

Vineland-Millville

Urban Enterprise Zone

Preliminary Zone Development Plan

2024-2029



Facilitated by



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EXECUTIVE SUMMARY

This Preliminary Zone Development 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. These changes are contiguous with the existing Zone and meet the criteria for inclusion set forth in the appropriate legislation. 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 opportunities 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.
- **Public Infrastructure.** Ensuring a safe and efficient road and street network with proper storm drainage 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

As part of our outreach for the preparation of this plan, we deployed a survey to the contact lists of both Cities' UEZ's as well as the contact list for the Greater Vineland Chamber of Commerce. From that, we received 144 responses. In addition, we contacted the following organizations for interviews with representatives:

- Greater Vineland NAACP
- Vineland Downtown Improvement District
- Vineland NPP
- Vineland Chamber Hispanic Business Alliance
- Cumberland Empowerment Zone
- Vineland Industrial Commission
- Millville NPP
- Main Street Millville/Holly City Development Corporation
- Vineland African American Development Corporation
- Puerto Rican Action Committee

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 Goals

This plan sets forth five goals, with numerous strategies for their implementation, as outlined below.

GOAL	STRATEGIES
Expand industrial and commercial development in Vineland and Millville by constructing and improving industrial parks, promoting brownfield redevelopment and targeting scattered site development in order to create new jobs and ratables.	Target and Fund the Construction of New Industrial Parks
	Identify Opportunities to Expand Industrial Uses and Clean up Existing Sites for New Industrial Growth
	Identify opportunities for commercial development and redevelopment including brownfield redevelopment.
	Provide Professional Services and Support for Needed Planning, Engineering, Environmental, and other Technical Services.
Expand industrial and commercial development... (con't)	Invest in the Construction and Improvement of Public Infrastructure

	Clean and Maintain Access Roads and Invest in Public Transportation Services
	Provide Job Training and Other Programs to Provide Employers with Skilled Labor and Address Workforce Needs
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.	Professional services for planning, engineering, and environmental services.
	Construction and Rehabilitation of buildings in the downtown
	Improvement of public infrastructure
	Façade improvement programs
	Cleaning and Maintenance of the commercial corridor
	Dedicated Public Safety personnel in the downtown
	Placemaking projects, including municipal gateway and welcome signage
Coordination of NPP Districts and UEZ	
Improve access to business and industry by enhancing municipal gateways, streetscapes, sidewalks, infrastructure, and promote other investments that foster greater commerce and patronage.	Maintenance of Commercial and Transportation Corridors
	Enhance Sidewalks, Crosswalks, Lighting and other Infrastructure
	Provide Lighting, Cameras, and other Investments in Police and Emergency Services
	Improve Façades, Public Spaces, and Business properties
	Exterior Improvements such as Façades, parking lots, and landscaping
	Enhance Public Transit Access
Promote business recruitment and expansion with an emphasis on small businesses and	Continue Industrial Development and Small Business Loan program
	Focus on Business Retention Programs



recruitment of minority- and women-owned businesses.	Partner with CEZ and SBDC for Workshops
	Expand Workforce Training Programs Especially for Emerging Businesses
	Enhance Access to Minority- and Women-Owned Businesses
	Build Partnerships with Regional and Statewide Development Agencies
Expand the capacity of the UEZ Program and provide enhanced marketing opportunities for UEZ members and the Zone as a whole.	Host Special Events such as Festivals, Concerts, and Other Programs to Attract More Visitors to the Downtown Areas
	Create New UEZ Marketing Materials and Expand Registration of UEZ Businesses
	Market Available Industrial Space through Dedicated Web Presence
	Enhance Websites and Online Information that Highlights the Advantages of UEZ Participation
	Invest in Social Media to Promote the UEZ
	Partner with Chambers of Commerce and Other Agencies to Profile the UEZ
	Foster Retail and Industrial Commerce among UEZ Businesses

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
<p align="center">Target and Fund the Construction of New Industrial Parks and Commercial Areas</p>	<p align="center">Near Term</p>	<p>Identify and Prepare Sites for New Industrial and Commercial Development 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 align="center">Identify Opportunities for Commercial and Industrial Development and Redevelopment, Including Brownfield Redevelopment</p>	<p align="center">Near to Mid Term</p>	<p>Provide Funding and Support to Expand Existing Businesses and Industry 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

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.

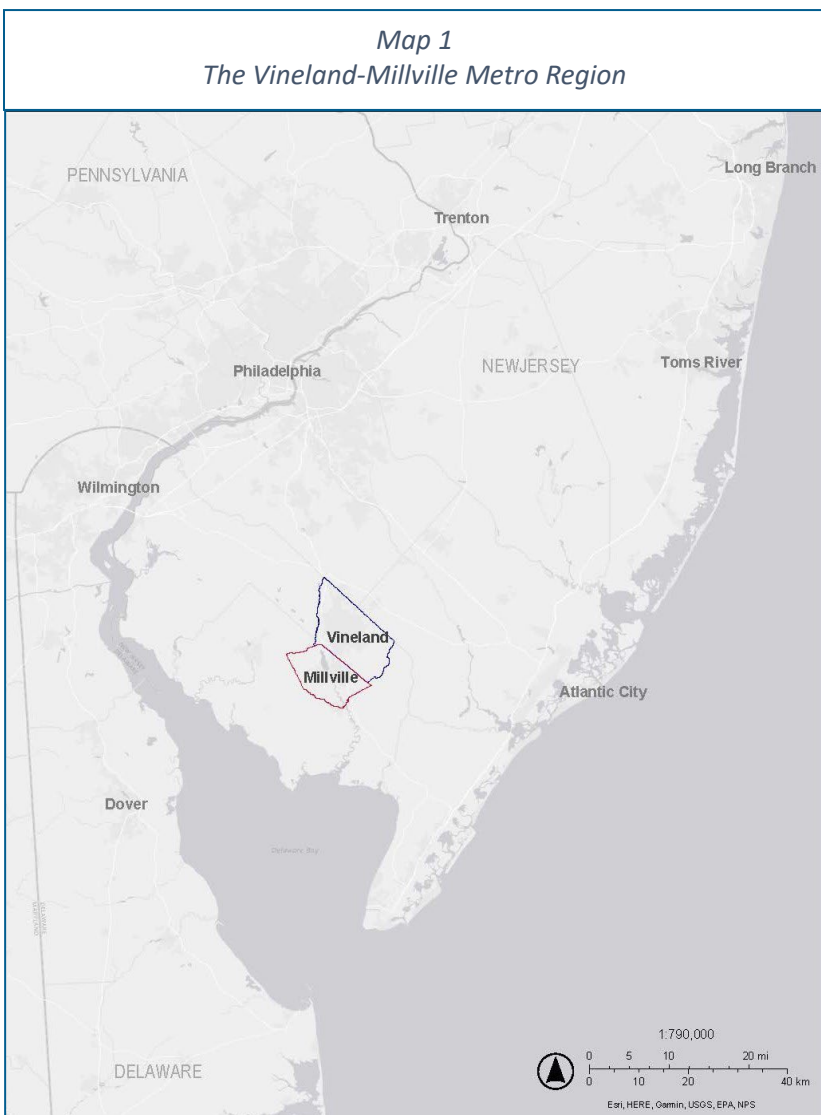
In partnership with other local, regional and State organizations, this UEZ Plan will point to the way to a more promising future for the joint UEZ as well as the two cities. The Vineland-Millville Urban Enterprise Zone Program has done an outstanding job of recruiting business and investing in Zone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

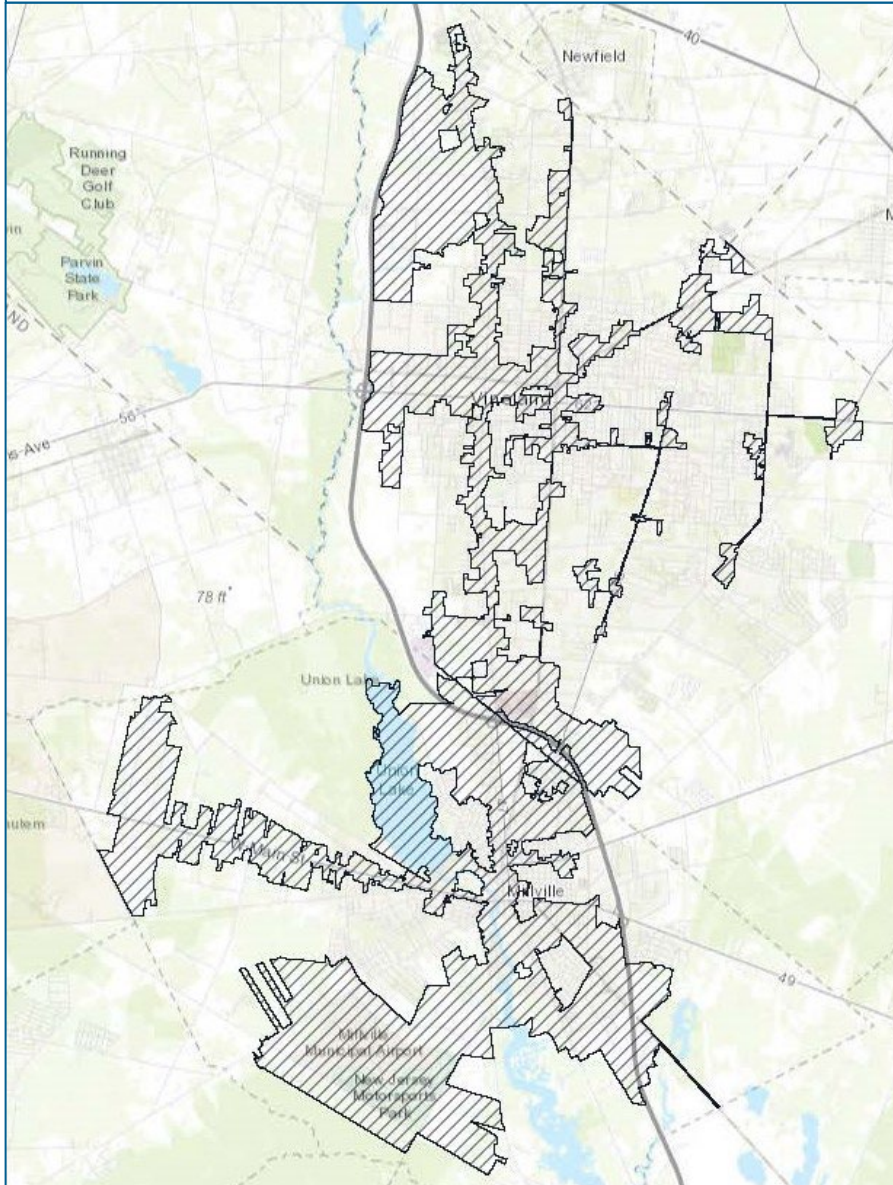
First established in 1985, the joint zone is home to approximately 1,100 businesses and contains some of the region's largest concentrations of retail, industrial and other business establishments. Since its creation, the joint Zone has been extremely successful in expanding small business and attracting 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 intent 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, through a fair and open bid process, Triad Associates of Vineland, NJ, was engaged to prepare the new UEZ Plan. As the authors of the original application and all previous five-year plans, Triad Associates has a wealth of experience in both Cities and the UEZ. Triad Associates, based in Vineland, NJ, is a multidisciplinary firm founded in 1978. The company offers a wide array of services including grant writing, community development, neighborhood and economic strategies, redevelopment solutions, implementation services, housing services, and handling abandoned housing issues. Over the past 46 years, Triad Associates worked with over 200 clients in the public and private sectors throughout the Mid-Atlantic region and the U.S. Virgin Islands.

