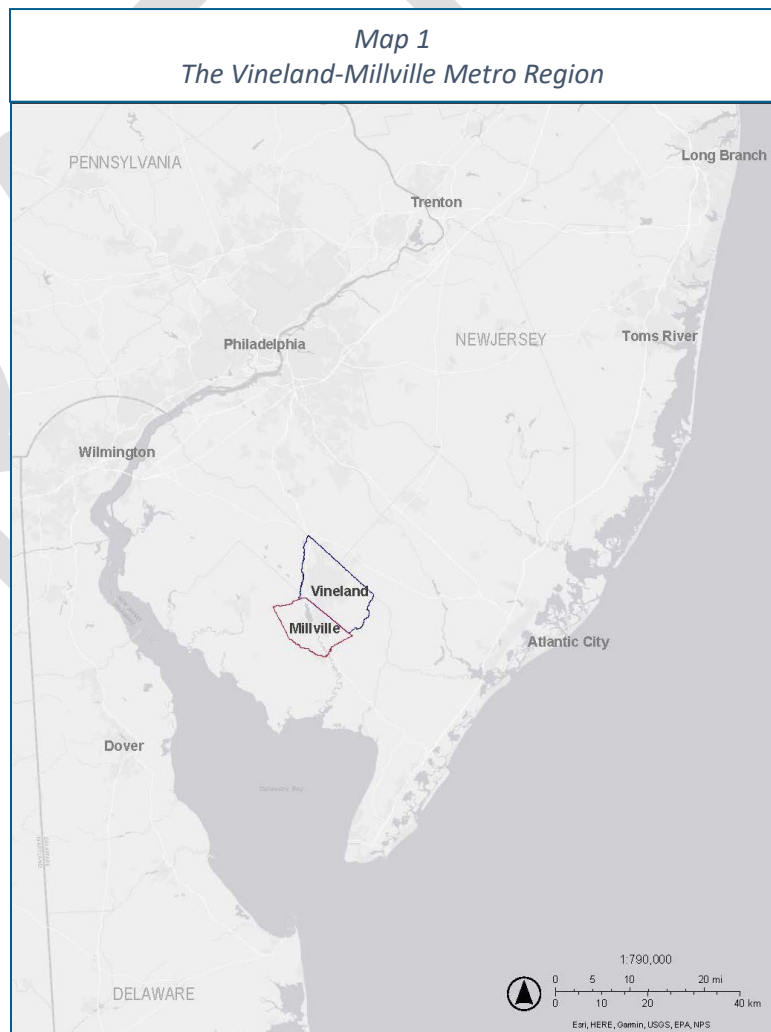
This plan advances that excellent track record and provides a strategy that will advance the joint Urban Enterprise Zone Program as among the best programs statewide. It is an integral part of a strategy for comprehensive growth in the eastern region of Cumberland County.

Vineland and Millville are two of the larger cities in southern New Jersey. Located midway between the Delaware Bay and the Atlantic Coast, the combined metro area has a population of 88,271 people, making it the largest urban area in the eight-county South Jersey Region. It is also one of the most economically challenged areas of the State with a combined poverty rate in excess of 12%, which is significantly higher than New Jersey's poverty rate which stands at just over 9%. The Vineland-Millville Urban Enterprise Zone is the first joint UEZ in New Jersey, and one of three existing joint zones.

The Vineland-Millville Metro Area is a critical crossroad in South Jersey. A number of major highway arteries converge in this area. Route 55 is an increasingly important highway artery connecting shore points to the south with the greater Philadelphia/Camden area to the north. U.S. Route 40, just north of Vineland, and N.J. Route 49 are also busy highways for commuters and summer tourists. NJ DOT Traffic Count Maps show in excess of 30,000 vehicles daily traversing some portions of these municipalities.¹

Map 1 illustrates the location of the metro area relative to the southern New Jersey Region.

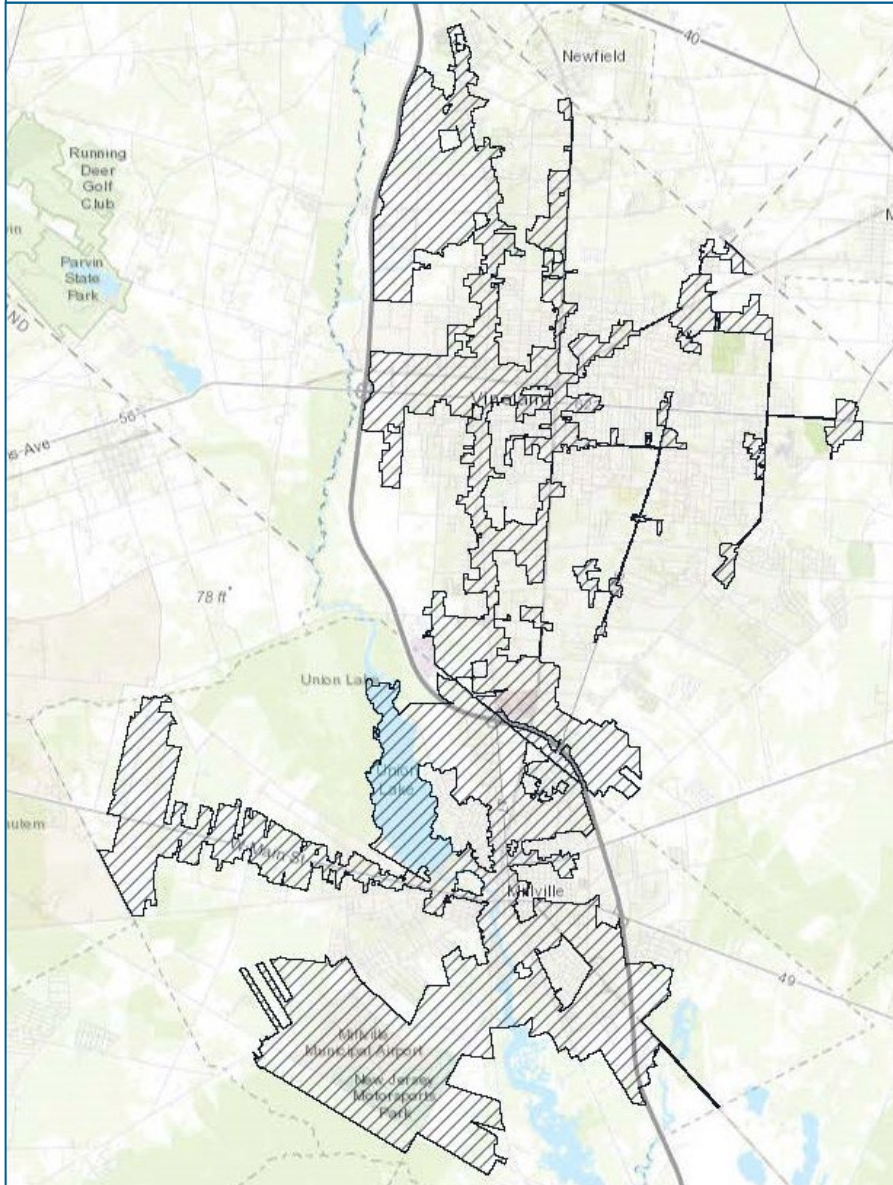
First established in 1985, the joint zone is home to approximately 1,100 businesses, and contains some of the region's largest concentrations of retail, industrial and other business establishments. Since its creation, the joint Zone has been extremely successful in expanding small business and attracting larger commercial enterprises evidenced by the fact that Industrial Park space in Vineland is almost completely full; and in Millville, the Airport property continues to be a magnet for new industry.



¹ New Jersey Department of Transportation, Traffic Count Map: <https://www.njtms.org/map>

Purpose of this Plan

Map 2
Existing Vineland-Millville UEZ



The purpose of this plan is to update the purpose and profile of the joint Urban Enterprise Zone, and to revise its boundaries. When the two Zones were established originally, there was a requirement that the boundaries of the Zone be contiguous. This resulted in the “spider web” corridors that appear on the map to the left.

UEZ Plans are required to be significantly updated to illustrate the characteristics, goals for future development, and project typology that is envisioned as part of that growth. With the significant business growth that is occurring in both Vineland and Millville, this is a timely opportunity for these communities to collaborate and amend the boundaries of the joint program to meet the increasing demands of the commercial market.

The UEZ Guidelines

In the fall of 2023, the State’s Urban Enterprise Zone Authority issued new guidelines to govern the formulation of UEZ Plans and governance of the Zones. Specifically, these guidelines contained the following principal components.

The guidelines offer three options for preparing the Urban Enterprise Zone Plan, including both preparation with and without financing from the Enterprise Zone Assistance Fund. They are:

Option 1: Enterprise Zone Assistance Fund (EZAF) - Request to fund the RFP Preliminary Zone Development Plan process using an outside consultant.

Option 2: Enterprise Zone Assistance Fund (EZAF) - Request to fund the Preliminary Zone Development Plan process using municipal employees and/or employees of the UEZ Entity.

Option 3: Request to Proceed with Developing a Preliminary Zone Development Plan without Zone Assistance Funds

The Vineland-Millville UEZ Program opted for Option 1 and is using EZAF to finance the update of the Zone boundaries and this new Zone Plan. In compliance with the State guidelines, the Vineland-Millville UEZ administration submitted its proposal to the State Urban Enterprise Zone Authority and was awarded a notification to proceed at the September 2023 meeting of the Authority. In December 2023, Triad Associates of Vineland, NJ was engaged to prepare the new UEZ Plan. Work began on the new plan in January 2024.

As part of this planning process, research on the Zone's characteristics, discussions with municipal officials in both cities, outreach to the business community, and other analyses have been conducted to define the nature of the Zone today and to formulate a vision for its future.

Contents of the Plan

The Vineland-Millville UEZ Plan is broken into four sections. This first section is the introduction to the plan. Section 2 contains information on the population, workforce, housing, business characteristics and other features of the Zone. It examines the regional economy, market conditions, traffic patterns, infrastructure and other features of the Zone that might impact its development. Further, this section compares these statistics within the Zone with the two Cities.

In the third section of the plan, we reveal the results of our discussions with area stakeholders and the results of a survey. Our in-person interviews were held with three business owners from each municipality, each of whom were a member of a minority group. Further, an online survey was distributed through the mailing lists of each municipality's UEZ, as well as the Vineland Chamber of Commerce. There were 144 responses, and these results are detailed in Section Three, combined with insights gleaned from the in-person interviews.

Section Four of the plan is a listing of Recent Accomplishments and Ongoing Projects of the joint UEZ.

In Section Five, we outline our specific goals and the strategic approaches we intend to implement over the next five years. These objectives and strategies have been carefully crafted to address key areas of economic development, including industrial and commercial growth, downtown revitalization, infrastructure enhancement, business recruitment and retention, and program capacity expansion. Each goal is supported by concrete strategies that leverage local assets, address identified challenges, and align with broader regional and state economic development initiatives.

Section Six, the final section of the plan, focuses on implementation and development strategies. The recent successes of the Zone Program are highlighted. Specific business typologies are listed; priority locations and initiatives are outlined; and proposed changes in plan implementation are provided. Any changes that may be needed in land-use regulation or other aspects of community development that help to enhance Zone development are also addressed. In addition, other sources of funding to advance the goals that are part of the plan are listed.

Section Six also outlines the key next steps in the plan’s adoption and implementation. The Vineland-Millville area is in a strong position to continue its ongoing growth and development through a managed and “smart-growth” approach. This Urban Enterprise Plan is one component of that process and one that will enrich the lives of the residents of this critical South Jersey region and the prosperity of the business community.

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SECTION 2

CHARACTERISTICS OF THE UEZ AND COMPARISONS WITH THE TWO CITIES

The introduction to this plan offered an overview of the Vineland-Millville UEZ, its regional setting, the current Zone boundaries and the contents of this plan. This section takes a more detailed look at the two cities and in particular, the current Urban Enterprise Zone.

One of the most significant comparisons that can be offered is the business and population composition of the Zone versus the Cities as a whole. Tables 1A and 1B as follows offer the business comparisons.

Table 1A
Comparisons between Vineland and the Urban Enterprise Zone

EMPLOYMENT SECTORS	VINELAND		URBAN ENTERPRISE ZONE		PERCENTAGES	
	# Of Employers	# of Employees	# of Employers	# of Employees	% Employers in Zone	% Employees in Zone
Agriculture & Mining	49	523	13	129	26.5	24.7
Construction	123	1,233	59	618	48	50.1
Manufacturing	81	3,084	47	1,964	58	63.7
Transportation	54	1,020	29	575	53.7	56.4
Communication	23	137	17	89	73.9	65.0
Utilities	7	103	4	57	57.1	55.4
Wholesale Trade	92	1,579	48	967	52.2	61.2
Retail Trade	493	6,681	286	4,264	58.0	63.8
Finance, Insurance, Real Est.	157	1,209	73	629	46.5	52.0
Services	905	11,718	471	6,172	52.0	52.7
Government	61	2,532	43	1,851	70.5	73.1
Unclassified Establishments	64	117	31	58	48.4	49.6
TOTALS	2,109	29,936	1,121	17,373	53.2	58

Source: ESRI 2023. Estimates of UEZ business and employment activity based on an approximation of the 2023 UEZ boundary.

As seen in these tables, both Vineland and Millville have been extremely successful in capturing a majority of their business activity and employment within their Urban Enterprise Zone boundaries. Millville is geographically smaller and therefore its businesses are more concentrated in the areas of the UEZ, where nearly 80% of businesses are located in the Zone and a similar percentage of employees work there as well.