Other principal requirements include:

- Documentation of the Request for Proposals (RFP) for hiring an outside consultant to prepare the Urban Enterprise Zone 5-Year Plan.
- Submission of a letter requesting the review and approval of the Preliminary UEZ Plan.
- Documentation of the staffing and qualifications of both the consultant and local organization involved in preparing the Plan.
- Inclusion of a copy of the Preliminary UEZ Plan.
- Evidence that the UEZ Entity consulted with representatives from diverse statewide or regional business organizations representing minority businesses, as defined in section 2 of P.L. 1986, c. 195 (N.J.S.A. 52:27H-21.18). These organizations must be given no less than 30 days to review the preliminary zone development plan and provide comments to the UEZ Entity.

This UEZ Plan was developed and submitted to the Urban Enterprise Zone Authority (UEZA) by the Vineland/Millville Urban Enterprise Zone (UEZ) in compliance with these regulations. Work on the Plan began in January 2024. All relevant documentation is included in the Appendix of this plan.

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, as well as representatives from community organizations, 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.

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 the table above and on the next page, 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.

While Vineland is much larger in size and population than Millville, a smaller percentage of business and workers are in the UEZ. Because of this, the total number of workers in Vineland 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%
Associate’s 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

These spending forecasts are estimates of the 2023-2028 growth potential in the two Cities and in the UEZ itself. While there are, in some cases, potential for significant growth, it should be noted that opportunities for new businesses should be approached with caution as existing, established businesses will absorb a substantial amount of these increases.

Regardless, a look at these numbers, in concert with the insights gained from our outreach which follow, suggest potential areas which could benefit from investment. As one will learn throughout this document, there has been a call for new restaurants to open in the two Cities, and, considering the \$13.1M in growth potential in this industry over the next five years, the data seems to support this.

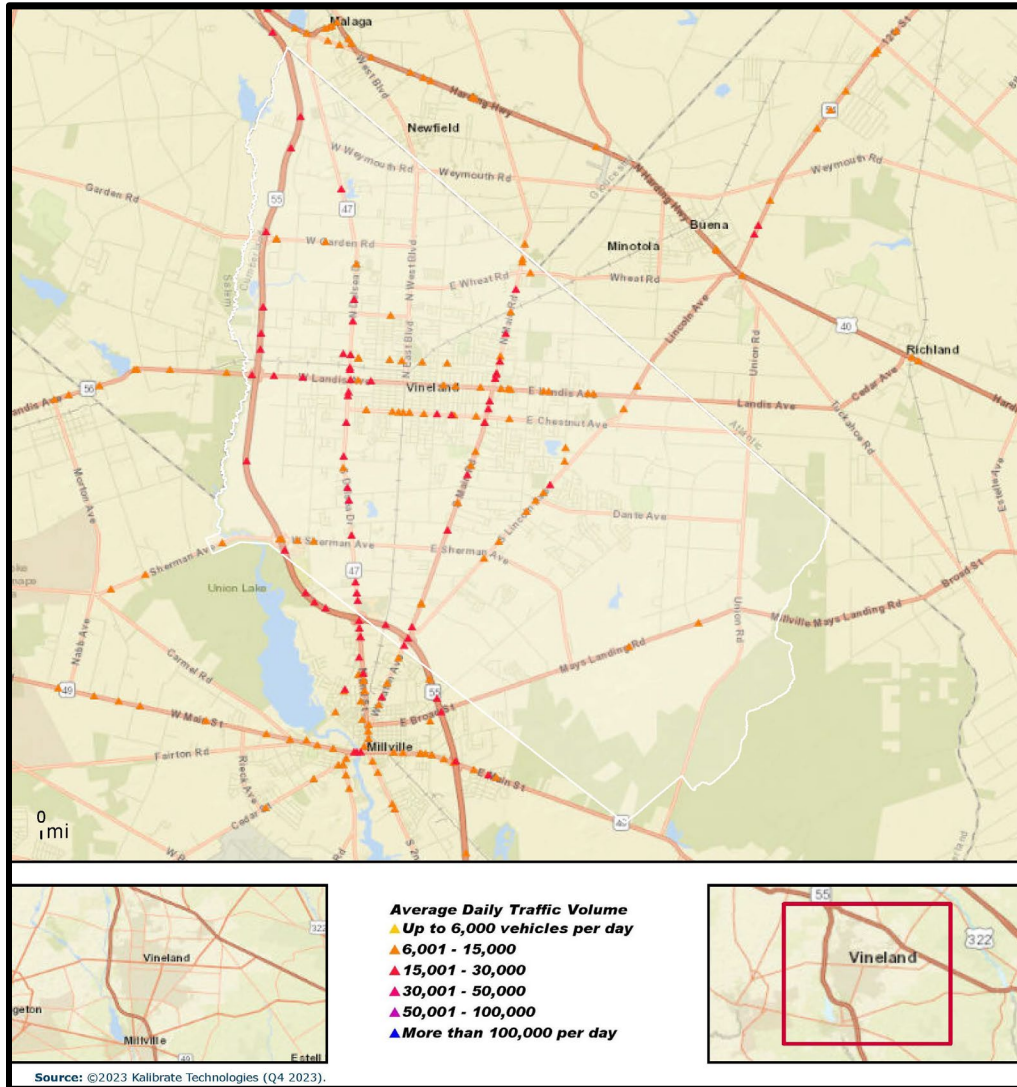
Further, while the data doesn’t necessarily account for the growth potential in the production of television and film, the \$4.8M growth in the consumption of TV and Audio Services and Supplies would support the region’s need for additional production thereof.

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 opportunities expand 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 opportunities 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.
- **Public Infrastructure.** Ensuring a safe and efficient road and street network with proper storm drainage 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.

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.

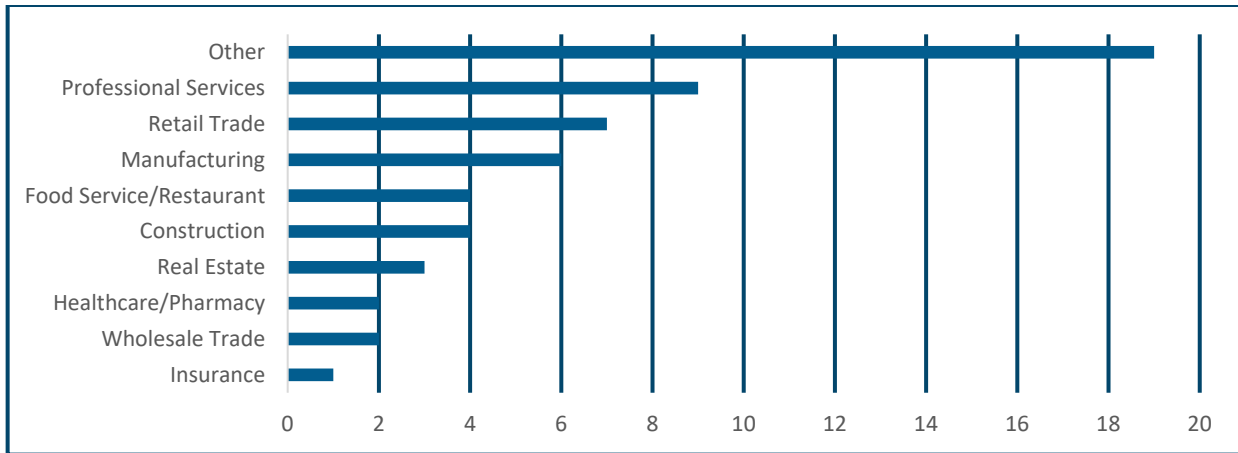
As part of our outreach, the Vineland-Millville UEZ team contacted representatives and members of the following organizations to ascertain their thoughts on the needs of the business community:

- Greater Vineland NAACP
- Vineland Downtown Improvement District
- Vineland NPP
- Vineland Chamber Hispanic Business Alliance
- Cumberland Empowerment Zone
- Vineland Industrial Commission
- Millville NPP
- Main Street Millville/Holly City Development Corporation
- Vineland African American Development Corporation
- Puerto Rican Action Committee

Through Survey Monkey, an online survey was distributed through the mailing lists of each municipality's UEZ, as well as the Greater 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 other interested individuals, 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 individuals who were interviewed represent a wide range of interests, with personal care services, restaurateurs, retail, professional services, and nonprofit leaders being represented, as well as representatives from the organizations listed above.



Many representatives of the organizations listed above were minority business owners themselves, 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 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 Hispanic 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 New Jersey Motorsports Park 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 coffee shops, 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.)”

Historically, both Cities had been home to major manufacturing firms, with Wheaton Glass in Millville likely being one of the more prominent. While this was mentioned enough in the survey results to be included in the “word cloud” above, one interviewee subject noted that this is particularly important for minorities, as they had been able to find gainful, family-sustaining employment among the manufacturing firms.

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 representatives of local organizations 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 from local organizations 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 downtowns of both cities, with one business owner noting the need for a crackdown on the homeless who take residence in the vestibules of the businesses in the downtown areas. Further stigmas involve a distrust between the minority community and the governments of the two Cities.

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 discussed during our interviews – it wasn't a pressing topic for many representatives of the organizations we interviewed. 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.”

However, representatives of the Vineland African American Development Corporation cited lack of financing opportunities for the Black community as one of the major impediments to success. He noted that many members of the Black community feel as if they are already beginning at a deficit, with the perception that they can't secure loans due to a lack of credit and little influence with area banks. This representative suggested that a potential workaround might involve secured loans being offered to minority entrepreneurs with a mentoring aspect, someone to help the new business owner learn the vagaries of business ownership as a requirement of the loan. Further, many have seen their opportunities dwindle – while the State made opportunities available for emerging minority business owners in the cannabis industry, many interested parties found the costs for entry to be prohibitive.

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, representatives from the organizations we interviewed 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 business 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 representatives of the organizations we interviewed 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 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 from various organizations noted that the large events bring them a lot of business, both during the events and afterwards. Further, the need for smaller events continues to remain important 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 4,000 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 approved
- Special events for 2024/2025

The Vineland-Millville joint Urban Enterprise Zone (UEZ) Preliminary Zone Development 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 improving 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, including by improving the infrastructure of current industrial areas.

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 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 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.

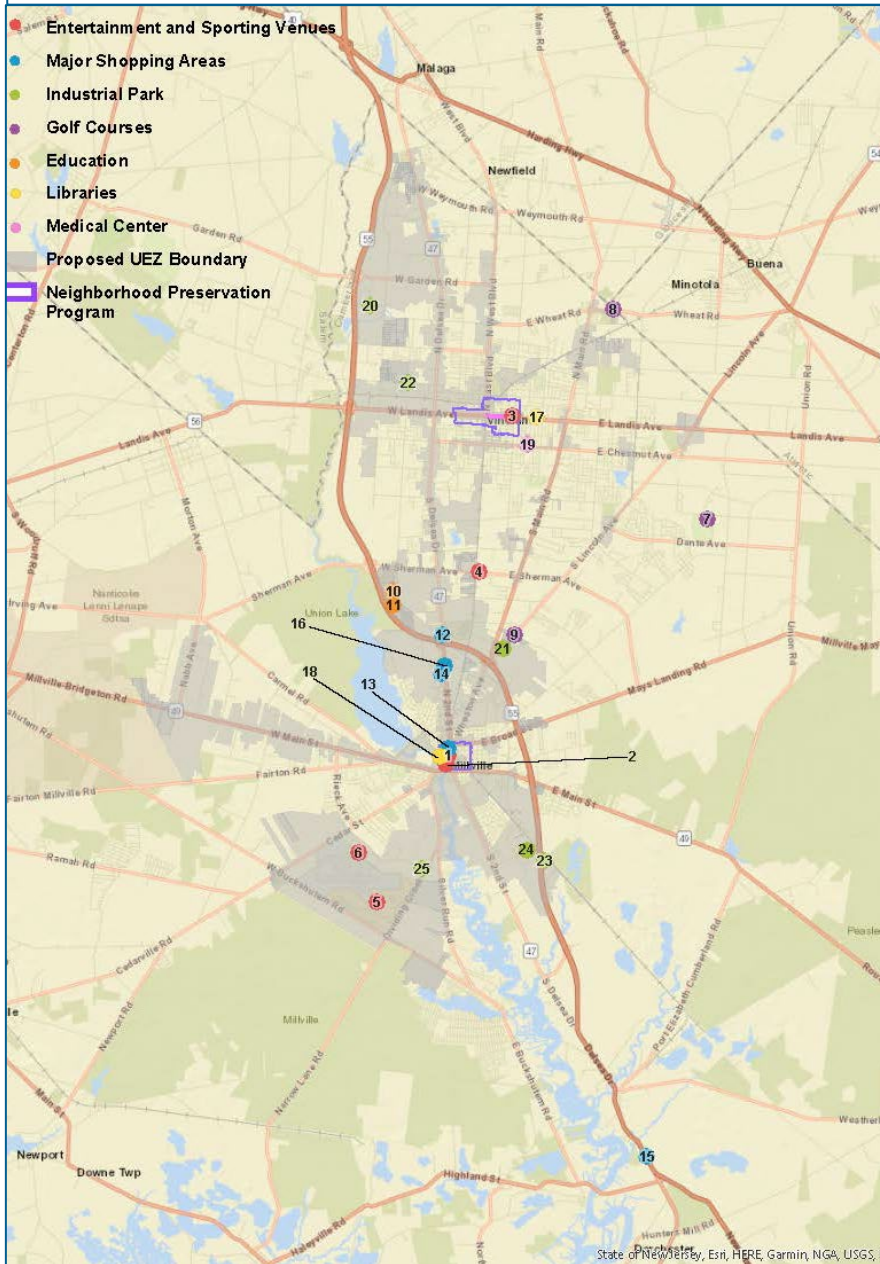
The Importance of Partnerships. No one organization or agency has the ability to implement all of the goals and initiatives of a plan. It involves the involvement of other organizations and entities which respect and share in those goals.

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.

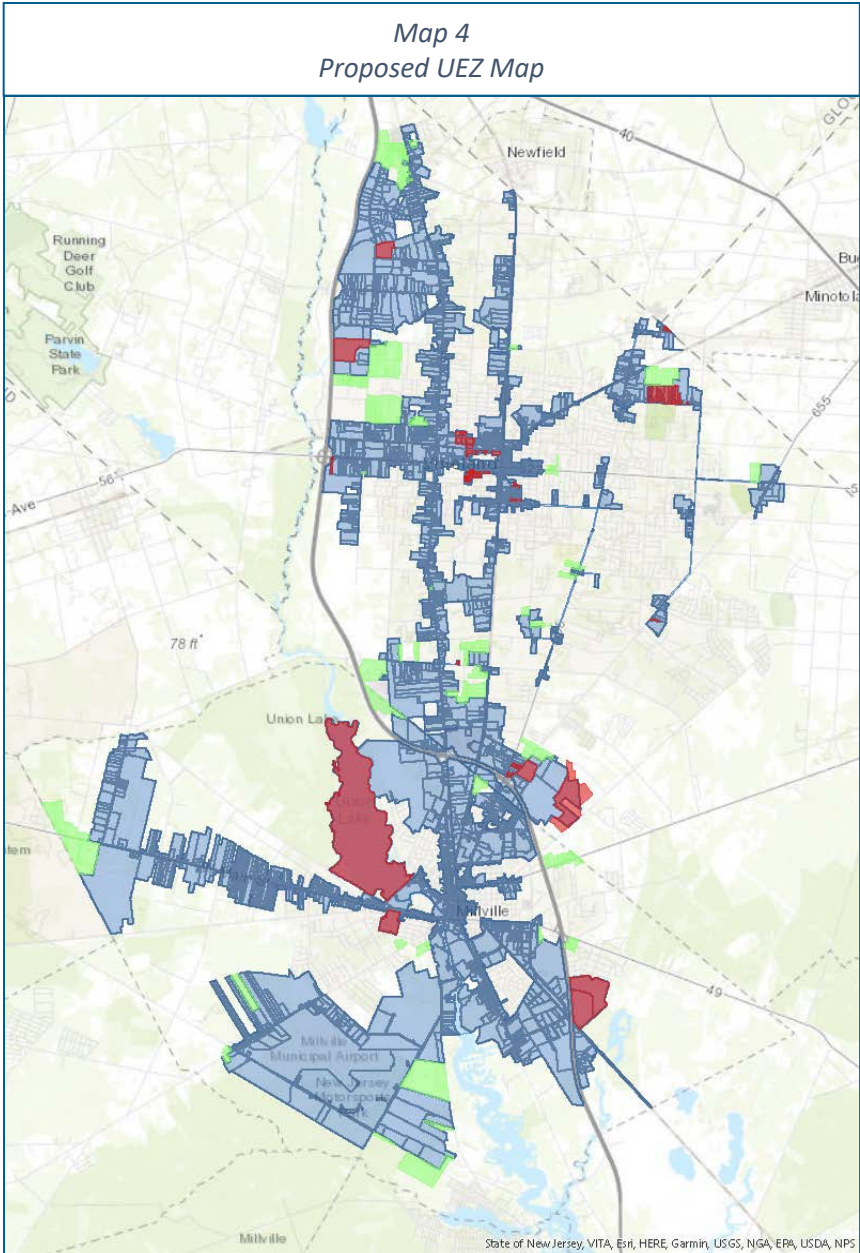
Map 3
Asset Map



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
24. Industrial Park: Lascarides Industrial Park
25. Industrial Park: Millville Airport 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 notable of these 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. 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 has not changed from the original, approved acreage. However, the boundaries have been modified to create additional opportunities for commercial and industrial expansion.