In Vineland, which is much larger in size and population than Millville, while a smaller percentage of business and workers are in the UEZ, the total number of workers is double the number of Millville's. In both cities, the two largest job sectors both within the Zone and citywide were Services and Retail. In Millville 89.2% of retail workers work in the UEZ and 77.2% of service workers work in the UEZ. And in Vineland, 63.8% of Retail workers work in the UEZ, while 52.7% of Service workers work in the UEZ. The retail trade and service sectors in particular have both a large percentage of City-wide activity with over

7,000 employees engaged within the Zone.² The largest number of employers in the Zone are those in the following retail and service sectors:

- Healthcare and Social Services
- Accommodation and Food Services
- Professional Services
- Finance, Insurance and Real Estate Services
- General Merchandise

Table 1B
Comparisons between Millville and the Urban Enterprise Zone

EMPLOYMENT SECTORS	MILLVILLE		URBAN ENTERPRISE ZONE		PERCENTAGES	
	# Of Employers	# of Employees	# of Employers	# of Employees	% Employers in Zone	% Employees in Zone
Agriculture & Mining	7	35	5	26	71.4%	74.3%
Construction	41	164	25	111	61.0%	67.7%
Manufacturing	40	1,755	30	1,120	75.0%	63.8%
Transportation	22	222	15	188	68.2%	84.7%
Communication	12	60	11	58	91.7%	96.7%
Utilities	3	65	3	63	100.0%	96.9%
Wholesale Trade	26	510	19	324	73.1%	63.5%
Retail Trade	176	3,357	146	2,995	83.0%	89.2%
Finance, Insurance, Real Est.	47	313	37	257	78.7%	82.1%
Services	290	3,335	224	2,576	77.2%	77.2%
Government	30	693	28	592	93.3%	85.4%
Unclassified Establishments	28	31	21	26	75.0%	83.9%
TOTALS	722	10,540	563	8,337	78.0%	79.1%

Source: ESRI 2023. Estimates of UEZ business and employment activity based on an approximation of the 2023 UEZ boundary.

Other Characteristics of the UEZ

The following table illustrates other key characteristics of the Urban Enterprise Zone and its relationship to the Cities as a whole. This table shows a number of interesting trends and characteristics. First, the population of the UEZ has declined but very modestly. This reflects an equally modest decline in the populations of the two cities; however, it is important to note that the boundaries of the Zone were drawn specifically to exclude residents, particularly outside of the mixed-use buildings in each City's downtown. There has been a very significant increase in the Hispanic population in both cities, with Hispanic residents

² These figures were obtained from the ESRI 2023 database. City officials believe that the percentages of employers within the Zone, and consequently the numbers of employees working in the Zone, may in fact be much higher. ESRI provides estimates using Dunn & Bradstreet, US Census, and other references, so the figures provide estimates only.

now representing over half of the Zone population in the City of Vineland. In comparison, the African-American population is the largest minority population in the Millville portion of the UEZ.

*Table 2
Demographic Characteristics Comparison*

ZONE CHARACTERISTIC	VINELAND		MILLVILLE		% WITHIN THE JOINT UEZ
	City	UEZ	City	UEZ	
2010 Population	60,724	8,778	28,400	9,900	21.0%
2020 Population	60,780	8,599	27,491	9,520	20.5%
2023 Estimate	60,197	8,499	27,330	9,422	20.5%
Population Growth 2020 to 2023	-0.3%	-0.36%	-0.18%	-0.32%	---
2023 White Population	45.7%	36.1%	55.9%	53.0%	---
2023 Black Population	14.0%	15.1%	22.8%	25.1%	---
2023 Hispanic Population	44.9%	55.5%	20.0%	20.9%	---
2023 Median Household Income	\$61,869	\$53,740	\$62,279	\$56,305	---
2010 Housing Units	22,661	3,082	11,435	4,308	21.7%
2020 Housing Units	23,477	3,203	11,616	4,335	21.5%
2023 Housing Units	23,567	3,210	11,933	4,364	21.3%
2023 Housing Vacancy Rate	5.8%	7.2%	7.6%	7.8%	7.4% Est.

Source: ESRI 2023

Characteristics and Documentation of Ongoing Need

Both the cities of Millville and Vineland continue to exhibit levels of economic distress that warrant the ongoing benefits of UEZ designation. Both municipalities rank among the top 50 communities in the State most in need of revitalization. Vineland was 43rd and Millville was the 41st of these communities among New Jersey’s 564 municipalities.³ A breakdown of some of the characteristics that are used in defining the need for revitalization are listed in the table on the following page.

As can be seen from the following table on page 8, the median household income in both cities is 70% or less than the State average. Poverty and unemployment rates are much higher. For the purpose of illustrating the significance of these differences, the U.S. Economic Development Administration (EDA) has established an eligibility threshold for grant funding to distressed communities at those which have unemployment rates at 1.0% or greater than the national average and/or per capita incomes at 80% or less than the national average.

The comparable unemployment rate in the U.S. was 3.9%, (February 2024 figures), and the comparable household income for the U.S. was \$74,580. Clearly, these statistics warrant the ongoing need for the retail and other economic benefits provided by the Urban Enterprise Zone and other incentives offered by various government programs.

³ 2023 New Jersey Municipal Revitalization Index

*Table 3
Municipal Distress Characteristics Comparisons – Vineland, Millville, and NJ*

Subject Community	Distress Ranking	Poverty Rate	Unemployment Rate	Median Household Income
Millville	41	11.4%	7.9%	\$65,279
Vineland	43	13.5%	7.4%	\$63,468
New Jersey	N/A	9.7%	4.8%	\$92,340

Source: U.S. Census and NJ Distress Index, 2023. Unemployment Rate from NJ DOL.

Educational Attainment

The Vineland-Millville Area continues to lag behind the State of New Jersey regarding educational attainment. Key metrics indicate that the area has a much lower percentage of the population 25 years of age and older that has graduated from high school or has obtained a college degree. Approximately 90% of New Jersey’s population has a high school degree or greater. In Millville, that figure is 85%. In Vineland, it is 81%. Educational attainment in 2022 for the two cities is shown in detail in the table below.

EDUCATIONAL ATTAINMENT	MILLVILLE		VINELAND	
	2022	2013	2022	2013
Less than 9 th Grade	5.3%	6.2%	9.2%	11.0%
9 th to 12 th Grade, No Diploma	9.4%	11.2%	10.1%	11.6%
High School Graduate Only	38.7%	41.3%	32.5%	37.0%
Some College, No Degree	21.3%	19.7%	16.7%	17.3%
Associates’ Degree	7.7%	5.6%	9.0%	6.4%
Bachelor’s Degree	12.1%	11.7%	14.6%	12.2%
Graduate or Professional Degree	5.5%	4.3%	7.9%	4.5%
TOTAL	100.0%	100.0%	100.0%	100.0%
High School Grad or Higher	85.3%	82.6%	80.7%	77.4%

Source: U.S. Census, ACS

As can be seen in the table, there has been positive change in the past ten years. Educational attainment has increased across the board in both cities. As these figures relate to Urban Enterprise Zone issues, however, they point to the need for ongoing job creation and new business development, particularly aimed at work such as in the trades, advanced manufacturing, or positions targeted at the skill sets of the population.

Trends in the Regional Economy

Vineland and Millville are the largest municipal economies in Cumberland County. They drive the economy by providing the largest number of new jobs and commercial investment.

Trends in the regional economy have focused recently on the emergence of the film industry in Vineland and the aeronautic sectors locally and regionally. The Trout National Reserve golf course in East Vineland is under construction, with 500 jobs anticipated at build-out. This premier facility will expand the tourism and visitation to Cumberland County significantly. A new industrial park is being planned on the western

side of Vineland. The Route 47 commercial corridor between Vineland and Millville is developing with a number of new businesses, and new food industries are adding to the significant growth in this industrial sector.

According to the NJ Department of Labor and Workforce Development, the health care industry is one of the most significant in the State.

- From 1990 through 2020, the health care sector has added 234,200 new jobs, while all other private sector employment has had a net increase of 211,400 jobs;
- The outlook for health care employment is bright. From 2018 through 2028, it is projected that 64,860 jobs will be added, an annual increase of 1.2 percent.

The healthcare industry and various segments of that employment sector are also showing significant growth. There are more than 11,000 Cumberland County residents now employed in the healthcare and social services industries, yet there remains a chronic shortage of nurses and specialized technicians according to health care providers and workforce development professionals.

In the Vineland and Millville Region, the expansion of the industry is driven by the growth in the Inspira Healthcare Network. Inspira operates a large, regional medical center on Sherman Avenue just east of NJ Route 55. With approximately 8,000 employees, the Inspira network provides a catalyst for job growth and related development in the UEZ.

There are also a number of new food industries that have emerged, with plant-based foods creating a new niche for the County economy. This new interest has helped to spur a \$92,353,000 expansion of the agricultural economy – an 8.7% annual growth rate from 2017 to 2022. Relema, an Italian import meat company, is putting up a project in Vineland Industrial Park (70,000 sf Phase I); Levoni, another Italian company, is building a plant in the Hurley Industrial Park in Millville, and Rovagnati, an Italian meat company, opened a year ago in Vineland. Also in Vineland Borgofino Corporation, a food processing firm, is proposing 175,000 sf. of new construction.⁴

While these large projects occupy industrial park space in the two cities, much of which is in the UEZ, there are also retail and small business corridors in the municipal downtowns and along the major highway arteries, particularly along the Route 47/Delsea Drive corridor.⁵

To get a sense of the types of small businesses and retail establishments that might be supported by the market in these portions of the UEZ, the following table takes a look at anticipated growth in the top 10 retail and service sectors. These figures are representative of the 15-minute drive-time market from the center of the joint UEZ.

⁴ Documentation by the South Jersey Economic Development District Comprehensive Economic Development Strategy Update, 2024.

⁵ Defined from the intersection of Routes 55 and 47 at the Vineland-Millville city lines.

*Table 4
Retail and Service Sector Growth in Vineland and Millville*

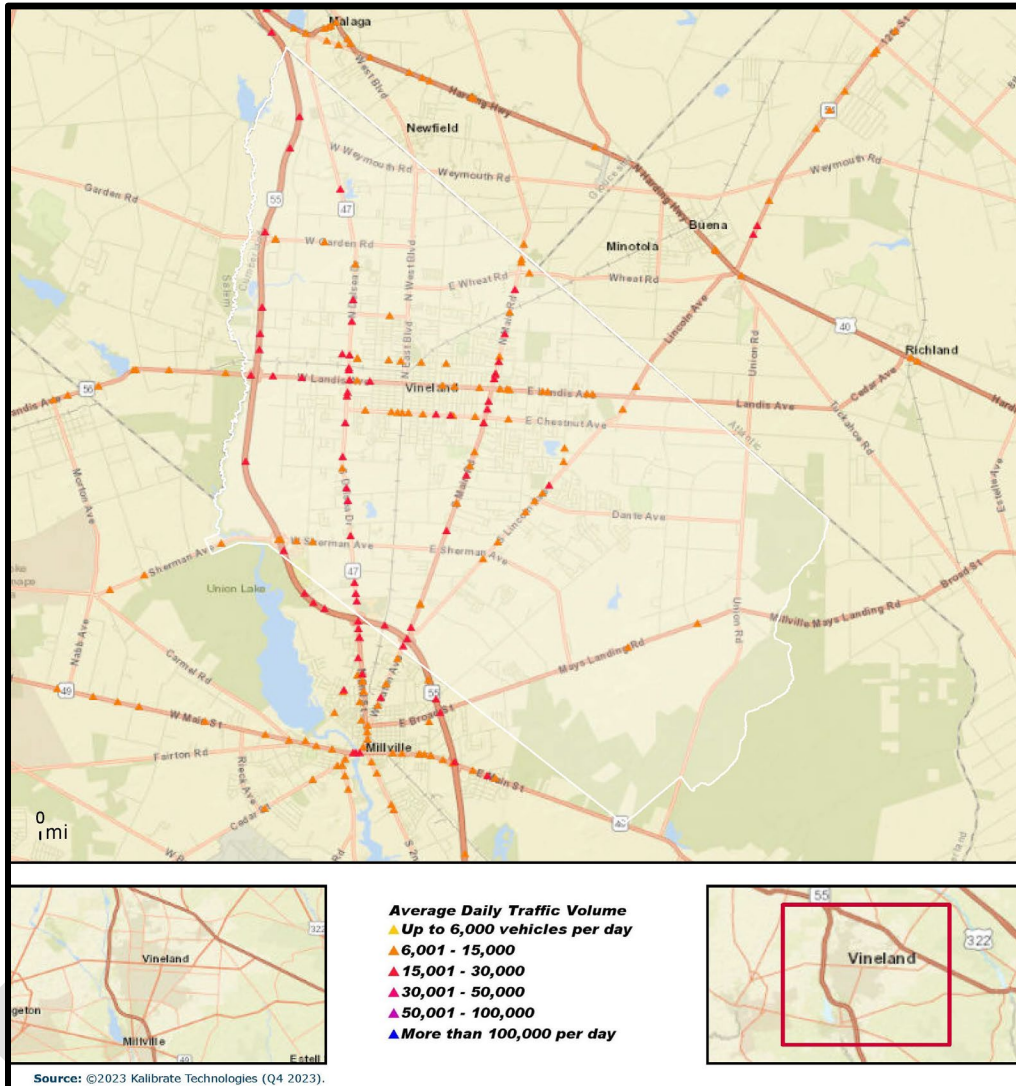
RETAIL OR SERVICE SECTOR	ANTICIPATED GROWTH 2023-2028
Food at Home (Purchases from Groceries, Supermarkets, etc.)	\$24,431,251
Food Away from Home (Restaurants, Fast Food Establishments)	\$13,175,807
Maintenance and Remodeling Services	\$13,103,805
Various Television, Audio, and Visual Services and Supplies	\$4,828,143
Pet Services and Supplies	\$3,144,935
Furniture	\$2,897,919
Women’s Apparel	\$2,663,999
Alcoholic Beverages	\$2,390,762
Maintenance and Remodeling Materials and Supplies	\$2,619,877
Major Appliances	\$1,844,897

Source: ESRI 2023

Traffic Volumes and Commutation Patterns of the Workforce

The Vineland-Millville UEZ is situated along one of the most heavily traveled highway arteries in southern New Jersey – NJ Route 55. In addition, U.S. Route 40, NJ Route 47, and NJ Route 49 all provide ready access to various parts of the Zone. This is important from a marketing perspective in that prospective investors know that they have relatively easy access to market and to a significant regional population for their products and services. These are also heavily traveled routes particularly in the summer and during peak tourist season. Route 55 has in excess of 30,000 vehicles daily. Many of the minor arterial roads have more than 15,000 vehicles traversing the UEZ every day. NJ DOT Traffic Maps show NJ Route 47, Delsea Drive, with as many vehicles daily as Route 55 in the densely developed commercial corridor between Vineland and Millville. NJ Route 49 has more than 10,000 vehicles daily as it traverses Millville. This exemplifies the fact traffic volumes throughout the Zone are there to support existing businesses in the UEZ as well as prospective businesses which may wish to locate there.

Map 3
Traffic Count Map for Vineland and Millville



Resident Commutation and Job Access

One of the important considerations for the viability of any UEZ or commercial area is the ability of residents and employees to get to work. In Vineland and Millville, the travel time to work for residents is 24 minutes. Most people drive to work alone, and approximately 12% carpool. Public transportation throughout South Jersey is limited with 2.0% of Millville residents and 1.0% of Vineland residents using the bus or other public transport to get to work. However, 53% of Vineland residents work in Vineland and 29% of Millville residents work in Millville. So, sizeable percentages of the population do not require significant commutes to work. Less than 5% of residents do not have cars.

NJ Transit provides multiple bus routes that traverse the major highway corridors of the UEZ, including Route 47. In addition, there are multiple paratransit services that link portions of the UEZ, industrial parks,

and other critical job sites in the greater region. They include the Landis Avenue Xpress, Millville Area Connector, and Vineland Industrial Park Services.

As jobs and new economic opportunity expands in the Vineland-Millville UEZ, workers will be needed to fill these positions. A comparison of labor force participation and job opportunity shows that there is a significant level of out-commutation from the two cities to other employment locations in the region. This pattern is more significant from Millville than from Vineland, which justifies further the importance of the UEZ and its role as a catalyst for new economic and job development.

Labor Force and Employment Comparisons

JURISDICTION	NUMBER OF JOBS	LABOR FORCE PARTICIPATION	NET MIGRATION FOR WORK
Vineland	29,936	29,600	-336
Millville	10,540	13,800	+3,260
Joint-Municipal Region	40,476	43,400	+2,924

Source: Esri and NJDOL Estimates, 2024

Housing and UEZ Redevelopment

While housing construction and redevelopment are not projects eligible for UEZ funding, affordable housing opportunities for workers within the UEZ can help to expand the market for businesses in the Zone. Neither municipality wants to place more stress on its school systems, but there is a need in the greater region for workforce housing. One- and two-person apartments within the UEZ or proximate to the downtowns can create new foot traffic for retail and service-related businesses in the Zone and can help to attract skilled workers for other businesses and industries in the region.

Infrastructure Issues and Needs

Public infrastructure within the UEZ and the two cities is sufficient to provide for business and industry needs. The Vineland Water Utility is one of the 25 largest water suppliers in the State and the Landis Sewage Authority processes 8.2 million gallons of effluent daily with the potential to expand capacity to 10.2 million gallons. In Millville, the Sewage Authority provides 5 million gallons of capacity daily. The Millville Water Authority can supply 4.4 million gallons of water every day. Currently, there are no shortages of water supply or sewage disposal issues for businesses and industry in the UEZ.

Other public utilities such as Atlantic Electric, South Jersey Gas, the Vineland Electric Utility and other smaller companies provide needed power for commercial and residential users throughout the region. The utilities are also diversifying their power generation systems, with moves toward solar and wind energy. With the increasing demand on the power grid from electric vehicles, and uncertain climatic conditions, the electric utilities have continued to provide reliable sources of energy.

Beyond public utilities, there are issues of access, pedestrian infrastructure, streetscape needs and other infrastructure improvements such as lighting, ADA, intersection, signalization, and similar needs in various

portions of the Zone. Local officials and UEZ administrators may wish to use UEZ funds to help revitalize these areas and make them more attractive for retail, business, and industrial development.

Broadband and Internet Accessibility

The Digital Equity Act of 2021, which was part of the bipartisan Infrastructure Investment and Jobs Act, examined access to the internet and broadband availability nationwide. In 2022 an interactive map was released which presents a visual assessment of broadband accessibility in all the states and counties in the country.

According to the Digital Equity Population Viewer Map, broadband access in Cumberland County and throughout the greater region is generally reflective of access statewide; although areas within the UEZ boundaries reflect lower levels of accessibility. Approximately 87% of the County's population had some access to broadband, although 19% of individuals lacked a computer or a broadband subscription and have to depend on internet access via phone subscriptions or public venues such as libraries. Within UEZ boundaries, accessibility varies widely with some portions having significant access, while in other areas accessibility falls below 70%. Statewide, 78% of New Jersey's population had reasonable access to broadband.

While there are a number of broadband and internet providers in both Millville and Vineland, competition is limited. Recent data assembled for a Middle Mile Grant (MMG) from the National Telecommunications and Information Administration (NTIA) of the United States Department of Commerce indicated that residents and business owners in the region are subject to a lack of competition among potential and actual high-speed internet service providers, due to the fact that only a handful of companies provide last-mile service to area residents.

Summary and Challenges

The Vineland-Millville UEZ continues to be a tremendous asset in generating new business, affording business owners the opportunity to broaden their markets, and providing needed funding to invest in infrastructure, expand industrial development, and improve the economy. A lack of job opportunities, significant poverty, and lower than average incomes continue to be challenges for the greater Vineland-Millville region.

While the UEZ has provided funding and is a significant catalyst for economic development and improvements in quality of life, there remain challenges for the Zone and the two cities. These challenges include:

- **New Jobs and Industry.** Promoting new industrial development, small businesses, and growth in jobs and economic opportunity are central to this plan.
- **Transportation.** Getting to and from work as well as to retail centers remains a challenge for some residents in the UEZ. Providing transit guides, getting information out to employees about accessing public transit, and working with partners to expand transit options are important.

- **Road and Streets.** Ensuring a safe and efficient road and street network is essential in advancing the economic and commercial viability of the UEZ. Enhancing access to industrial parks, retail centers and other locations in the Zone are necessary investments in the future of these areas.
- **Public and Commercial Safety.** There are also needs to ensure that shoppers, pedestrians, residents and patrons to Zone businesses are safe. Safety improvements in policing, technology and infrastructure are important investments in the ongoing commercial viability of the Zone.
- **Business Retention and Reinvestment.** Without the many incentives of the UEZ Program and the funding generated by Zone revenues, providing investments in new business and industry would not be possible in many cases. Business expansion and job development will remain top priorities of the UEZ in the coming five years of this Plan.
- **Streetscape Improvements.** Façade, crosswalks, beautification projects and other amenities can help to make the UEZ and attractive location to do business and enhance the viability of the Zone.
- **More Accessible Renewal Process.** Many business owners fail to observe the notifications from the UEZ as to when their registration is due for renewal. Some assistance with this process, perhaps in the way of a phone call, is recommended.

Public and Business Outreach

Using the data and information provided in this background narrative and both survey and business interviews, a vision for the UEZ was developed. The next section of the plan provides an overview of business responses to an e-survey that was conducted, along with results of interviews that were conducted, specifically with an intent to reach minority business interests in the Zone.

These results will help to establish the goals and objectives that will focus investments, new business development, and related UEZ priorities and spending over the next five years of the program.

SECTION 3

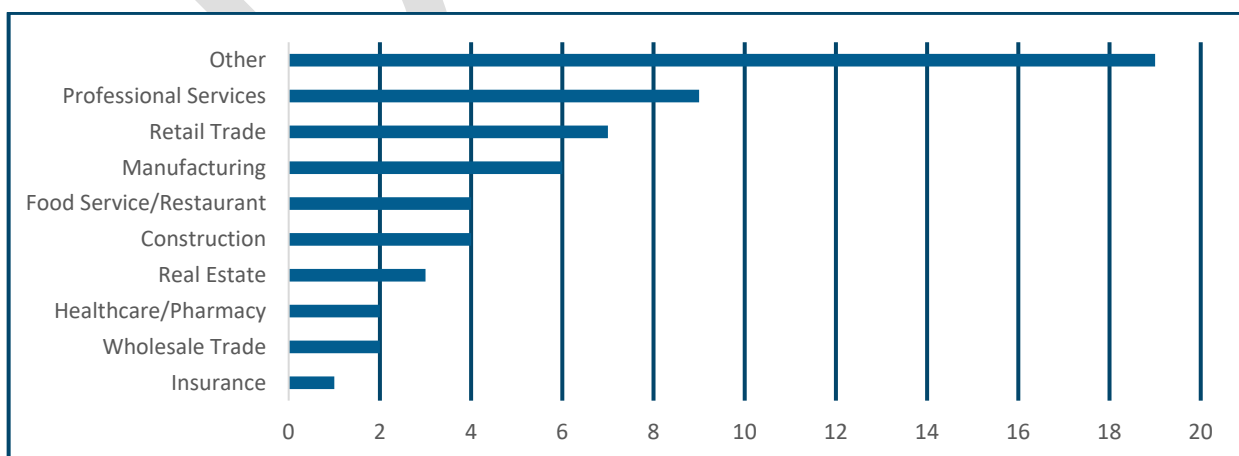
INTERVIEW AND SURVEY RESULTS

In preparation for the creation of this plan, the Vineland-Millville UEZ engaged in a significant amount of outreach, in the form of stakeholder interviews and a survey distributed to the business community of both municipalities. These actions have provided a significant amount of valuable information to inform the creation of this plan.

Through Survey Monkey, an online survey was distributed through the mailing lists of each municipality's UEZ, as well as the Vineland Chamber of Commerce. This survey was administered over a two-week period between March 7, 2024, and March 22, 2024, and was structured such that respondents automatically skipped questions based upon their answers to previous questions. There were 144 responses, with responses to the second question – “Are you a business owner?” – determining the largest number of skipped questions: 56.64% of survey respondents owned a business in one of the two municipalities, with another 5.31% of respondents owning a business outside of the UEZ. The remaining 38.05% of respondents are not business owners.

In our discussions with local business owners, and substantiated by the results of this survey, it seems as though most people are at least generally familiar with the UEZ program. In responding to the survey, 88.6% of respondents noted that they were either familiar or “somewhat familiar” with the program, which was the sentiment of many of the business owners who were contacted directly. Judging from our interviews and the overall sentiment of the responses to the survey, there appears to be a bit of confusion as to what *exactly* the UEZ can provide for business owners.

As seen from the table below, the Vineland-Millville UEZ has a wide range of survey respondents from businesses throughout the Zone. The greatest number of respondents are those involved in Professional Services (17.65%) and Retail Trade (13.73%), with Manufacturing (11.76%) in third. Responses of “Other” represented a wide range of businesses not represented in the choices. There were no respondents in the Finance, Research, or Personal Care fields. The business owners who were interviewed represent a wide range of businesses, with personal care services, restaurateurs, retail, professional services, and nonprofits being represented.



All of the interviewees were minority business owners, with several being native Spanish speakers. With them particularly, we discussed whether or not they found any language barriers in communications with the UEZ or with their respective municipalities. They were unanimous in that they find it relatively easy to find someone at City Hall or with the UEZ who speaks Spanish, or they're usually able to bring a translator with them to assist. However, there may be some slight disconnects in the way information is presented from the UEZ to the Spanish-speaking community, with at least one Spanish-speaking interviewee implying that, because of the language barrier, he has difficulty keeping up with the information coming from the UEZ.

Question 9 in the survey asked about what kinds of businesses were needed in the UEZ. While responses were widely variegated, there appears to be some sort of consensus. The image below shows a "word cloud" of the responses to the survey, with the words contained in more responses appearing larger than others with fewer responses. Words required at least three mentions in order to appear in the image, with similar responses such as "higher-end" and "affluent type" being coded as "Upper-scale". Further, the analyst added mentions of "recreation" and "entertainment" when the respondent was talking about these things without specifically using those words, and in particular when specific types of those businesses were mentioned. The following words were ignored "Business", "businesses", "area", "offer", "types", as they were frequently used and did not offer any particular help for this response.



From this image, we can see that a number of survey respondents would like the UEZ to focus on recruiting restaurants to the region. A deeper dive into these individual responses reveals that many of these individuals are referring to Millville over Vineland, with a number of responses mentioning the lack of restaurants in Downtown Millville. The phrase "upper-scale" appears prominently in the image, with many respondents noting the lack of fine dining restaurants in the region, with at least one citing the fact that the two fine dining establishments on High Street in Millville have closed and have not been replaced. One interviewee specifically mentioned a food hall-type of establishment, where restaurants and food trucks could rent a booth, noting that there are a number of good cooks in the region who wouldn't want to open a full restaurant.

The phrase “upper-scale” was also used in reference to retail establishments, with respondents noting that the region lacks higher-end clothing retailers. Further, many nonprofit leaders discussed the need for more businesses in the region that support their mission.

However, while many respondents noted that restaurants were needed, in the stakeholder interviews, as substantiated by the image above, many people mentioned the need for additional entertainment and recreational outlets. Nearly every interviewee mentioned the need to bring more of these establishments to the region. For example, the restaurateur in Downtown Millville to whom we spoke specifically noted that his establishment does the most business on days when there are events at the nearby SPEEDWAY or at the Levoy Theater a few blocks north on High Street.

Even beyond the larger entertainment and event venues, many interviewees mentioned the need for smaller entertainment and recreational venues. Interviewees mentioned the need for smaller venues for people – particularly young people – to congregate and spend time. This was further substantiated with many of the respondents’ desires for smaller, mom-and-pop businesses. Some specific businesses mentioned along this vein included coffeshops, bookstores, breweries, bowling alleys, and bars. In addition, many people mentioned the need for family-oriented entertainment and recreational opportunities. One online survey respondent noted, “family-oriented services will draw families downtown and give them exposures to other/complementary services (food, entertainment, etc.).”

The UEZ is not without its challenges, and our survey gave several examples as choices. The top-most response, “There are too many regulations” received 39.06% responses, with “Marketing and visibility of the Zone needs to Expand” a close second with 37.5% of respondents selecting this choice. This was substantiated by our discussions with local business owners who noted the lack of advertising of both the region as a whole and of the benefits of the UEZ to the local business community.

The need for marketing and advertising was a significant theme throughout responses to our questions, both in the online survey and during our in-person discussions, in this question as well as in response to the following question, “Which specific types of investments should the Vineland-Millville Urban Enterprise Zone pursue?”. Online comments include, “Project a vibrant, cleaner and safer image to the area.” “Find ways to let people know how much is here.” One particularly telling online response noted, “When I speak to people outside the county, they didn't know that if they came to the zone area, they could take advantage of the half sales tax.”

Additionally, interviewees noted that there is a stigma about the Vineland-Millville region, a perception of an unsafe, generally low-income area. This perception is strengthened by the amount of homelessness in the downtown of both cities, with one business owner noting the need for a crackdown on homeless who take residence in the vestibules of the businesses in the downtowns.