The Vineland/Millville UEZ aims to stimulate economic development and job creation by offering tax incentives and other benefits to businesses operating within the boundaries of the Zone. Rather than expanding the UEZ boundaries this year, the decision was made to concentrate efforts on removing parcels that are no longer viable for inclusion within the UEZ and adding parcels containing new businesses or areas primed for commercial expansion.

This strategic focus ensures that resources and incentives are directed towards enhancing the success of current businesses, leading to more significant economic improvements in the area, while ensuring that emerging businesses are provided with an opportunity for success. By focusing on these priorities, the UEZ can effectively boost employment opportunities, increase economic activity, and enhance the overall vitality of the region.

This approach will allow for more targeted assistance, ensuring that the benefits provided are utilized where they are most needed. Further, this method helps support the local community and workforce by fostering a stable and thriving business environment, ultimately contributing to the sustained economic health and growth of the two Cities.

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 opportunities 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, Storm Drainage 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 businesses. 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 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
<p>Secure Professional Services and Technical Support for Downtown Revitalization</p>	<p>Near to Long Term</p>	<p>Initiate plans, engineering work, design strategies and other plans to support the vision of the UEZ's downtowns 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
<p>Construct and Rehabilitate Buildings in the Downtowns and Improve Public Infrastructure</p>	<p>Near to Mid-Term</p>	<p>Work with the Cities to Develop Downtown Building Façade Improvements and Streetscape Beautification 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
	<p>Near to Long Term</p>	<p>Reduce or Eliminate Vacant and Abandoned Buildings in the Downtowns 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 align="center">Clean and Maintain the Commercial Corridors in the UEZ</p>	<p align="center">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 align="center">Promote more Public Safety Personnel and Investments in the Downtown</p>	<p align="center">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 align="center">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 align="center">Identify and Construct Placemaking Projects</p>	<p align="center">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 align="center">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>

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

Partners and Approaches

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	Enhance Marketing and Outreach to Attract New Business and Commercial Investment Funding/Partnership Examples: <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	Create a Business Retention Program that Outlines Tools to Help Retain Existing Business Funding/Partnership Examples: <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	Develop a Social Media Campaign aimed at Businesses in the UEZ, including Spanish and other Minority Businesses (Spanish Language outreach) Funding/Partnership Examples: <ul style="list-style-type: none"> • UEZ Program Funding • Bank Foundations • Verizon Foundation eGrants
	Near Term	Expand Traditional Public Advertising Campaigns to include Area Signage, Posters and Flyers Funding/Partnership Examples: <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 had 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 between the dates of July 27 through August 26. No public comments were received.

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. While the region does not have a high number of organizations representing minority interests, the organizations contacted by the UEZ team were those known to be most active.

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.

Vineland

- 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

Millville

- 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. 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.



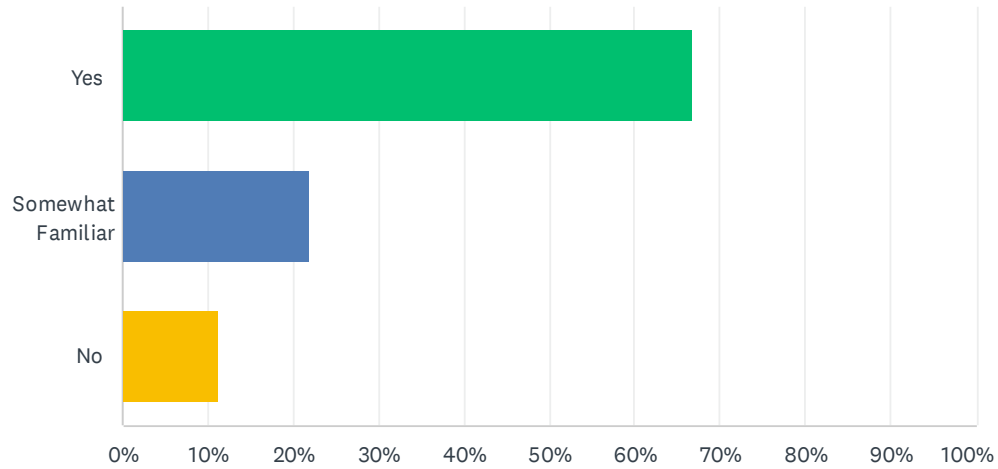
APPENDIX 1

SURVEY RESULTS



Q1 Are you familiar with the Urban Enterprise Zone Program in Vineland and Millville?

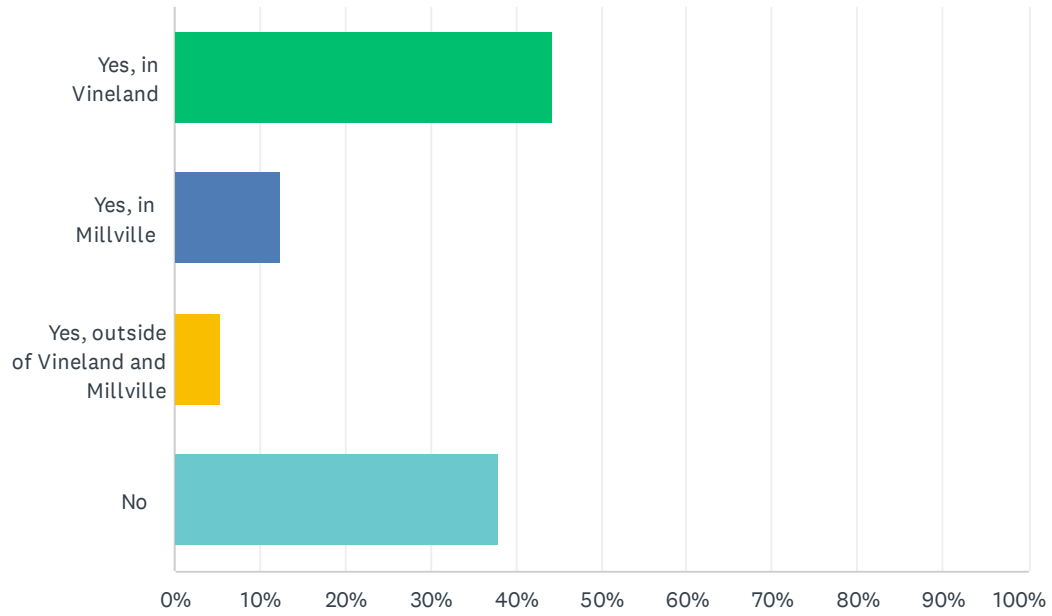
Answered: 114 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	66.67% 76
Somewhat Familiar	21.93% 25
No	11.40% 13
TOTAL	114

Q2 Are you a business owner?

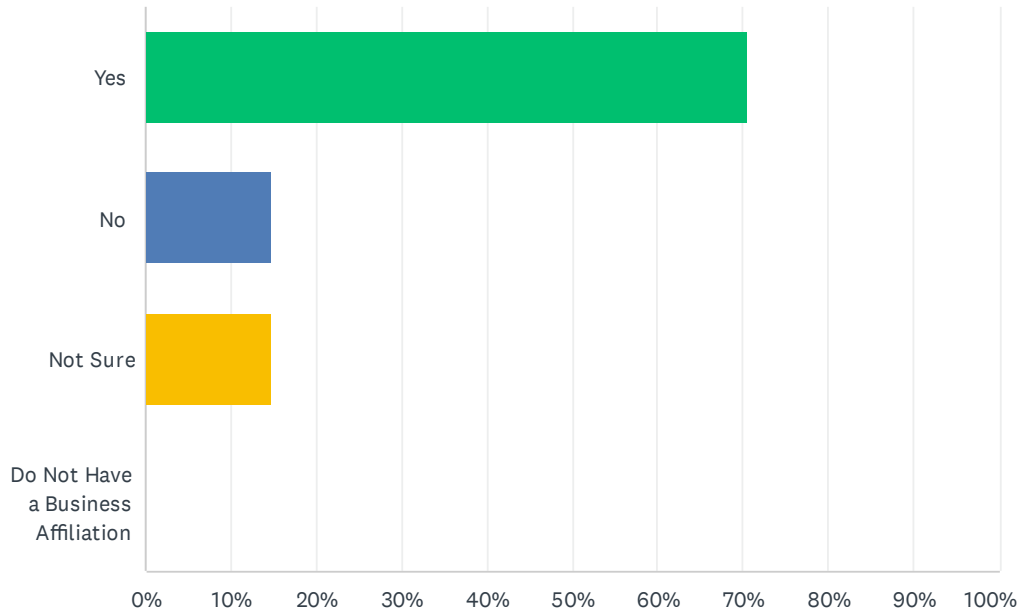
Answered: 113 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes, in Vineland	44.25%	50
Yes, in Millville	12.39%	14
Yes, outside of Vineland and Millville	5.31%	6
No	38.05%	43
TOTAL		113

Q3 Is your business currently located in the Urban Enterprise Zone?