Many respondents noted that the UEZ process can be confusing and overwhelming. It seems that there are some business owners who aren’t aware of how to navigate the tax abatement process, others noted that they aren’t currently a member of the UEZ because they missed their re-enrollment window.

Respondents to the survey selected “Lack of Financing Opportunities” as the third-highest response (exclusive of “Other”). This topic was lightly discussed during our interviews – it wasn’t a pressing topic for many. One survey respondent noted, “When I first started the business in 2020 it was hard to get financing. I don’t need it now but it would be beneficial to other businesses coming in.”

In addition, both interviewees and respondents to the online survey both noted that the lack of public transportation throughout the region is a significant obstacle, with 21.88% of survey respondents choosing “Accessing Transportation for Business Patrons is Challenging”, the fourth-highest response (not including “Other”). The public transport network in the region is primarily aimed at bringing people to the population centers, but, once here, moving throughout the two Cities is nearly impossible through public transportation. This is often referred to as the “last mile” issue – bringing people from the transit stop to their destination –; however, in this region that last mile can be as many as twenty miles or more. This lack of transportation is particularly acute for the senior population: there are services in the region that can bring them to medical appointments, but the transportation services are oversubscribed, such that it becomes impossible to schedule both a transportation and physician appointment for the same time.

Regardless, the interviewees noted that they didn’t find there to be too many issues with access to businesses throughout the Zone. There were some passing mentions of uneven sidewalks in Downtown Millville, and parking needs in both cities were mentioned; however, business owners were relatively unanimous in that they find that their customers can access their businesses relatively easily. Further, a scant 12.5% of respondents chose “Parking and Access to Businesses in the Zone is a Problem” – a middle-of-the-road response.

The business community in the region had numerous ideas about the different types of potential investments to be made, so many ideas, in fact, that it’s difficult to summarize a consensus. The most common response usually had something to do with marketing and advertising – throughout this process, it seems that this is one of the pressing concerns of the business community. As discussed above, there is a stigma about the Vineland-Millville region that needs to be overcome. One online survey respondent noted, “People outside this area will not respond to mediocre marketing/Advertising. Time to think outside the box.”

In addition, it seems that many people are looking for the UEZ to not only market the region but also assist businesses with the marketing of themselves, as well. One online respondent asked for, among other things, “free advertising that actually works.”

Another pervading sentiment, particularly in the online survey responses, is a need to stop the “brain drain”. One online respondent noted that there’s a perception that there are no educated workers in the Vineland-Millville region, but the existence of Rowan College of South Jersey in Vineland belies this perception.

Numerous responses noted the need for more support for microbusinesses. “Think small, then think smaller,” wrote one online survey respondent. “Micro-loans for start-ups. The hotdog stand, the hairdresser with one chair, the mechanic with one car space, the seamstress who makes drapes etc. These

small, small businesses TEACH people how to run future large businesses.” Another said, “We should invest in small mom and pop stores.” Further, many mentioned the need for low-interest loans.

One response noted that “encouraging school districts and businesses to shop locally and not on Amazon” should be a priority. While there was only one response along these lines, we feel that this is an important point to be made. The reminders to “shop The Ave” are well and good; however, many business owners find the speed and convenience of Amazon to be of greater value.

There were many responses expressing the sentiment that the businesses need continued help once they’ve opened. Suggestions for “lower rent” and a request that the UEZ “help us with rent to keep our doors open” suggest that businesses in the region may be struggling to keep their doors open.

Another potential investment, suggested in both the online survey and the in-person interviews, is the need for greater beautification programs. There was some discussion among the Millville businesses regarding the City’s recent decision to cut down the trees along High Street. Opinions were split – some supported the initiative while others were unhappy with it. Many of the online responses suggested the need for façade improvements as well as greenification. One response asked that the UEZ “decorate downtown for the holidays.” As both Cities do a lovely job at decorating their downtowns for the winter holidays, we can only assume that this respondent was suggesting a rotating selection of decorations for each holiday throughout the year.

One thing that many respondents and interview subjects noted was working well but required expansion is the number of events in the Cities. One survey respondent noted, “Continue to do events,” and the interview subjects noted that the large events bring them a lot of business, both during the events and afterwards. Also, the need for events continues to the smaller level, specifically for events specifically to provide information about the UEZ.

Overall, it seems as though people are generally happy with the direction the UEZ has taken thus far. While this was certainly a moment for people to voice their concerns, many people noted that the Zone is well-run and that they’re generally happy with the initiatives that have shown visible, tangible change in their environment. They’d like to see these programs continue.

SECTION 4 RECENT ACCOMPLISHMENTS AND ONGOING PROJECTS

Recent Accomplishments Vineland

- The Vineland UEZ was the first UEZ to create a revolving loan fund. To date, the Vineland Revolving loan fund has made over 700 loans to certified UEZ businesses.
- Completion of Vineland Industrial Park North – 47 Industries
- Completion of Vineland Industrial Park South – 30 Industries
- Created a new industrial complex at a former sand mine plant which created over 400 jobs and was the catalyst of a new championship golf course being developed by Mike Trout and Tiger Woods together with a local developer
- Over 4000 jobs created in Industrial Parks with over \$500 million in ratables
- Numerous Infrastructure Improvements Water Lines, Sewer Lines and Road Repaving Projects
- Provided Financing for 4 new hotels and another currently being developed.
- Provided financing to 2 privately owned business parks which resulted in over 20 new businesses.
- Provided funding for comprehensive façade improvements to 50 businesses to revitalize the downtown.
- Provided leverage funding together with NJEDA New Market Tax Credits to revitalize an old 40,000 sq. ft. J&J Newberry store as an anchor to the downtown.
- Provided leverage funding together with NJEDA New Market Tax Credits to revitalize an abandoned theater into a state-of-the-art live performing arts center with attached restaurant and nightclub.
- Supported the opening of South Jersey Healthcare Regional Hospital (Inspira) and the Rehabilitation Hospital of South Jersey that has resulted in the creation of a dynamic medical services corridor.
- Redevelopment of the old Newcomb Hospital that remained empty for over 15 years. The project included demolition of the hospital, the construction of two new LIHTC senior projects and a new EMS station.

Millville

- COVID Relief efforts, forgivable loans totaling \$528,145 (came from multiple sources UEZ, CDBG, NPP)

- NJEDA Asset Activation Planning Grant and subsequent plan for Millville’s Central Business District (within the UEZ Zone)
- Hurley Industrial Park 300 acres
- Recently broke ground for Levoni (currently under construction)
- Special Events: 4 events held last year with 117 businesses participating and 2,300 attendees
- Jet East at Millville airport – 60 employees to start with \$5 million investment in equipment and upgrades to an existing hanger
- Oatley/Innovation Foods - \$120 million investment
- National Highway Products
- Rowan College of SJ Arts and Innovation Center

Current and Ongoing Projects Vineland

- Exterior Improvement Program has over 50 applicants that have either been completed, in process, or out to bid that will improve the appearance of buildings, including façade, parking and landscaping improvements.
- Landis Avenue Commercial Corridor Project has a dedicated crew of 3 people that keep the Main Street corridor clean, landscaped, provide maintenance.
- Landis Avenue Brewery project will renovate an existing property to convert into a brewery that will be a destination in the downtown.
- Renovation of the Landis Marketplace into an event center that will serve as an anchor to the downtown, creating jobs and foot traffic for the downtown restaurants and retail.
- Vineland Downtown Public Safety provides a dedicated crew of police officers and specials to patrol the downtown.

Millville

- Loan program \$1 million
- Central Business District Improvements: Phase 1 underway, Phase 2 application pending
- Special events for 2024/2025

The Vineland-Millville joint Urban Enterprise Zone (UEZ) 5-Year Plan represents a collaborative effort to foster economic growth and revitalization in these two interconnected New Jersey cities. As we embark on the next five years of this program, our goals and strategies are designed to address the unique challenges and opportunities present in our urban landscape while leveraging the strengths of our joint initiative. The goals and strategies below focus on stimulating business development across the two Cities through a multi-faceted approach that aims to create a vibrant, sustainable economic environment for both communities.

The Urban Enterprise Zone program has long been a catalyst for economic development in New Jersey's urban areas, offering businesses within designated zones significant advantages such as reduced sales tax for retail vendors, tax exemptions, and various financial incentives. Building upon this foundation, the Vineland-Millville UEZ seeks to maximize these benefits and create additional opportunities for growth and prosperity. Our plan recognizes the distinct characteristics of each City while emphasizing the synergies that can be achieved through coordinated efforts.

In the following section, we will outline our specific goals and the strategic approaches we intend to implement over the next five years. These objectives and strategies have been carefully crafted to address key areas of economic development, including industrial and commercial growth, downtown revitalization, infrastructure enhancement, business recruitment and retention, and program capacity expansion. Each goal is supported by concrete strategies that leverage local assets, address identified challenges, and align with broader regional and state economic development initiatives.

By implementing this comprehensive plan, we aim to create a robust and thriving economic ecosystem that benefits businesses, residents, and the overall community of both Vineland and Millville. Our goals and strategies are designed to not only attract new businesses and investment to the area but also to support and grow existing enterprises, enhance the quality of life for residents, and position our cities for long-term economic success. Through this focused and collaborative approach, we are confident that the Vineland-Millville UEZ will continue to be a driving force for positive change and economic opportunity in our region.

UEZ Goals

GOAL 1: Expand industrial and commercial development in Vineland and Millville by constructing and enlarging industrial parks, promoting brownfield redevelopment and targeting scattered site development in order to create new jobs and ratables. Vineland is currently in very short supply of industrial land which is making it difficult to attract new, large-scale industries and limiting the ability of existing industries to expand within the UEZ. Vineland and Millville have many sites in their commercial corridors that can be developed or redeveloped to attract more shoppers and visitors to the area.

GOAL 2: Redevelop Vineland and Millville Downtowns and the surrounding areas in order to attract more shoppers to the downtown for restaurants, entertainment, specialty retail and improve the overall

quality of life. The downtown is the heart of a community, and it is important that it has vitality. It should not only look aesthetically pleasing with façades and landscaping, but it should also provide a safe and clean environment for the residents, shoppers, and visitors.

GOAL 3: Improve access to business and industry by enhancing municipal gateways, streetscapes, sidewalks, infrastructure, and promote other investments that foster greater commerce and patronage.

Attracting new businesses and industry to the UEZ will be enhanced as the business environment of the UEZ improves. That means advancing the aesthetic appeal, addressing maintenance issues, investing in public safety, funding, altering or repairing business properties, improving roadways and access to transportation, and enhancing the commercial viability of the Zone.

GOAL 4: Promote business recruitment and expansion with an emphasis on small businesses and recruitment of minority- and women-owned businesses. Small businesses are a community's main job creators, and a diversity of businesses in the UEZ helps to attract greater patronage in the Zone. This also means providing job training programs that complement the needs of new and existing businesses and career opportunities for residents of Vineland and Millville.

Goal 5: Expand the capacity of the UEZ Program and provide enhanced marketing opportunities for UEZ members and the Zone as a whole. Ensuring the necessary planning, technical, and other support along with needed personnel for eligible UEZ programs and partner agencies are essential. This includes marketing opportunities for economic growth, investing in new and existing businesses, and attracting new customers. UEZ incentives can be highlighted through advertising, festivals, concerts, and other strategies and special events that draw new patrons and activities to the UEZ.

Strategies

Goal 1: Expand Industrial Development

1. Target and Fund the Construction of New Industrial Parks
2. Identify Opportunities to Expand Industrial Uses and Clean up Existing Sites for New Industrial Growth
3. Identify opportunities for commercial development and redevelopment including brownfield redevelopment.
4. Provide Professional Services and Support for Needed Planning, Engineering, Environmental, and other Technical Services.
5. Invest in the Construction and Improvement of Public Infrastructure
6. Clean and Maintain Access Roads and Invest in Public Transportation Services
7. Provide Job Training and Other Programs to Provide Employers with Skilled Labor and Address Workforce Needs

Goal 2: Redevelopment of the Urban Downtowns

1. Professional services for planning, engineering, and environmental services.
2. Construction and Rehabilitation of buildings in the downtown.

3. Improvement of public infrastructure
4. Façade improvement programs
5. Cleaning and Maintenance of the commercial corridor
6. Dedicated Public Safety personnel in the downtown
7. Placemaking projects, including municipal gateway and welcome signage
8. Coordination of NPP Districts and UEZ

Goal 3: Improve Access to Small Businesses and Industry

1. Maintenance of Commercial and Transportation Corridors
2. Enhance Sidewalks, Crosswalks, Lighting and other Infrastructure
3. Provide Lighting, Cameras, and other Investments in Police and Emergency Services
4. Improve Facades, Public Spaces, and Business Properties
5. Exterior Improvements such as facades, parking lots, and landscaping.
6. Enhance Public Transit Access

Goal 4: Promote Business Recruitment and Expansion

1. Continue Industrial Development and Small business loan program
2. Focus on Business Retention Programs
3. Partner with CEZ and SBDC for Workshops
4. Expand Workforce Training Programs especially for Emerging Businesses
5. Enhance Access to Minority- and Woman-Owned Businesses
6. Build Partnerships with Regional and Statewide Development Agencies

Goal 5: Provide Enhanced Marketing Opportunities

1. Host Special Events such as Festivals, Concerts, and Other Programs to Attract More Visitors to the Downtown Areas
2. Create New UEZ Marketing Materials and Expand Registration of UEZ Businesses
3. Market Available Industrial Space through Dedicated Web Presence
4. Enhance Websites and Online Information that Highlights the Advantages of UEZ Participation
5. Invest in Social Media to Promote the UEZ
6. Partner with Chambers of Commerce and Other Agencies to Profile the UEZ
7. Foster Retail and Industrial Commerce Among UEZ Businesses

The Vineland-Millville Joint Urban Enterprise Zone encompasses a significant land area with very different characteristics. With the help and guidance from UEZ staff, stakeholders, and the business community, the previous section of this plan established a vision for the future of the Zone and a series of goals and strategies.

This section of the plan explores the specific project, program and business typologies aimed at implementing that vision. The guidance provided will help the UEZ Program direct funding to the goals and strategies that are the key priorities of the program over the coming five years.

An Outline of UEZ Regulations – How Money Can Be Spent

Given that this plan will identify a wide range of funding uses and projects, it is important to know what the parameters of the State’s UEZ Program will allow. UEZ funding can be used to assist eligible businesses, recruit new businesses, provide appropriate tax credits and loans to eligible businesses and fund a wide range of activities which the local Urban Enterprise Zone and the State Authority find shall contribute substantially to the economic attractiveness of the enterprise zone or district, and may include, but are not limited to:

- a) The improvement of the exterior appearance or customer facilities of the property constituting the place of business of the qualified business within the zone or district; provided that the improvement is of a permanent nature and not required to meet existing ordinances or code regulations; or
- b) Monetary contributions to the municipality to undertake improvements to increase the safety or attractiveness of the zone or district to businesses which may wish to locate there or to consumer visitors to the zone or district, including, but not limited to litter clean-up and control, landscaping, parking areas and facilities, recreational and rest areas and facilities, repair or improvements to public streets, curbing, sidewalks and pedestrian thoroughfares, street lighting, or increased police, fire or sanitation services in the enterprise zone or UEZ-impacted business district.
- c) Pending legislation expands the use of “qualified assistance fund expense” in the UEZ program to include the improvement of public infrastructure in a commercial or transportation corridor and transportation infrastructure, including, but not limited to, payment of debt service related to the financing of a transportation project and the pledge of funds credited to assistance funds toward the repayment of any loan issued by State Transportation Infrastructure Bank or any government agency for transportation infrastructure projects. With the approval of the UEZ Authority, up to 75% of any assistance funds may be used to pay debt services or pledge towards the repayment of any loan for the cost of a transportation infrastructure project. If passed, this change will enable UEZ’s to play a very significant role in funding these types of improvements.

The Importance of a Timeline and Coordinated Implementation Strategy

Because the Vineland-Millville UEZ is a joint zone, the coordination of funding initiatives and implementation programs and projects will be critical. Each of the municipalities must set its own priorities

as they relate to the plan. The following narrative identifies each of the examples of projects and strategies as a near-term, mid-term or longer-term priority. A near-term priority means that work on implementation of the strategy would be focused on the first half of the five-year time horizon – years 1–3. The mid-term is a 2–4-year priority. The longer-term designation suggests a time-horizon within years 3–5, or perhaps longer given the complexity of the project. In addition, each of the project examples is accompanied by an implementation process and a resource guide for funding and potential partnerships. Where retail, industrial and commercial business investments are concerned, business typologies are also provided.

This timeline is intended as a guide. Any plan needs to be a fluid document, so as priorities change, as new investment possibilities arise, or as additional funding becomes available this timeline may evolve. But it provides the UEZ Program with an initial understanding of the local program’s intent. This combination of information, procedural suggestions, and funding resources provides the Enterprise Zone Program with a complete guide for implementation over the coming five years of the plan.

General Planning Guidelines and Suggestions

Stick to the Vision. Implementing a plan takes a tremendous commitment of staff, time and partner engagement. It also requires a consistent focus through municipal administrations in order to ensure that the plan’s goals continue to be met.

A Place to Start. Because the Vineland-Millville UEZ is a joint program, agreeing on priorities and a place to target new investment is critical. The primary focus of the plan’s implementation and those areas where many of the most important initiatives for development and redevelopment need to occur will spur revitalization in other locations.

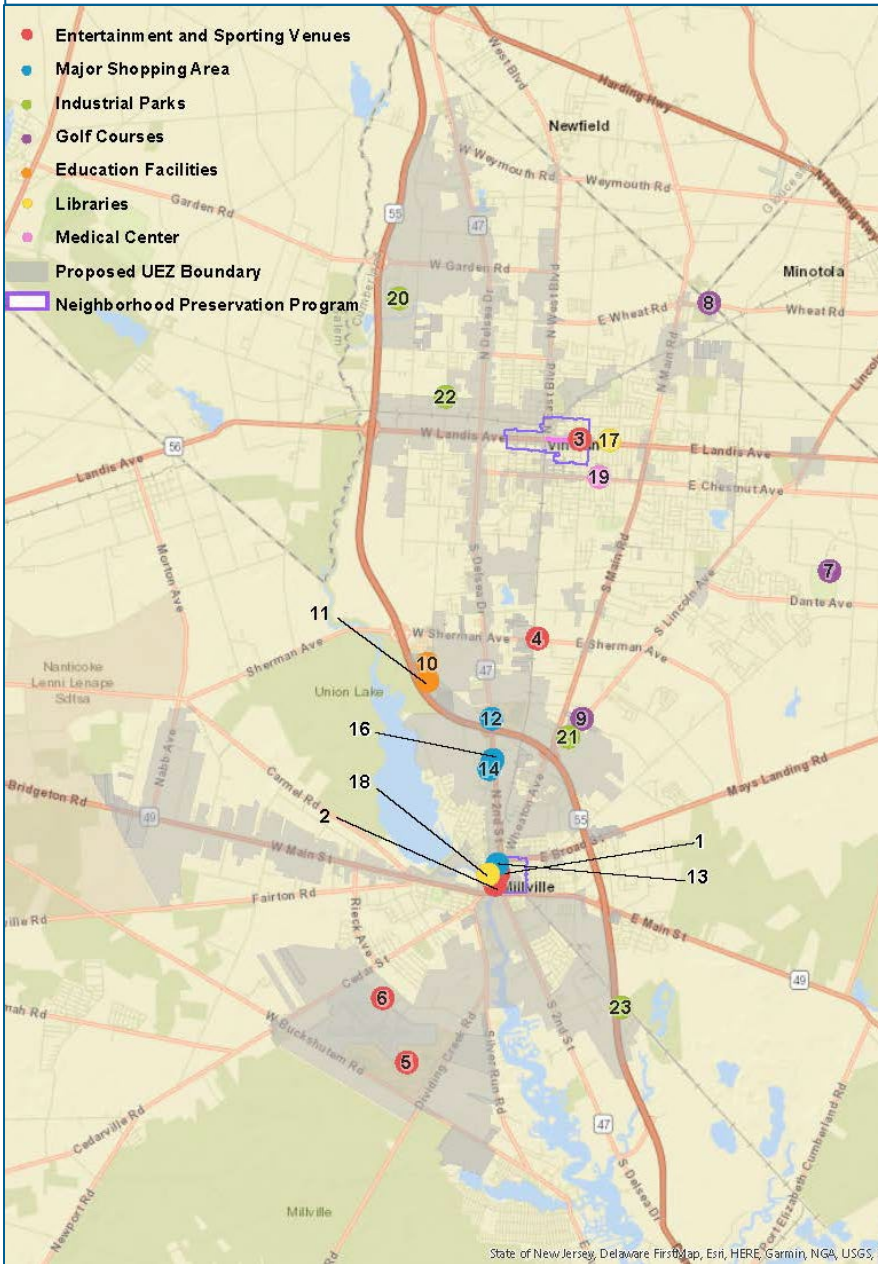
The Importance of Partnerships. No one organization or agency has the ability to implement all of the goals and initiatives of a plan. It takes the involvement of other organizations and entities which respect and share in those goals.

Sticking to a Sequential Approach. A methodical approach to plan implementation is also critical to its success. A scattered and haphazard methodology dilutes resources and spreads staff time and partnerships too thin.

Engaging the Public. Engaging the public and encouraging their support is essential. This means more than simply informing them about the planning goals and implementation strategies. It means exciting businesses, property owners, and others to embrace the plan’s goals and help in sharing its vision.

One way to begin focusing on initial spending goals and projects is to examine the assets of the UEZ Program. Map 3 illustrates some of the principal assets that exist in the Zone. Including such assets as sports and entertainment venues, major shopping areas, industrial parks, downtown revitalization districts, and other economic drivers, this map will be useful to define areas around which new businesses can be focused. Further, the map contains educational and similar resources such as colleges, hospitals, and libraries that may be leveraged to implement workforce development programs.

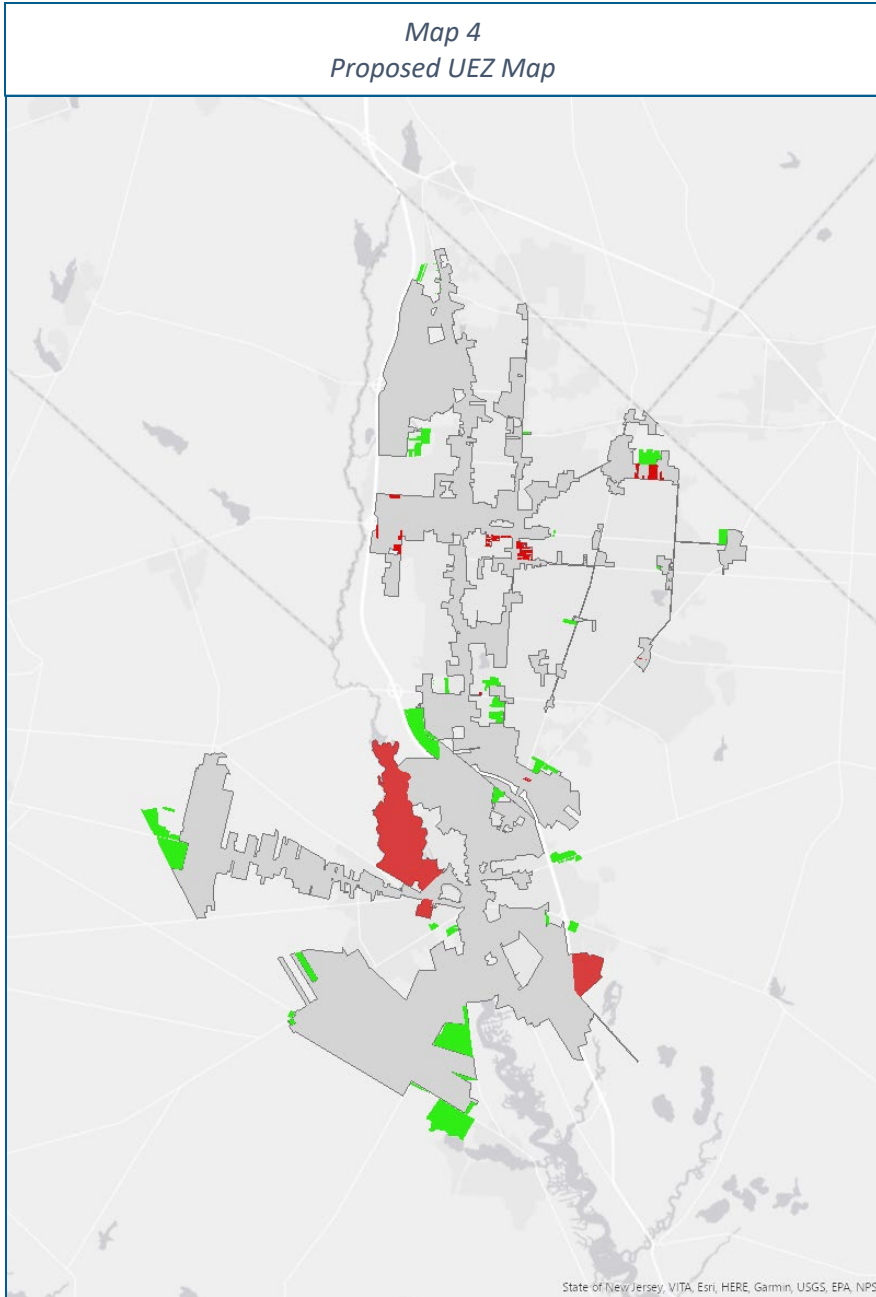
Map 3
Asset Map



1. Entertainment and Sporting Venues: Cumberland County College Arts and Innovation Center
2. Entertainment and Sporting Venues: Levoy Theatre
3. Entertainment and Sporting Venues: Landis Theatre
4. Entertainment and Sporting Venues: Cumberland Players
5. Entertainment and Sporting Venues: NJ Motorsports Park
6. Entertainment and Sporting Venues: Millville Army Airfield Museum
7. Golf Courses: Eastlyn Golf Course and the Greenview Inn
8. Golf Courses: Wheat Road Golf
9. Golf Courses: Trout National
10. Education: Rowan College of South Jersey
11. Education: Cumberland Technical Education Center
12. Retail Area: Cumberland Mall
13. Retail Area: Village on High
14. Retail Area: Union Lake Crossing
15. Retail Area: Cumberland Crossing

16. Retail Area: Shopping Center
17. Libraries: Vineland Public Library
18. Libraries: Millville Public Library
19. Medical Center: Inspira Medical Center
20. Industrial Park: North Vineland Industrial Park

21. Industrial Park: South Vineland Industrial Park
22. Industrial Park: West Vineland Industrial Park (proposed)
23. Industrial Park: Gorton Road Industrial Park



Current parcels to be removed are in red; new parcels to be added are in green.

The existing UEZ boundary map that was approved and recognized by the NJ UEZ Authority included a number of lots and tracts of land that should not be part of the new Zone Map. Most notably is Union Lake in Millville. The entirety of the lake was included previously because it was part of the contiguous acreage that abutted the lake even though much of the historic property surrounding the lake was in commercial use. In addition, there are parcels that were identified as permanent open space, typically owned by a public entity or a private conservation organization that needed to be removed from the map boundaries.

In addition, the UEZ staff met with stakeholders, municipal representatives, and business interests to determine where boundary modifications should be made. The Asset Map was prepared to help draw attention to those areas of both Millville and Vineland

where UEZ programs and projects could be clustered to assist in revitalizing portions of the Zone.

The result is the new, proposed Vineland-Millville Joint Urban Enterprise Zone shown above. The prior Zone boundary encompassed approximately **17,476** acres, as calculated by the NJ UEZ Authority. Using the sum of the acreage associated with the removal of certain lots and properties and the addition of other properties, the size of the newly proposed Zone is **17,352** acres – a decrease of **124** acres (0.7%).

Projects, Initiatives, and Priorities

Each of the projects and initiatives outlined in this plan is impacted at some level by more than one of the plan's principal goals. For example, enhancing the vibrancy of the downtown business district involves traffic management, parking improvements, infrastructure investments and so forth. Recruiting and expanding business participation depends on a more aggressive marketing and outreach effort.

The new UEZ Map also provides a way to focus goals and priorities. The map was amended to offer UEZ benefits to areas where new business development is occurring and where new nodes of commercial activity are contributing to job growth and economic revitalization. The map also provides a basis for linking the goals of the UEZ plan with geographic target areas. The following inventory of priorities outlines the core initiatives of the UEZ Program for the coming five-year time horizon. It reflects the interests of the UEZ staff, businesses and community stakeholders.