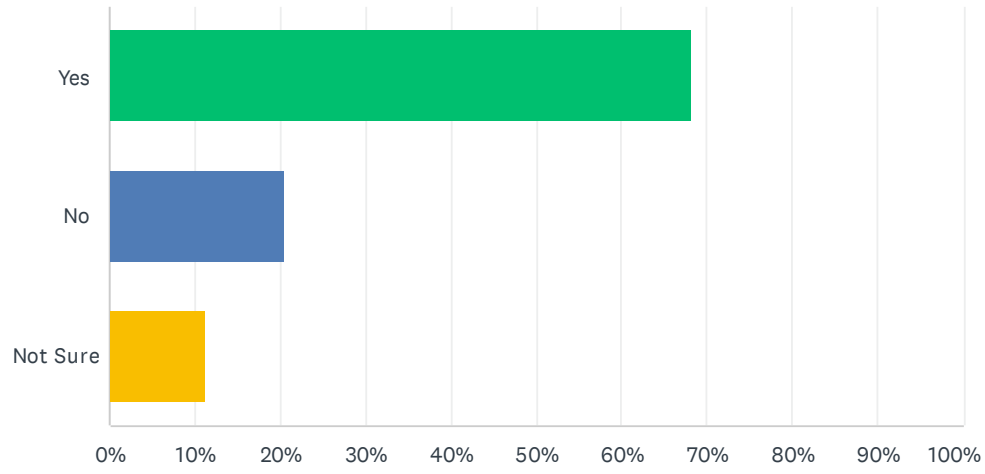
Answered: 61 Skipped: 53



ANSWER CHOICES	RESPONSES	
Yes	70.49%	43
No	14.75%	9
Not Sure	14.75%	9
Do Not Have a Business Affiliation	0.00%	0
TOTAL		61

Q4 Is your business a registered participant in the UEZ Program?

Answered: 44 Skipped: 70



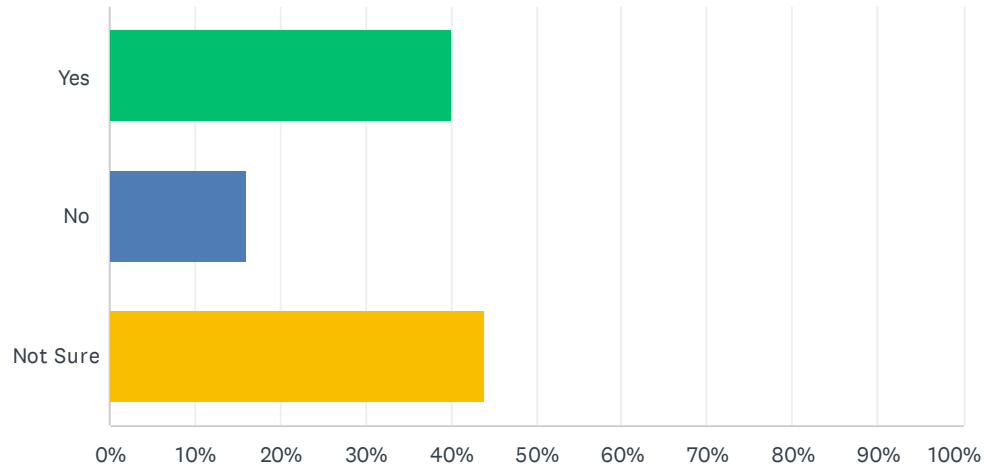
ANSWER CHOICES	RESPONSES	
Yes	68.18%	30
No	20.45%	9
Not Sure	11.36%	5
TOTAL		44

Q5 Why is your business not a registered Participant in the Urban Enterprise Zone?

Answered: 6 Skipped: 108

Q6 Are you interested in your business becoming a registered Participant in the UEZ Program?

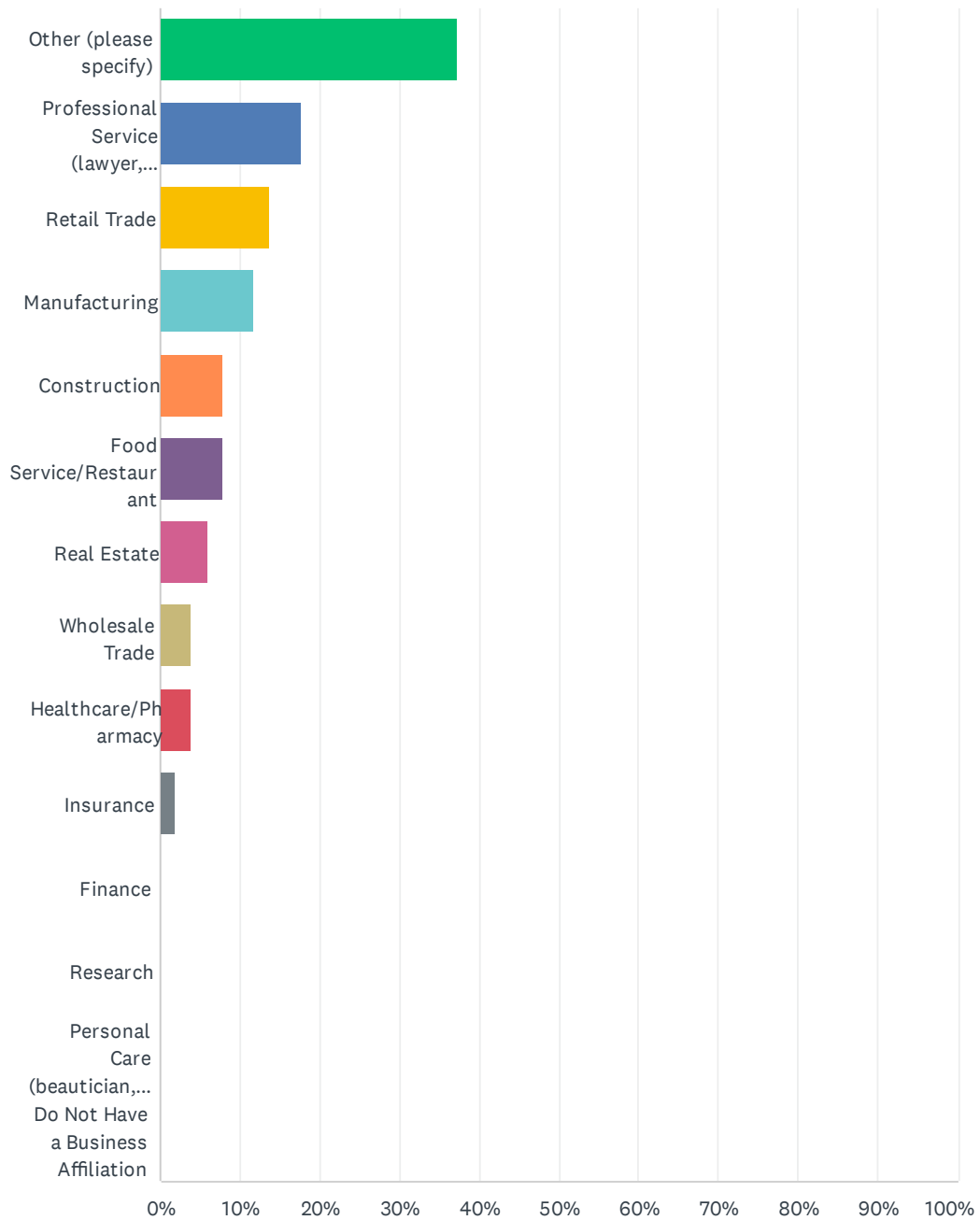
Answered: 25 Skipped: 89



ANSWER CHOICES	RESPONSES	
Yes	40.00%	10
No	16.00%	4
Not Sure	44.00%	11
TOTAL		25

Q7 What is the general nature of your business?

Answered: 51 Skipped: 63

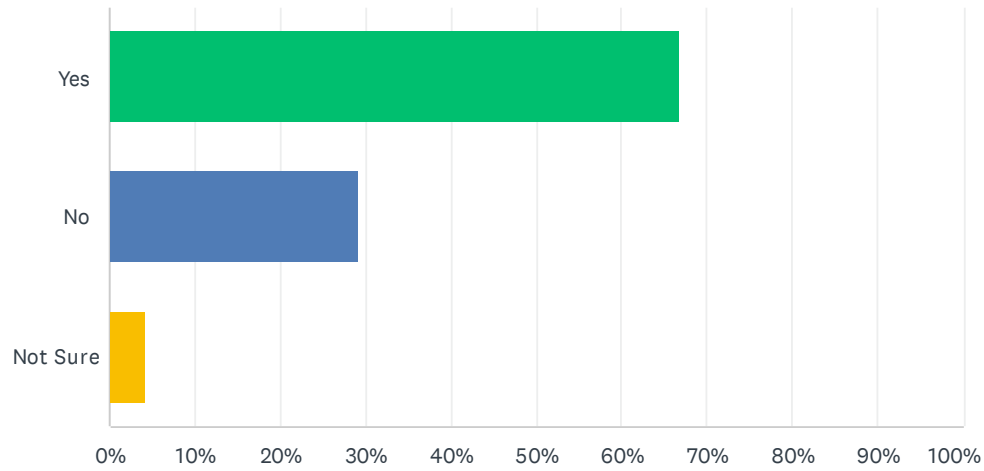


Vineland Millville UEZ Plan Survey

ANSWER CHOICES	RESPONSES	
Other (please specify)	37.25%	19
Professional Service (lawyer, accountant, physician, etc.)	17.65%	9
Retail Trade	13.73%	7
Manufacturing	11.76%	6
Construction	7.84%	4
Food Service/Restaurant	7.84%	4
Real Estate	5.88%	3
Wholesale Trade	3.92%	2
Healthcare/Pharmacy	3.92%	2
Insurance	1.96%	1
Finance	0.00%	0
Research	0.00%	0
Personal Care (beautician, nail salon, gym/fitness, etc.)	0.00%	0
Do Not Have a Business Affiliation	0.00%	0
Total Respondents: 51		

Q8 Is your clientele comprised mostly of local residents or do you get a significant amount of patronage from individuals outside of the Vineland/Millville Region?