Implementing the UEZ Investment Goals and Priorities

This plan for the future of the Vineland-Millville UEZ focuses on a number of key priorities. These priorities, however, do not negate the potential for expending UEZ dollars for other eligible programs and initiatives. The following inventory of the five planning goals and associated implementation strategies provides examples of the types of projects to be undertaken by the UEZ in the near and mid-term.

Goal 1

Expand Industrial and Commercial Development by Constructing and Enlarging Industrial Parks, Promoting Brownfield Redevelopment and Targeting Scattered Site Development in Order to Create New Jobs and Ratables.

Unlike many similar programs, there are areas within the Vineland-Millville UEZ where new industrial parks, industrial growth, and large-scale commercial development and redevelopment can occur. Vineland is currently working on creating a new facility to be known as Industrial Park West. The 62-acre site, formerly used to house developmentally disabled adults, has been abandoned since the Vineland Developmental Center ceased operations. There is frontage available on both Almond and Orchard Roads. The perimeter roads will provide access for future redevelopment. The site is served by municipal water and sewer infrastructure.

The City of Millville is seeking to expand the James Hurley Industrial Park located adjacent to the Millville Airport. Plans to expand the park to the east will provide additional space for new industrial growth. The Millville Airport Industrial Park, which is home to the New Jersey Motorsports facility, is also an integral part of Millville's UEZ industrial base and has room for new development. In addition, the Lascarides Industrial Park also has an opportunity to expand should adjacent properties become available. In total, the City of Millville has significant opportunities to invest in new commercial and industrial growth within the boundaries of the Urban Enterprise Zone.

Partners and Approaches

Industrial and large-scale commercial development in the Vineland-Millville UEZ involves many partners. The Authority (Cumberland County Improvement Authority), City government, the Cumberland Empowerment Zone Program (CEZ), the South Jersey Economic Development District (SJEDD), the Cumberland Salem Cape May Workforce Development Board and other regional and state agencies all have important roles to play. Brownfield site remediation can also provide opportunity for new development.

Local and State agencies can help to contribute funding for development and predevelopment activity. The Workforce Development Board is a critical conduit for job training and workforce programs. Through the SJEDD, U.S. EDA and other sources Federal funding is available. NJ DEP and U.S. EPA can assist with brownfield revitalization. City government is integral to additional funding, land use decisions, infrastructure and utility services, and other support for new industrial growth.

Business and Industry Typologies

Within the designated Industrial Park and Industrial Development areas, there is a wide range of industrial typologies targeted for potential UEZ investments. These include but are not exclusive to businesses such as those which are already part of the UEZ's business and industrial base. Business Examples include:

- Data Centers
- Warehousing, Logistics and Distribution Facilities
- Technology, Pharma and R&D Facilities
- Wholesale Operations
- Light Manufacturing
- Repair and Servicing Operations
- Assembly Operations
- Commercial Office Space
- Food Processing and Other Light Industry
- Lumber and Building Supply Materials

To support the new development that is envisioned, examples of the types of programs and investments encompassed by this goal are shown in the following **Implementation Matrix 1**. This matrix documents a range of the types of streetscape, beautification, infrastructure and other potential investments that serve to complement the UEZ Plan goal.

*Implementation Matrix 1
Industrial Park and Commercial Development*

PLAN STRATEGY	PROJECT EXAMPLES	IMPLEMENTATION APPROACHES AND RESOURCES
<p style="text-align: center;">Target and Fund the Construction of New Industrial Parks and Commercial Areas</p>	<p style="text-align: center;">Near Term</p>	<p>Identify and Prepare Sites for New Industrial and Commercial Development</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Vineland-Millville UEZ Program Funds • Cumberland Empowerment Zone Program Funding • Municipal Financing • U.S. EDA Public Works and Economic Adjustment Programs • NJ EDA and Other State Agency Funding • NJ DEP HDSRF for Brownfield Clean up and Remediation • Developer and Private Sector Financing
<p style="text-align: center;">Identify Opportunities for Commercial and Industrial Development and Redevelopment, Including Brownfield Redevelopment</p>	<p style="text-align: center;">Near to Mid Term</p>	<p>Provide Funding and Support to Expand Existing Businesses and Industry</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Vineland-Millville UEZ Program Funds • Funding for Planning and Land Use Changes • NJ EDA Programs and Support • Cumberland Empowerment Zone Program • NJ Business Action Center • NJ Community Capital • NJ Redevelopment Authority • U.S. EPA Region II Assessment and Remediation Programs • NJ DEP HDSRF Funding <p>Clean up Vacant and Unused Industrial and Commercial Parcels to Promote Redevelopment Opportunities</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ DEP HDSRF Funding • NJ Environmental Infrastructure Trust • NJ EDA Program Funding • U.S. EPA Region II Assessment and Remediation Programs • Vineland-Millville UEZ Program Funds • Commercial Lending and Private Sector Funding
<p style="text-align: center;">Provide the Professional Support for Needed Planning, Engineering, Environmental and other Technical Services</p>	<p style="text-align: center;">Near to Long Term</p>	<p>Funding for Technical and Supportive Services</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Municipal Government and Agencies • Cumberland Empowerment Zone Program • Vineland-Millville UEZ Program • Private Sector Funding • U.S. EDA Planning and Technical Assistance Funding • NJ Office of Planning Advocacy Technical Assistance Funding • CDBG Funding

Invest in the Construction and Improvement of Public Infrastructure	Near to Long Term	Invest in Road and Highway Infrastructure Funding/Partnership Examples: <ul style="list-style-type: none"> • NJ DOT Local Aid Program • NJ DOT Freight Impact Grant Program • U.S. EDA Public Works and Economic Adjustment Programs • Municipal Government Public Works Funding • NJ DOT Freight Impact Grant Program • Congressionally Directed Spending Program (CDS) • Vineland-Millville UEZ Program
		Support for Sewer, Water, Electric and other Infrastructure Funding/Partnership Examples: <ul style="list-style-type: none"> • NTIA Broadband Grant Programs • Atlantic Electric and Other Power Companies (Vineland Electric) • Landis Sewage Authority and Millville Sewer Utility • Municipal Water Utilities • U.S. EDA Public Works and Economic Adjustment Programs • Commercial and Private Sector Financing • NJ EDA Programs
Clean and Maintain Access Roads and Invest in Public Transportation Services	Near to Long Term	Ensure Clean, Safe and Effective Access to Industrial Parks and other Concentrations of Employment Funding/Partnership Examples: <ul style="list-style-type: none"> • Municipal Public Works Departments • NJ Transit Funding • Cumberland, Salem, Cape May Workforce Development • Private Industry Funding
Provide Job Training and Other Programs to Provide Employers with Skilled Labor and Address Workforce Needs	Near to Long Term	Funding for Workforce Development, Training and Education Funding/Partnership Examples: <ul style="list-style-type: none"> • NJ Department of Labor and Workforce Dev. Board • Cumberland Empowerment Zone Program • Cumberland, Salem, Cape May Workforce Dev. Board • Cumberland County Technical Education Center • Local Initiatives Support Corporation, LISC

Goal 2

Redevelop Vineland and Millville Downtowns and the Surrounding Areas in Order to Attract More Shoppers to the Downtowns for Restaurants, Entertainment, Specialty Retail and Improve the Overall Quality of Life.

The downtowns of Vineland and Millville are central to municipal revitalization, particularly as it concerns the revitalization and attraction of small business. Retailers, professional services, restaurants and other service operations are vital to the success of any downtown. The Urban Enterprise Zone Program has had as one of its central tenets, small business and minority business development. Both Vineland and Millville have been very successful in recruiting minority businesses – particularly Hispanic owned businesses as evident in the public outreach summary offered earlier in this plan.

In addition to business retention and attraction, there are a number of other investments that are essential in helping to revitalize downtowns. These include ensuring that the downtown is an attractive and accessible place to shop, park a vehicle, and conduct business. Investing in “placemaking” strategies that include assets that can bring more patrons and visitors to downtown is essential.

Restaurants, brew pubs, unique retail and service experiences, theaters, entertainment venues, outdoor dining, pocket parks, sidewalk lighting and seating and other activities around which revitalized corridors and infrastructure can be built helps to foster that interesting sense of place.

Implementation Matrix 2 focuses on downtown revitalization and offers examples of the strategies, projects, partners and funding programs available to help meet this important UEZ goal.

Partners and Approaches

Downtown revitalization is a core strategy of the Empowerment Zone Program, but it will require the collaboration of multiple partners. Existing businesses can do much to improve their facades and enhance the streetscape in front of their stores. The UEZ can provide funding for multiple projects and can lead grant applications to secure money to upgrade infrastructure, fund safety improvements, and foster a more conducive business environment.

Sequencing of the UEZ investments will also be critical. In order to attract new businesses to the downtown, a safer and more efficient business environment must be created. Streetscape revitalization, pedestrian and infrastructure improvements are important first priorities. Business recruitment and attraction can happen simultaneously with these investments but among the first priorities is downtown revitalization.

Business Typologies

Within the downtown target area, retail and personal service businesses are the targeted business typologies for UEZ investment. These include but are not exclusive to businesses such as those which are already part of the Cities’ business base:

- Theaters and Entertainment Venues
- Furniture & Home Furnishings Stores
- Electronics & Appliance Stores
- Building Material & Garden Equipment & Supplies Dealers
- Food & Beverage Stores
- Health & Personal Care Stores, Childcare
- Restaurants, Breweries, Distilleries and Other Eating and Drinking Establishments
- Clothing, Clothing Accessories, Shoe and Jewelry Stores
- Sporting Goods
- Hobby Stores
- Financial Institutions
- Medical, Insurance, and other Professional Services

- Book Stores
- Music Stores
- Pet Stores and Supplies
- General Merchandise Stores
- Fitness Centers
- Home Services such as Laundromats, Cleaning Services, and Home Repair
- Other Similar Retail and Service Businesses
- Mixed Use Development Projects
- Revitalization of the East Gateway to Downtown Vineland and other UEZ Gateways

*Implementation Matrix 2
Revitalize Downtown and Surrounding Areas*

PLAN STRATEGY	PROJECT EXAMPLES	IMPLEMENTATION APPROACHES AND RESOURCES
Secure Professional Services and Technical Support for Downtown Revitalization	Near to Long Term	<p>Initiate plans, engineering work, design strategies and other plans to support the vision of the UEZ's downtowns</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • UEZ Funds • Cumberland Empowerment Zone • Municipal Planning and Engineering • NJ EDA Asset Activation Planning Grant Program • LISC • NJ Community Capital • Private and Commercial Equity
	Near to Mid-Term	<p>Work with the Cities to Develop Downtown Building Façade Improvements and Streetscape Beautification</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ Community Capital • Area Bank Foundations • UEZ Program Funding • Municipal Government • NJ DOT Centers of Place Program • Congressionally Directed Spending • NJ Green Acres Program
Construct and Rehabilitate Buildings in the Downtowns and Improve Public Infrastructure	Near to Long Term	<p>Reduce or Eliminate Vacant and Abandoned Buildings in the Downtowns</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • UEZ Program Funding • NJ Community Capital • Local Initiatives Support Corporation, (LISC) • NJ EDA Local Property Acquisition Program • Municipal Funding • Bank Foundation Funding

<p>Clean and Maintain the Commercial Corridors in the UEZ</p>	<p>Near to Long Term</p>	<p>Work with NJ DOT, Cumberland County, and the Municipal Public Works Department to Promote the Condition of the Roadways and Create/Improve Gateways to Downtowns Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ DOT Local Aid • County and Municipal Public Works Financing • Clean Communities Program • NJ Green Acres Program
<p>Promote more Public Safety Personnel and Investments in the Downtown</p>	<p>Near Term</p>	<p>Enhance Investment to Promote a Safer Pedestrian and Business Environment Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Municipal Government • Cumberland County Sheriff’s Department • U.S. Justice COPS Program • Community Development Block Grant (CDBG) Program • UEZ Program Funding • U.S. DOT Safe Streets and Routes for All • NJ Bicycle and Pedestrian Planning Assistance Program • CDBG Funding for ADA Improvements
	<p>Mid to Long Term</p>	<p>Enhance Street Lighting, Sidewalks and other Infrastructure that Promotes Public Safety Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ DOT Safe Streets to Transit Program • NJ DOT Safe Streets to Schools Program • Electric Utility Grants • NJ Board of Public Utilities (BPU) • U.S. DOT Safe Streets and Roads for All • COPS Program for Cameras and other Equipment
<p>Identify and Construct Placemaking Projects</p>	<p>Near to Long Term</p>	<p>Promote Festivals and Special Events in the Downtowns Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Area Healthcare Providers (Health Fairs) • Cumberland Salem Cape May Workforce Development Office (Job Fairs) • Area Bank Foundations • UEZ Funding • NJ Division of Travel and Tourism Cooperative Marketing Grant
	<p>Near to Long Term</p>	<p>Develop Niche Businesses and Unique Appearance Around Key Assets in the UEZ Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Chambers of Commerce • Local Businesses • NJ Green Acres Program • NJ Office of Planning Advocacy Technical Assistance Program

Invest in Commercial Corridors and Improve Access to Business and Industry by Enhancing Streetscapes, Sidewalks, Infrastructure, and Promote other Investments that Foster Greater Commerce and Patronage

Vineland and Millville both have extensive commercial corridors where both small business, industry, and large retail centers exist. Access to these areas is extremely important to advancing commerce not only in the UEZ downtowns but also along the UEZ's many commercial corridors. Better access means improving parking, ensuring ADA accessibility, improving sidewalks and infrastructure, defining accel and decel lanes along some of the more heavily traveled roads or in the industrial parks, encouraging better directional and wayfinding signage, enhancing signalization, mitigating brownfield sites and making other investments. This is important not only to attract new commercial investment and new business, but also to retain existing businesses.

Partners and Approaches

The Vineland-Millville UEZ involves two governmental jurisdictions. Coordination of projects and new commercial investment, particularly in the important Delsea Drive, NJ Route 47 corridor will be critical. Many of the same partnerships and funding sources that aid in downtown revitalization are also relevant in aiding the retail and economic revitalization of the UEZ's primary commercial corridors. These include transportation organizations such as the NJ DOT, the U.S. DOT, the South Jersey Transportation Planning Organization (SJTPO), and agencies of county and local government. Where site mitigation and clean-up is necessary, agencies such as the NJ DEP and U.S. EPA can be important sources of funding. Vineland and Millville can play key roles in applying for many of the grant programs and sources of financing outlined in the matrix.