Answered: 48 Skipped: 66



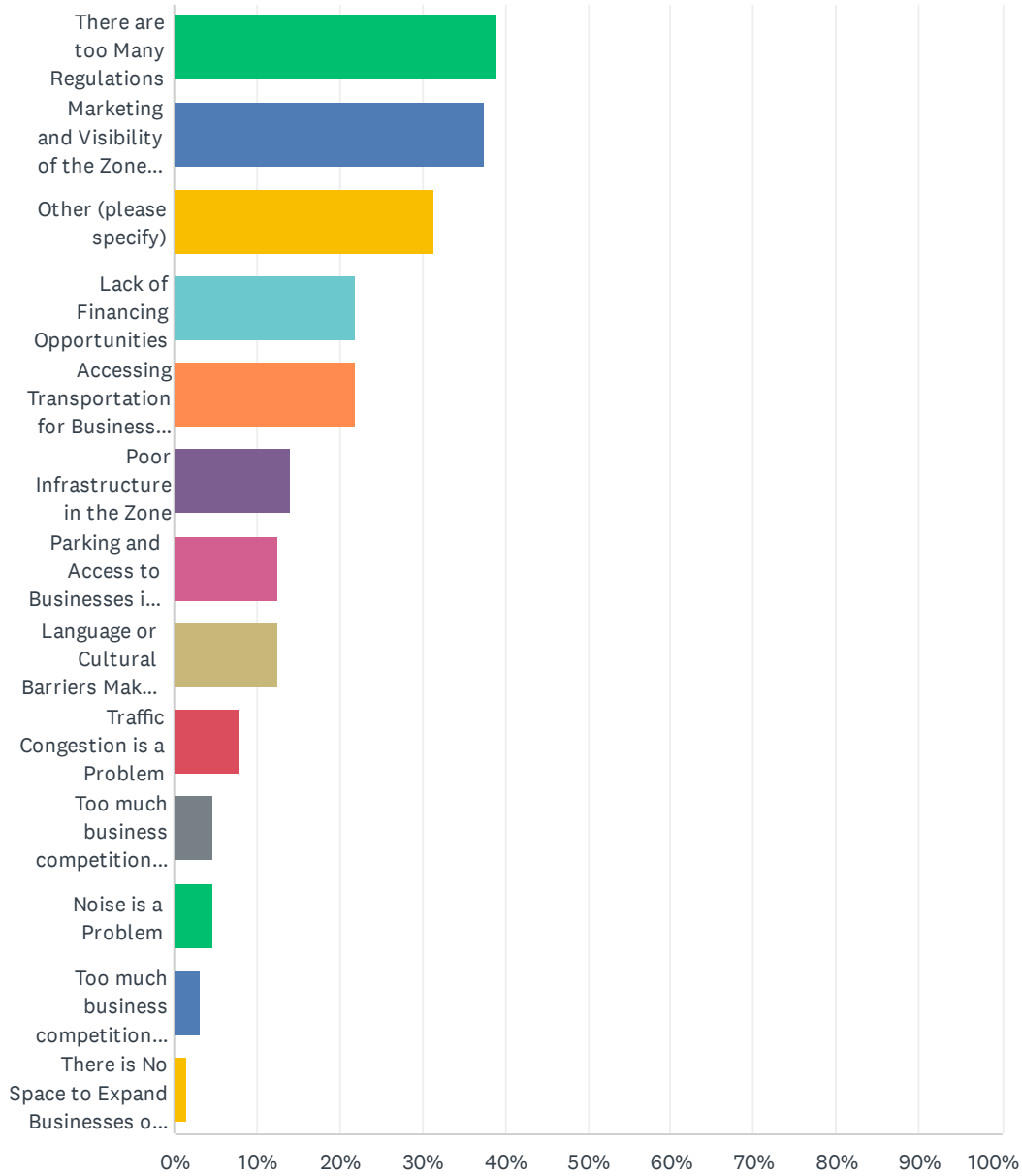
ANSWER CHOICES	RESPONSES	
Yes	66.67%	32
No	29.17%	14
Not Sure	4.17%	2
TOTAL		48

Q9 Which types of businesses do we need in the Vineland/Millville region?

Answered: 49 Skipped: 65

Q10 In your opinion, what are the principal challenges that the Urban Enterprise Zone faces today?

Answered: 64 Skipped: 50



Vineland Millville UEZ Plan Survey

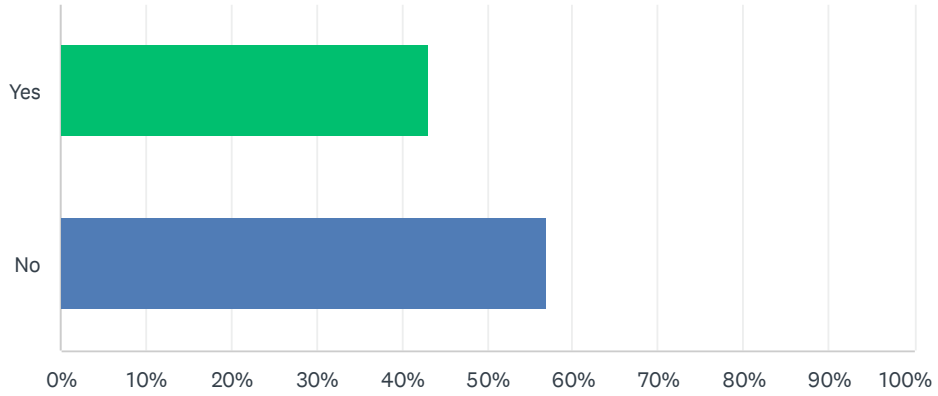
ANSWER CHOICES	RESPONSES	
There are too Many Regulations	39.06%	25
Marketing and Visibility of the Zone Needs to Expand	37.50%	24
Other (please specify)	31.25%	20
Lack of Financing Opportunities	21.88%	14
Accessing Transportation for Business Patrons is Challenging	21.88%	14
Poor Infrastructure in the Zone	14.06%	9
Parking and Access to Businesses in the Zone is a Problem	12.50%	8
Language or Cultural Barriers Makes Doing Business Difficult	12.50%	8
Traffic Congestion is a Problem	7.81%	5
Too much business competition regionally	4.69%	3
Noise is a Problem	4.69%	3
Too much business competition locally	3.13%	2
There is No Space to Expand Businesses or Services	1.56%	1
Total Respondents: 64		

Q11 Which specific types of investments should the Vineland/Millville Urban Enterprise Zone pursue?

Answered: 38 Skipped: 76

Q12 Would you be interested in receiving information on the Urban Enterprise Zone Program?

Answered: 65 Skipped: 49



ANSWER CHOICES	RESPONSES	
Yes	43.08%	28
No	56.92%	37
TOTAL		65

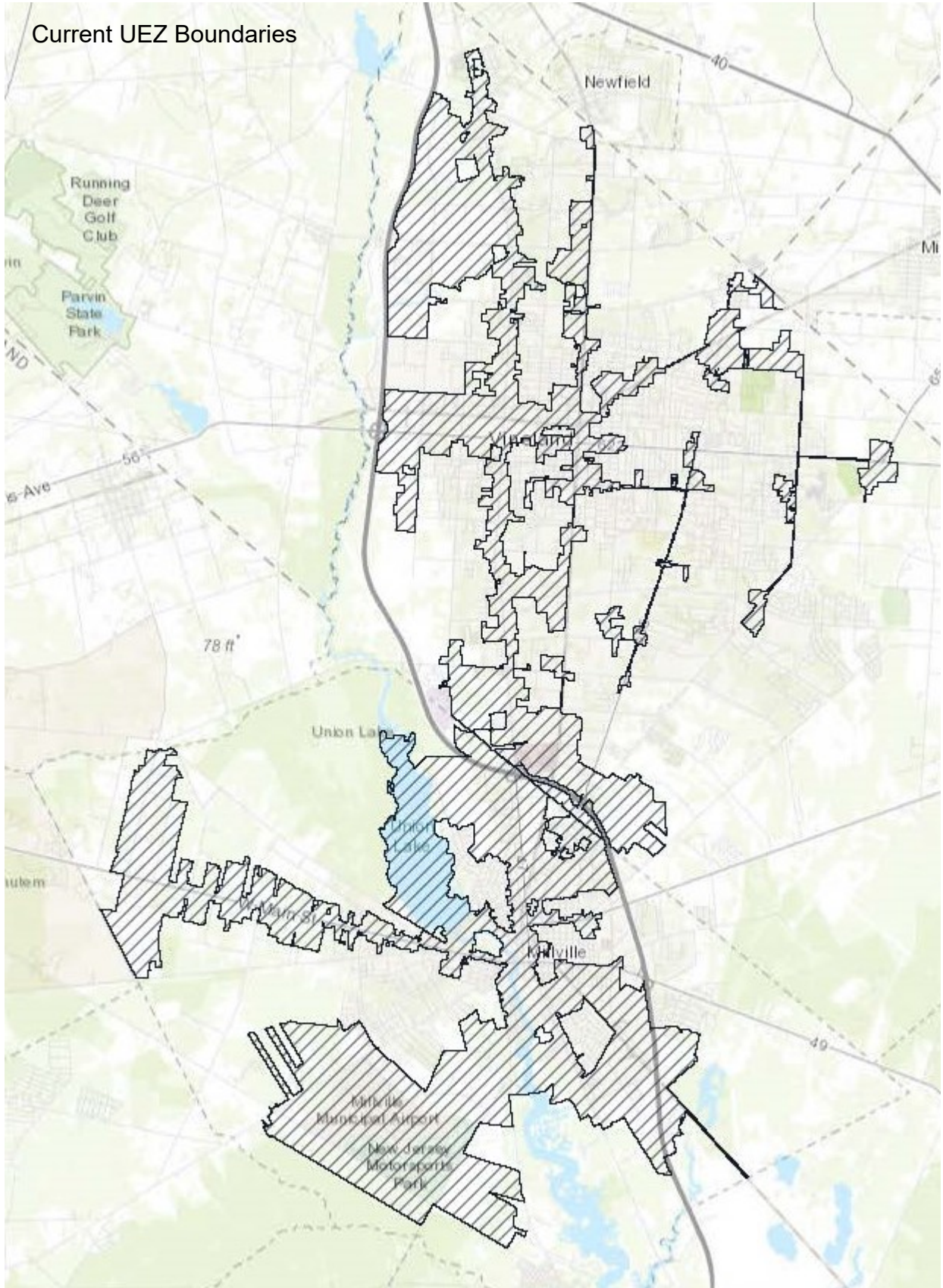
Q13 Do you have any comments or questions that might enhance the viability of the Urban Enterprise Zone?