Business Typologies and Investment Targets

The commercial corridors in the Vineland-Millville UEZ can accommodate larger and more diverse businesses than can the downtown area. In addition to the industrial parks, there is also room along many of these corridors for large scale commercial or industrial uses. Examples include:

- Retail and Service Establishments as Outlined in Implementation Matrix 2.
- Entertainment Venues and Businesses
- Motor Vehicle Sales, Service and Repair Facilities
- Indoor/Outdoor Recreation Centers and Facilities
- Gasoline and Service Stations
- Supermarkets and Related Food Stores
- Public Institutions and Facilities
- Warehousing and Distribution Facilities
- Commercial Office Space
- Chain Restaurants and National Chain Retailers

*Implementation Matrix 3
Commercial Area Development and Redevelopment*

PLAN STRATEGY	PROJECT EXAMPLES	IMPLEMENTATION APPROACHES AND RESOURCES
<p style="text-align: center;">Enhance the Aesthetic Appearance and Safety of Key Commercial Corridors (and Downtown)</p>	<p style="text-align: center;">Near to Longer Term</p>	<p>Enhance Welcome Signage and Landscaping as People and Motorists enter the Vineland-Millville UEZ Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Municipal Government • NJ TAP Program • NJ DOT Local Aid Program • Local Banks • Cumberland Empowerment Zone Program • Private Developers/Private Equity • CDBG Program
		<p>Enhance Street Lighting, Sidewalks, Camera Installation and other Infrastructure to Enhance Public Safety Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ DOT Safe Streets to Transit Program • NJ DOT Safe Streets to Schools Program • U.S. DOT Safe Streets and Routes for All • Electric Utility Grants • NJ Board of Public Utilities (BPU)
		<p>Enhance Business Signage and Facades and Promote Access Improvements to Existing Businesses Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Low Interest Loan Program • Bank Foundations • Local and County Governments/DOTs • NJ DOT TAP Program • South Jersey Transportation Planning Organization
<p style="text-align: center;">Improve Existing Parking and Create New Parking Lots and Facilities as Needed</p>	<p style="text-align: center;">Mid to Long Term</p>	<p>Enhance Parking in the Downtown and other High Concentrations of Retail and Small Businesses Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Municipal Public Works Departments • UEZ Funding • Small Business(es) • NJ DOT • County Public Works
<p style="text-align: center;">Maintain or Improve Road Surfaces, Highway Access, and Signalization</p>	<p style="text-align: center;">Near to Long Term</p>	<p>Develop a Circulation Improvement Plan to Enhance Traffic Flow within the Major Highway Corridors in the UEZ Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • South Jersey Transportation Planning Organization • Local and County Public Works Departments • NJ DOT Programs • NJ Office of Planning Advocacy Technical Assistance Program
<p style="text-align: center;">Enhance Public Transit Access</p>	<p style="text-align: center;">Mid to Long Term</p>	<p>Work to Coordinate Bus and Paratransit Service to Industrial Parks, Retail Centers and other Employment Hubs Funding/Partnership Examples:</p>

<p>Enhance Public Transit Access (con't)</p>		<ul style="list-style-type: none"> • Cumberland County Improvement Authority • Cumberland County CATS System • NJ Transit Bus Service • UEZ Funding <p>Enhance Access to Transit Schedules and Route Information Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • South Jersey Transportation Planning Organization (SJTPO) • NJ Transit • Municipal Governments • Bank Foundations
<p>Mitigate Traffic Congestion in the Downtown and Enhance Traffic Circulation</p>	<p>Near Term</p>	<p>Apply for funding from the South Jersey Transportation Planning Organization for a Traffic Circulation and Congestion Mitigation Study Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Local and County Public Works Departments • NJ DOT Local Aid • UEZ Program • NJ Bicycle and Pedestrian Planning Assistance Program
	<p>Mid to Long Term</p>	<p>Encourage the Rerouting of Truck Traffic Away from Congested Commercial and Retail Centers Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ DOT • Municipal and County Public Works Departments • Local Business and Industry
	<p>Near to Longer Term</p>	<p>Promote Better Directional Signage and Flow of Traffic Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ Local Aid Resource Center • U.S. DOT Safe Streets and Routes for All
<p>Enhance Parking Access in the Township and Especially Downtown to Enhance Access to UEZ Businesses</p>	<p>Near to Longer Term</p>	<p>Identify and Acquire Lots to Create New Downtown Parking Opportunities as They Arise Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ DOT TAP Grant • NJ DOT Design Assistance Program • UEZ Funding • CDBG Program • NJ EDA Local Property Acquisition Program
<p>Recruit New Business and Commerce on Vacant and Underused Properties</p>	<p>Near to Longer Term</p>	<p>Reduce or Eliminate Vacant and Abandoned Buildings Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • UEZ Program Funding • NJ Community Capital • LISC • NJ EDA Local Property Acquisition Program

Promote Business Recruitment and Expansion with an Emphasis on Small Businesses and Recruitment of Minority and Woman-Owned Businesses.

The economy is forever changing. Businesses move or close down, new businesses open their doors, and other businesses expand. Bringing new business and industry to the Urban Enterprise Zone is an ongoing process. Diversity in the economy can expand patronage and foster new and interesting commercial opportunities.

Accomplishing this goal requires a Zone wide effort. In today’s competitive environment and social media world, Facebook, Instagram, Twitter, Linked-In and other media and information venues can be used to market Vineland and Millville for new business and investment as well as target eligible businesses in the Urban Enterprise Zone for participation and operational needs.

Partners and Approaches

The desire to recruit new business participants in the UEZ Program offers a great opportunity to assemble a collaborative outreach program comprised of chamber, local government, UEZ, and other professionals that would coordinate and implement a recruitment strategy that touts the benefits of UEZ participation for both the community at large and the local businesses. The Cumberland County Economic Development Office might be engaged to assist in this effort. The State UEZA could also be a participant that could offer important testimonials from other communities outlining the benefits of the UEZ.

*Implementation Matrix 4
Enhanced Business Recruitment in the UEZ Program*

PLAN STRATEGY	PROJECT PRIORITY	IMPLEMENTATION APPROACHES AND RESOURCES
<p>Continue to Support Local Business and Industry through Competitive Financing Programs</p>	<p>Near and Long Term</p>	<p>Provide Low Interest Loans to Eligible Businesses and Industries in the UEZ for New Projects as well as Business Retention Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • UEZ Low Interest Loan Program • Cooperative Business Assistance Corporation Loan Program • NJ Community Capital • Bank Partnerships • Cumberland Empowerment Zone Program
<p>Assist Business and Industry in Getting the Information they Need to Thrive</p>	<p>Near and Long Term</p>	<p>Develop Workshops that Promote Business Planning and Financing Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • UEZ Funding • Cumberland Empowerment Zone Program • Small Business Assistance Centers • New Jersey EDA • New Jersey Business Action Center • NJ Community Capital • LISC

Assist Business and Industry in Getting the Information they Need to Thrive (con't)	Near and Mid Term	Increase Minority and Female Representation on the UEZ Board and Partner Organizations Funding/Partnership Examples: <ul style="list-style-type: none"> • NAACP • Hispanic Business Organizations • National Association of Women Business • American Business Woman's Association
	Near and Long Term	Connect UEZ Business and Industry with the Resources to Ensure a Skilled Employment Base Funding/Partnership Examples: <ul style="list-style-type: none"> • Cumberland Salem Cape May Workforce Development Board • Cumberland County Office of Employment & Training • NJ Department of Labor & Workforce Development • Cumberland Empowerment Zone • Rowan College of South Jersey
Media Outreach and Engagement	Near Term	Amend the UEZ Website to Promote the Engagement of New Business Recruits Funding/Partnership Examples: <ul style="list-style-type: none"> • UEZ Program Funding • Bank Foundations
In-Person Recruitment Efforts	Near to Longer Term	Expand One on One Visits to Individual Store Owners Funding/Partnership Examples: <ul style="list-style-type: none"> • Rowan College of South Jersey • NJ Business Action Center • NJ Business Assistance Center • UEZ Program Staff and Board
		Public Presentations at Chamber Events and other Venues Funding/Partnership Examples: <ul style="list-style-type: none"> • UEZ Staff and Board Members • UEZA Staff and Board Members

Goal 5

Expand the Capacity of the UEZ Program and Provide Enhanced Marketing Opportunities for UEZ Members and the Zone as a Whole

Expanding awareness of the UEZ Program can help attract new business to the Zone and increase the interest in UEZ programs among existing businesses. Marketing the Zone to attract new business investment depends on enhancing the environment for business development. Bringing more patrons to the Zone to shop can expand the market potential of the Zone. The prior goals of this plan addressed many of the issues necessary to improve access, traffic circulation, streetscape and public safety.

This goal focuses on ways to market the goods and services in the UEZ, and the employment opportunities available in the Zone. The more that people, partners and stakeholders know about these opportunities the more the viability of the Zone is enhanced and the ability to recruit more business is increased.

Transit dependent neighborhoods will require additional attention and potential modification of service schedules to help ensure that the service demands of that community are being met. Getting residents trained to work at the new corporate and other enterprises opening at the Millville airport and the local business parks requires collaboration with the NJ Department of Labor, the NJ Business Action Center, the Cumberland Salem Cape May Workforce Development Board and the various businesses and industries moving into these locations. Programs exist to train workers and provide incentives to business to hire local workers as new job opportunities arise. The County’s WDB Program can provide a great umbrella through which to establish and coordinate a systematic approach to this issue.

Transit expansion, ride sharing programs, and other initiatives to promote linkages between neighborhoods that are underserved and areas where new jobs are being created, also need to be coordinated closely with the job training programs. Cross-County Connections can play an important role in assisting with Ride Sharing Programs.

Implementation Matrix 5
Enhance Marketing of the Zone

PLAN STRATEGY	PROJECT PRIORITY	IMPLEMENTATION APPROACHES AND RESOURCES
Promote Retail and Service Retention	Near to Longer Term	<p>Enhance Marketing and Outreach to Attract New Business and Commercial Investment</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Municipal and County Economic Development Offices • Local Chambers of Commerce • NJ Business Action Center • The Reinvestment Fund • Local Initiatives Support Corporation (LISC) • NJ Division of Travel & Tourism/Visit NJ
	Near to Longer Term	<p>Create a Business Retention Program that Outlines Tools to Help Retain Existing Business</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Cumberland Empowerment Zone Program • Other Low Interest Loan Programs • UEZ Program Funding • Bank Foundations • Small Business Assistance Centers/Universities
Create New UEZ Marketing Materials and Expand Registration of UEZ Businesses	Near Term	<p>Develop a Social Media Campaign aimed at Businesses in the UEZ, including Spanish and other Minority Businesses (Spanish Language outreach)</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • UEZ Program Funding • Bank Foundations • Verizon Foundation eGrants
	Near Term	<p>Expand Traditional Public Advertising Campaigns to include Area Signage, Posters and Flyers</p> <p>Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • UEZ Program Funding • Vineland and Millville Chambers of Commerce

Create New UEZ Marketing Materials and Expand Registration of UEZ Businesses (con't)	Long Term	Create a Marketing Consortium of Representatives from Local and Regional Organizations Funding/Partnership Examples: <ul style="list-style-type: none"> • NJ Business Action Center • County and Municipal Economic Development Offices • Vineland and Millville Chambers of Commerce • South Jersey Economic Development District
	Near to Long Term	Attract New Retail and Service Businesses and Expand Existing Commerce at Key Development Nodes Funding/Partnership Examples: <ul style="list-style-type: none"> • UEZ Program Funding • Chambers of Commerce • NJ Business Action Center • The Reinvestment Fund • Local Initiatives Support Corporation (LISC) • NJ Capital Access Fund • U.S. EDA Public Facilities Grant Program
Expand Access to Zone Businesses and Employment Opportunities	Near to Long Term	Assist Businesses and Underserved Populations Obtain the Job Training Skills to Compete for New Jobs and Employment Funding/Partnership Examples: <ul style="list-style-type: none"> • The Comcast Foundation • NJ Department of Labor • Cumberland Salem Cape May Workforce Development Board Programs • Bank Foundations
	Mid to Long Term	Link New Development Opportunities with Public Transit Funding/Partnership Examples: <ul style="list-style-type: none"> • Cross County Connection Ride Sharing Programs • New Jersey Transit Scheduling and Route Modifications • Paratransit Ride Programs • UEZ Promotional Materials

Summary and Next Steps

This plan for the Urban Enterprise Zone is the first step in creating a vision for the next five years. Realizing that vision will involve the work of many partners, stakeholders, businesses and agencies. Ensuring that the plan has the support of local government and the public at large is essential.

Public Comment and Participation

The Vineland-Millville Joint UEZ Plan has been advertised for public comment, including that of regional and/or statewide minority interests. It has also been placed on the UEZ website and on the websites of the two cities for a 30-day, open public comment period. Public comments received are included as an appendix to this document.

This Urban Enterprise Zone Plan goes beyond the minimum requirements of the New Jersey UEZ Guidelines. Not only have a vision and key goals been established, examples of projects and programs have been identified. In addition, prospective partners and examples of funding sources to complement any UEZ financing have been outlined in a series of matrices.

Minority Engagement

As part of the public outreach process, minority businesses and advocacy organizations were interviewed. Notices of the plan's availability for review and comments were also sent out to local and regional minority organizations.

Beyond the public notices, proposals to recruit minority businesses and expand minority engagement in the day-to-day operation and administration of the UEZ were outlined as actions central to this five-year plan.

The Vineland-Millville UEZ is located in a region of the State where there is significant population growth in the minority community. This is true of the Hispanic population in particular. As a result, the potential for new Hispanic owned businesses can increase retail and commercial activity in the Zone as well as diversify the opportunities that exist for goods and services.