Answered: 24 Skipped: 90

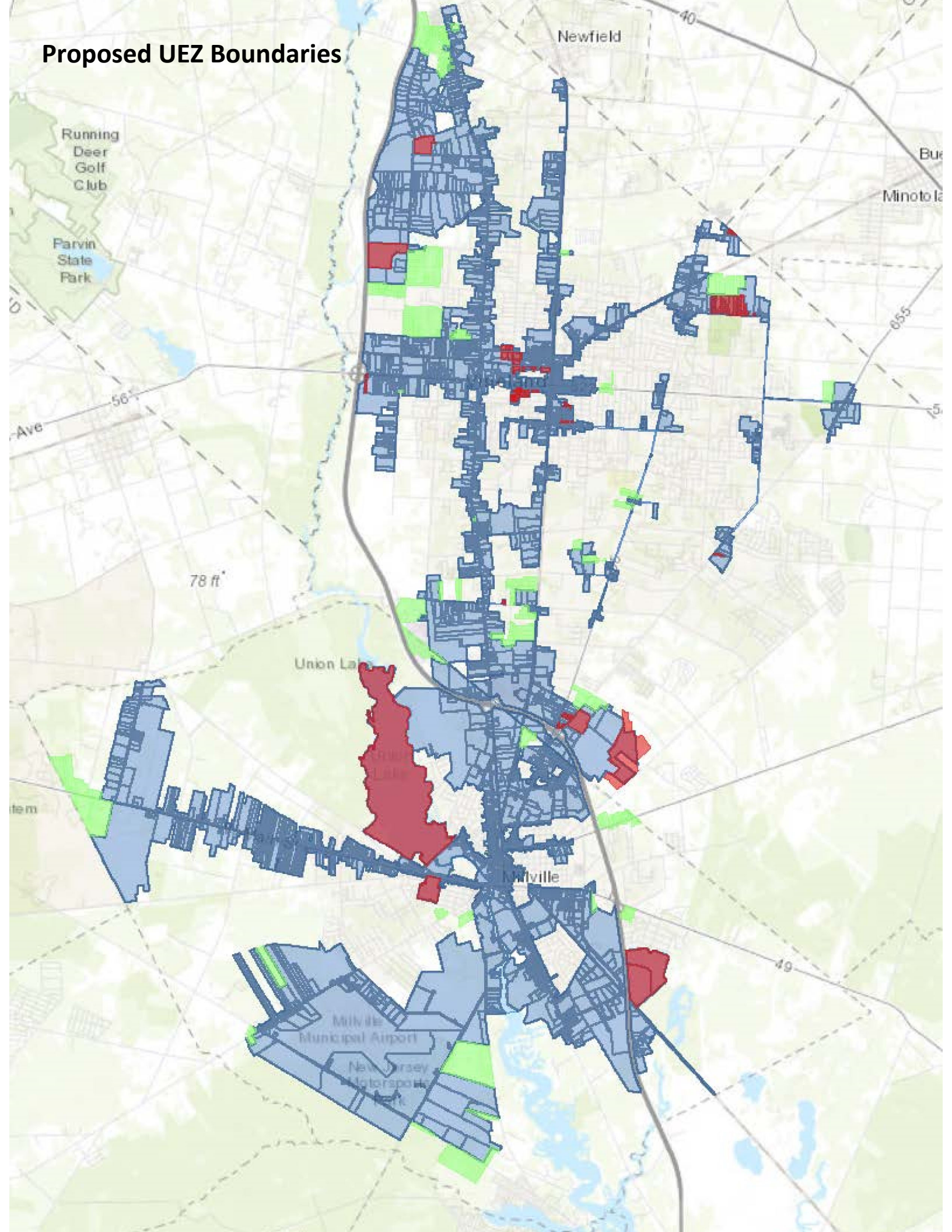


APPENDIX 2
EXISTING AND
PROPOSED UEZ MAPS
AND PROPOSED
BLOCK AND LOT
MODIFICATIONS

Current UEZ Boundaries



Proposed UEZ Boundaries



	ADD	DELETE
VINELAND	761.14	320.99
MILLVILLE	677.24	218.64
UNION LAKE		898.75
SUM	1438.38	1438.38
Change in total acreage		0.00

Added Lots

City of Vineland

<u>Block</u>	<u>Lot</u>	<u>Acreage</u>
116	2	4.72
117	1	0.30
117	2	0.25
118	1	0.17
118	2	0.12
118	3	0.11
118	4	0.12
118	5	0.11
118	6	0.11
118	7	0.12
118	8	0.11
118	9	0.17
119	1	0.17
119	2	0.12
119	3	0.11
119	4	0.12
119	5	0.12
119	6	0.12
119	7	0.11
119	8	0.12
120	1	0.26
120	2	0.11
120	3	0.12
120	4	0.17
120	5	0.11
120	6	0.17
121	1	0.14
121	2	0.14
121	3	0.17
121	4	0.11
121	5	0.12
121	6	0.12
122	1	0.41
122	2	0.14
122	3	0.30
122	4	0.11
122	5	0.12
123	1	0.37
123	2	0.32
123	3	0.23

124	1	0.18
124	2	0.22
125	1	0.02
126	1	0.08
126	2	0.52
126	3	0.29
126	4	0.34
127	1	0.34
127	2	0.11
127	3	0.17
127	4	0.29
127	5	0.34
128	1	0.49
128	2	0.29
129	1	1.29
130	2	1.90
130	3	0.01
130	4	0.09
131	3	0.08
131	5	6.77
131	6	9.39
131	7	1.98
132	9	16.51
132	10	0.10
132	12	0.47
132	13	1.10
132	14	1.10
132	15	0.09
132	16	0.18
132	17	0.28
132	18	3.84
132	19	3.83
132	20	3.83
132	21	3.29
132	22	10.00
132	23	11.50
132	24	0.59
303	1	0.88
303	2	0.74
303	3	0.90
303	9	0.21
303	10	0.23
303	11	0.13
303	12	0.13

303	13	0.13
303	14	0.13
303	15	0.59
303	16	0.33
303	17	1.49
304	1	1.15
304	2	0.23
304	3	0.46
305	1	0.69
305	2	0.34
305	3	0.11
305	4	0.11
305	5	0.12
305	6	0.12
306	1	0.27
306	6	0.19
306	7	0.12
306	8	0.13
306	9	0.06
306	10	0.15
307	1	0.27
307	2	0.19
307	6	0.13
307	7	0.13
307	16	0.13
307	17	0.19
307	18	0.13
308	1	0.12
308	2	0.34
308	3	0.40
308	4	0.06
308	5	0.17
308	6	0.11
308	7	0.23
308	8	0.23
309	1	0.69
309	2	0.40
309	3	0.20
309	4	0.17
309	5	0.17
310	1	0.25
310	2	0.28
311	1	0.11
311	2	0.06

311	3	0.32
311	4	0.29
312	1	0.23
313	1	0.34
1003	14.02	6.43
1301	25	1.18
1301	27	2.09
1501	2	23.78
1501	3	4.24
1501	4	7.17
1501	52	9.81
1501	53	14.59
1501	54	0.90
1501	55	2.11
1501	56	2.11
1501	57	0.40
1501	58	0.65
1501	59	0.65
1501	60	15.33
1501	61	1.91
1501	62	1.91
1501	63	1.66
1501	64	1.66
1501	65	3.21
1501	66	2.90
1501	67	0.26
1501	68	0.26
1501	69	1.72
1501	70	1.46
1501	71	1.92
1501	72	4.88
1501	73	2.47
1501	74	1.54
1501	75	3.28
1501	76	4.50
1501	77	6.63
1909	6	14.71
1909	7	7.18
1909	8	10.75
1909	11	15.50
1909	13	11.09
1909	14	5.88
2003	1	6.33
2003	2	1.77

2003	3	0.88
2003	4	0.88
2003	5	0.88
2003	6	0.88
2003	7	0.44
2003	8	0.44
2003	9	0.47
2003	10	0.47
2003	11	1.00
2003	12	1.00
2003	13	1.03
2003	14	1.39
2004	1	0.46
2004	2	0.48
2004	3	0.88
2004	4	0.66
2004	5	0.66
2004	6	0.88
2004	7	2.20
2004	8	0.44
2004	9	0.88
2004	10	0.44
2004	11	0.37
2004	12	0.37
2004	13	0.37
2004	14	0.69
2004	15	0.69
2004	16	0.34
2004	17	1.72
2004	18	0.76
2004	19	0.44
2004	20	0.66
2004	21	0.66
2004	22	1.10
2004	23	1.10
2004	24	4.54
2004	25	0.45
2004	26	0.45
2101	53	67.69
2101	54	0.58
2101	55	0.46
2101	56	1.03
2101	57	2.00
2101	58	1.94

2101	59	1.94
2101	60	1.94
2101	61	5.00
2101	62	2.00
2101	63	2.00
2101	64	1.21
2101	65	2.48
2101	66	2.07
2101	67	0.85
2101	68	0.80
2101	69	0.81
2101	70	0.39
2101	71	2.91
2101	72	1.94
2101	73	1.90
2101	74	1.92
2101	75	2.91
2101	76	2.92
2101	77	3.90
2104	99	1.38
2104	100	0.48
2104	101	0.43
2104	102	2.39
2104	103	0.73
2104	104	1.66
2104	105	1.46
2104	106	1.31
2104	107	1.02
2104	108	1.02
2104	109	1.22
2104	110	1.00
2104	111	0.32
2104	112	0.56
3116	32	0.72
3117	17	1.13
3118	19	1.23
3304	33	21.62
3501	69	1.02
4202	1	0.22
4202	2	0.79
4203	1	0.42
4203	2	0.40
4203	3	0.51
4204	1	1.63