Ongoing Projects

This plan envisions not only the potential for future projects and programs but is inclusive of projects that are actively being pursued at the time of plan adoption. In a June 14, 2024, letter from the State UEZ Authority to all Urban Enterprise Zones, a requirement for the completion of the five-year plan prior to the approval of UEZ funded projects was defined. The letter states, in part:

As you may be aware, the legislation that reestablished the Urban Enterprise Zone Authority in 2021 (Public Law 2021, Chapter 197), coincided with the Covid-19 Pandemic and the State of Emergency declared by Governor Murphy. Under the 2012 law, the UEZA could approve funding requests from the Urban Enterprise Zone Communities (UEZs) for project applications based on the State of Emergency without having a zone development plan in place. Now that the State of Emergency has ended, the UEZA is beginning to implement the Five-Year Development Plan process required by N.J.S.A. 52:27H et. seq. by transitioning from the old process for approving project proposals during the State of Emergency to the process of approving project proposals based on updated Five-Year Plan Development plans.

The result of this requirement is that all pending projects that are currently in the UEZ spending pipeline need to be included in the Five-Year Plan. After September 1, 2024, no project will be accepted by the UEZA without an approved Five-Year Plan in place.

A comprehensive list of ongoing and planned projects was outlined on [page 22](#) of this plan. As new projects arise after the September 1 date established by the UEZA, those projects will be reviewed and approved in accordance with the Authority's guidelines.

The following is a list of the projects currently in the pipeline in the Vineland-Millville Joint UEZ.

- New Industrial Park at Almond and Orchard Roads
- New, 175-acre commercial complex on S. Delsea Drive
- Redevelopment on the northeast and southwest corners of Landis Gateway
- Continuation of Commercial Corridor Maintenance
- Continuation of Vineland Downtown Public Safety
- Mixed-Use Development Downtown
- Redevelopment of Downtown Structures
- Continuation of Project Beautify
- Downtown Special Events and Concerts Promotion
- Placemaking Improvements in Center City
- Downtown Event Center Support

- Expansion of Industrial Parks: Hurley and Lascarides
- Redevelopment of Riverfront and Downtown District
- Continuation of Special Events and Promotions
- Downtown Public Safety
- Downtown Mixed-Use Development
- Placemaking Improvements in Center City
- Beautification of Downtown
- Revolving Loans to UEZ Businesses
- Millville Airport Redevelopment

Land Use and Coordination

A revised UEZ boundary map has been drafted and included in this plan. The map was prepared with considerable outreach to the general public and local businesses. Due to the removal of the nearly 900-acre Union Lake, the revised area of the UEZ is considerably smaller than the previously approved Zone. A copy of this map was provided on [page 28](#) of this plan and also included in Appendix 1.

The UEZ Administration is working closely with the planning departments in both cities to ensure ongoing compatibility of uses and densities as the businesses and industries in the Zone expand. Planning offices were also consulted during the process of developing this plan to coordinate land use goals and objectives.

Pointing the Way Forward

The New Jersey Urban Enterprise Zone Program has been a huge benefit to both Vineland and Millville. These communities need the economic incentives provided by the Zone Programs to encourage new investment in the downtowns and to expand industrial and commercial development in their business parks and along key commercial corridors.

In partnership with other local, regional and State organizations, this UEZ Plan will point the way to a more promising future for the joint UEZ as well as the two cities. The Vineland-Millville Urban Enterprise Zone Program has done an outstanding job of recruiting business and investing in Zone improvements to advance economic development and the quality of life for the cities' residents and businesses.

This plan advances that excellent track record and provides a strategy that will advance the joint Urban Enterprise Zone Program as among the best programs statewide. It is an integral part of a strategy for comprehensive growth in the eastern region of Cumberland County.

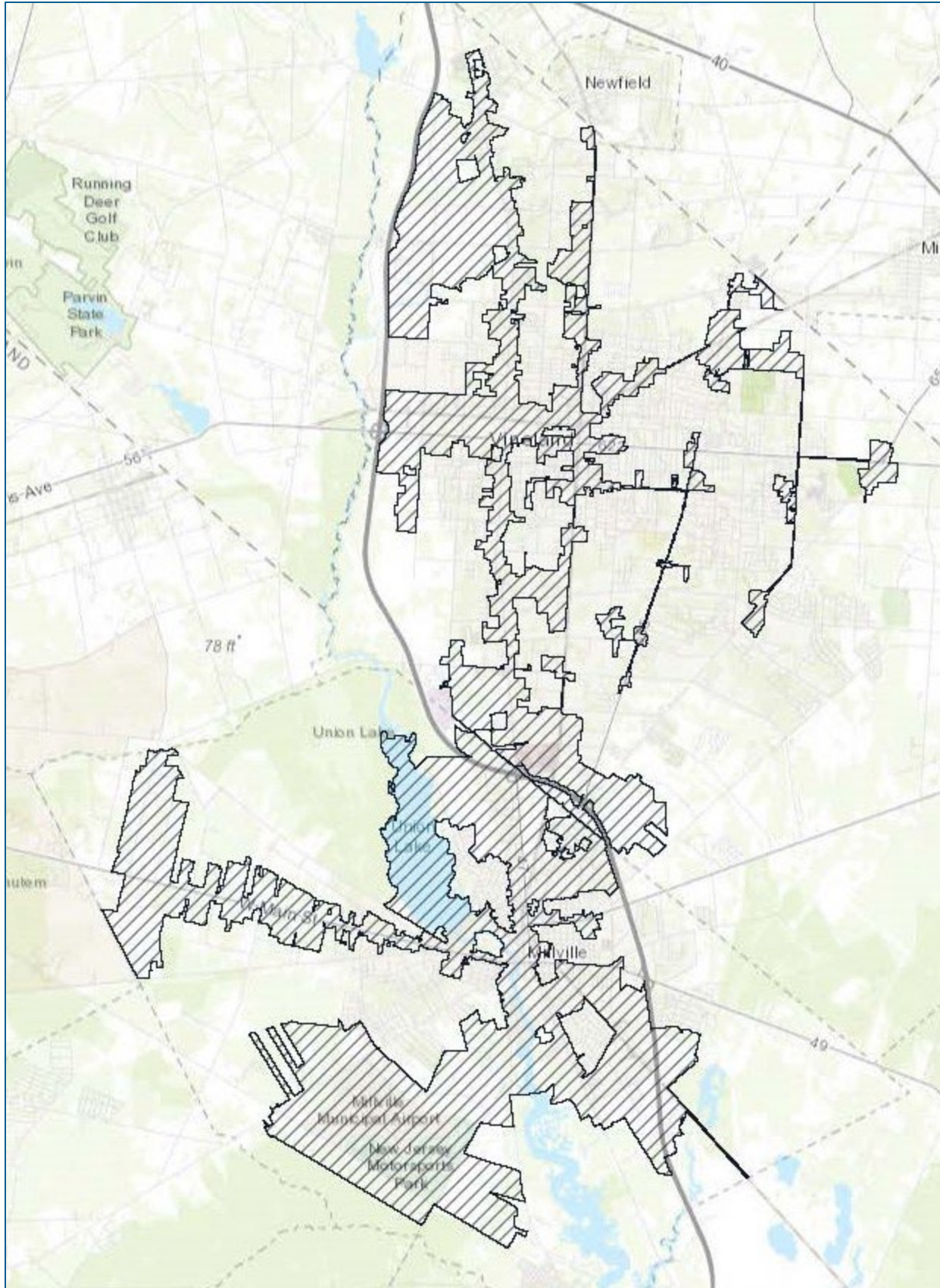
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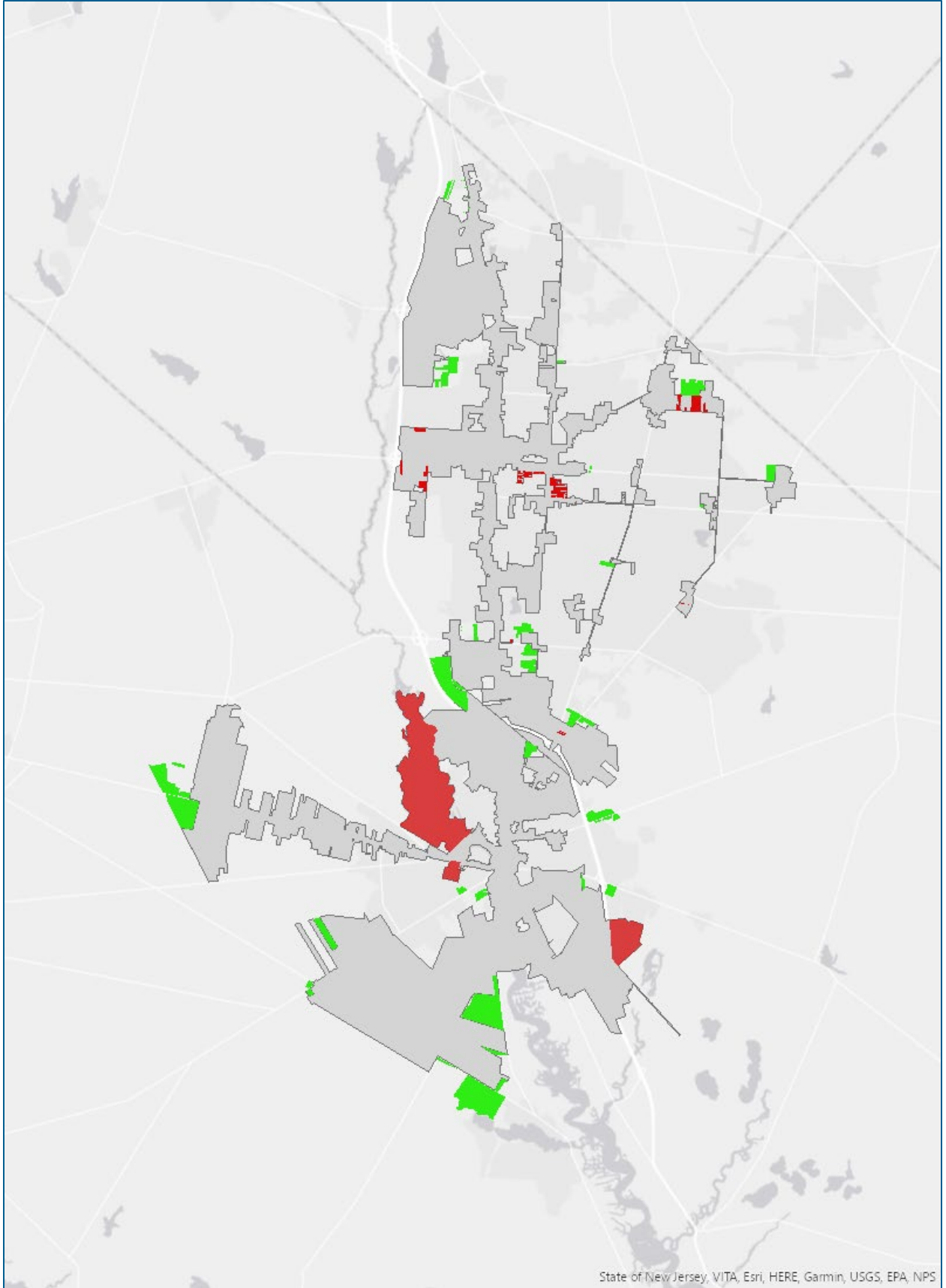
APPENDIX 1

MAPS OF CURRENT AND PROPOSED UEZ BOUNDARIES





VINELAND-MILLVILLE UEZ
CURRENT UEZ MAP



VINELAND-MILLVILLE UEZ
PROPOSED UEZ MAP



APPENDIX 2

PUBLIC NOTICE DOCUMENTATION AND PUBLIC COMMENT SUMMARY

(These documents will be inserted in the final plan following public review)





APPENDIX 3

DOCUMENTATION OF PLAN DEVELOPMENT PROTOCOLS

(These documents will be inserted in the final plan following public review)





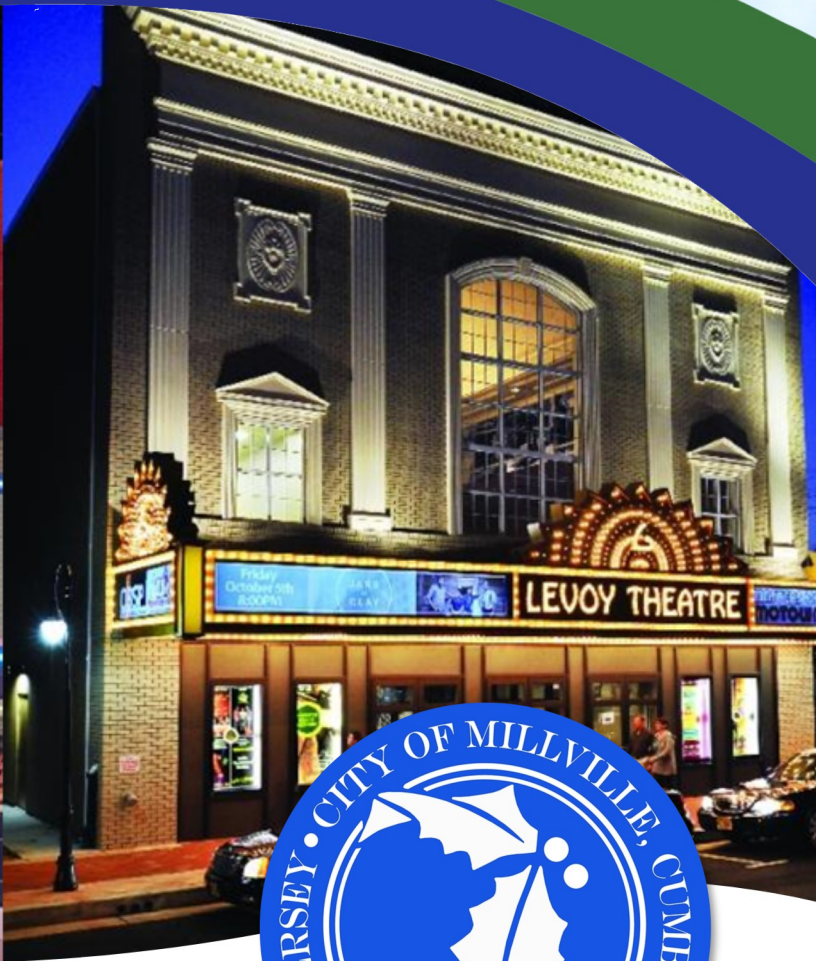
APPENDIX 4

VINELAND MILLVILLE UEZ BOARD AND MUNICIPAL APPROVALS

(These documents will be placed in
the plan following board and
municipal approvals)



Vineland-Millville UEZ 5-YEAR PLAN 2024-2029



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