4204	2	0.79
4405	33	1.91
5118	56	0.40
5118	57	0.31
5118	58	1.45
5804	16	7.42
5804	17	4.37
5804	38	9.77
5601	45	0.92
6002	1	57.51
6101	27	5.24
6101	28	5.09
6101	31	4.72
6103	19	4.63
6103	20	0.89
6103	21	3.52
6103	22	0.17
6103	23	0.91
6103	24	1.74
6103	30	3.41
6103	31	0.94
6103	32	1.20
6103	39	11.56
6103	40	11.84
6103	41	2.92
6201	15	1.50
6202	42	4.38
6202	56	2.69
6202	58	0.23
6202	59	3.13
6202	60	0.74
7002	19	3.94
7002	20	4.04
7002	29	1.42
7002	30	1.52
7002	31	0.57
7002	32	1.89
7002	33	4.25
7002	34	1.89
7002	35	0.88
7002	36	0.60
7002	37	1.25
7002	38	0.87
7002	39	0.76

7002	43.01	9.36
7003	7	8.18
7003	11	1.53
7003	12	1.16
7003	13	8.63
7004	3	1.44
7004	4	1.16
7004	5	2.78
7004	6	1.37
7004	7	1.02
7004	8	1.02
7109	11	8.66
7109	13.01	0.75
7109	14.01	8.24
7109	15	4.75
7503	1.01	5.11
7503	3.01	6.09
7503	47	4.82
7503	48.01	2.56
		<hr/>
		761.14

Added Lots
 City of Millville

<u>Block</u>	<u>Lot</u>	<u>Acreage</u>	
1	46.01	5.42	
1	47	11.56	
1	48	22.00	
1	49	0.92	
1	50	0.85	
1	51	8.76	
1	52	1.00	
1	53	19.96	
1	54	1.72	
2	33	6.07	
2	34	3.68	
19	1	42.65	
20	1	7.75	
36	1	1.70	
36	2	4.56	
36	3	0.08	
36	4	33.34	
36	4.01	0.20	
36	5	5.26	
36	6	68.50	
51	6.06	3.87	
51	7	1.46	
52	91	36.03	
87	31	8.72	
124	13	3.75	
124	13.01	1.25	
133	44	14.00	
135	1	156.97	
135	2	4.67	
135	3	1.64	
139	8	10.17	
139	25	11.78	
141	1	84.98	(1455' deep X 2544' wide) wetlands in rear of property not included
141	3	4.05	
141	4	1.25	
141	4.01	0.01	
234	60	12.57	
234	60.01	3.03	
234	61	5.47	
348	1	0.69	

348	2	1.33
348	3	1.75
348	4	1.83
348	5	1.38
348	6	2.68
348	6.01	1.56
348	6.02	1.69
348	7	1.38
348	8	1.44
348	9	2.84
348	10	8.01
348	11	4.10
348	12	1.52
354	21	0.12
354	22	0.13
402	4	0.54
402	4.09	0.57
402.01	1	0.52
402.01	2	0.45
402.01	3	0.45
402.01	4	0.47
402.01	5	0.50
403	1.01	1.09
403	6	1.03
403	6.02	0.63
408	1	0.71
408	2	3.36
408	42	1.40
500	5	0.52
500	6	5.85
512	1	1.35
512	2	2.93
512	3	0.75
512	4	2.00
512	5	7.26
512	6	0.77
		<hr/>
		677.24

Deleted Lots

City of Vineland

<u>Block</u>	<u>Lot</u>	<u>Acreage</u>
603	14	30.50
1003	14.02	71.19
1403	15	0.54
1403	16	0.57
1403	17	2.00
1909	34	0.86
1909	35	0.55
1909	36	0.50
1909	37	3.10
1909	38.1	0.60
1909	38.2	6.12
1909	39	4.88
1909	40	4.27
1909	41	5.00
1909	42	10.16
1909	43	1.78
1909	45	0.92
1909	46	0.36
1909	47.1	8.29
1909	48.1	0.93
1909	49	9.89
2232	18	1.30
2232	19	0.99
2232	20	1.31
2232	21	2.63
2801	9.01	3.89
2801	10.01	3.36
2901	1	5.03
2908	1	1.72
2909	1	3.44
2910	1	1.58
2911	1	0.87
2912	1	4.14
2916	1	0.43
2916	2	0.16
2916	3	0.14
2916	4	0.67
3402	1	4.63
3805	10	0.11
3805	11	0.11

3805	12	0.12
3805	13	0.12
3805	14	0.34
3805	15	0.17
3805	16	0.17
3805	17	0.17
3805	18	0.17
3806	1	0.17
3806	2	0.14
3806	3	0.14
3806	4	0.14
3806	5	0.17
3806	6	0.17
3806	7	0.17
3806	8	0.17
3806	10	0.17
3806	11	0.26
3806	12	0.24
3806	13	0.16
3806	14	0.14
3806	15	0.17
3806	16	0.17
3806	17	0.19
3806	18	0.19
3807	1	0.17
3807	2	0.10
3807	3	0.11
3807	4	0.17
3807	5	0.17
3807	6	0.17
3807	7	0.17
3807	8	0.14
3807	9	0.20
3807	10	0.13
3807	11	0.13
3807	12	0.09
3807	26	0.22
3808	21	0.09
3809	2	0.17
3809	3	0.17
3809	4	0.17
3809	5	0.17
3809	6	0.17
3809	7	0.23

3809	8	0.12
3809	9	0.17
3809	10	0.17
3809	11	0.17
3809	12	0.17
3809	13	0.17
3809	14	0.17
3809	15	0.17
3809	16	0.17
3809	17	0.11
3810	1	0.52
3810	2	0.25
3810	3	0.21
3810	4	0.17
3810	5	0.17
3810	6	0.17
3810	7	0.17
3810	8	0.12
3810	10	0.12
3810	11	0.15
3901	2	0.17
3901	3	0.17
3901	4	0.13
3901	5	0.26
3901	6	0.17
3901	7	0.17
3901	8	0.17
4102	2	0.51
4102	8	0.17
4102	9	0.12
4102	10	0.11
4102	11	0.10
4102	12	0.12
4102	13	0.12
4102	14	0.19
4102	15	0.23
4102	16	0.28
4114	1	0.14
4114	2	0.11
4114	25	0.17
4114	26	0.17
4114	27	0.18
4114	28	0.20
4115	1	0.12

4115	2	0.12
4115	3	0.16
4115	4	0.17
4115	5	0.11
4115	6	0.09
4115	7	0.11
4115	8	0.09
4115	9	0.18
4115	10	0.18
4115	11	0.17
4115	12	0.34
4115	13	0.25
4115	21	0.22
4115	22	0.12
6104	14	1.07
6402	119	1.62
7109	33	0.32
7109	34	0.20
7109	35	0.20
7109	36	0.20
7109	38	0.20
7109	39	0.20
7502	1	0.32
7502	2	0.20
7502	3	0.20
7502	4	0.37
7502	5	0.20
7502	6	0.39
7503	35.02	64.94
7503	45.01	30.74
7508	1	0.30
7508	3	0.40
7508	4	0.31
7509	1	0.49
7509	2	0.71
7509	3	0.30
		<hr/>
		320.99

Deleted Lots
City of Millville

<u>Block</u>	<u>Lot</u>	<u>Acreage</u>	
88	12	44.08	
578	16	93.67	
578	19	80.89	
		<u>218.64</u>	
35	1	898.75	Union Lake



APPENDIX 3
DOCUMENTATION OF
ADHERENCE TO UEZ GUIDELINES



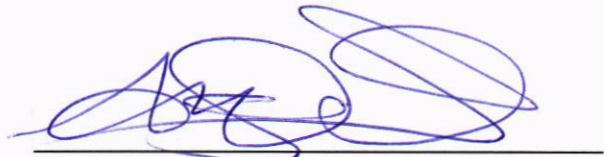
RESOLUTION 23-22

A RESOLUTION OF THE ENTERPRISE ZONE DEVELOPMENT CORPORATION OF VINELAND-MILLVILLE AUTHORIZING AN APPLICATION TO THE NEW JERSEY URBAN ENTERPRISE ZONE AUTHORITY FOR FIRST GENERATION ENTERPRISE ZONE ASSISTANCE FUNDS TO CREATE A FIVE-YEAR DEVELOPMENT PLAN.

WHEREAS, On November 14, 2023 the Enterprise Zone Development Corporation of Vineland and Millville approved the submission of this proposal to the New Jersey Urban Enterprise Zone Authority for use of First Generation Enterprise Zone Assistance Funds for Vineland Millville to create a five year development plan and;

WHEREAS, the request is not-to-exceed \$45,000 paid by Vineland not more than \$30,000.00 and Millville not more than \$15,000.00;

NOW, THEREFORE, BE IT RESOLVED by the Enterprise Zone Development Corporation of Vineland and Millville that said Corporation does hereby approve resolution 23-22 authorizing an application to the New Jersey Urban Enterprise Zone Authority for First Generation Enterprise Zone Assistance Funds for creation of a five-year development plan.



Chairman/Co-Chairman Signature



Attest: Secretary's Signature

I, Sandra Forosisky, Secretary of the Enterprise Zone Development Corporation of Vineland and Millville, Cumberland County, New Jersey, do hereby certify that the foregoing Resolution was adopted and approved on November 14, 2023

RESOLUTION 22-15

A Resolution of the Enterprise Zone Development Corporation of Vineland and Millville Authorizing Submission of a Letter of Request to the UEZA to Obtain Authorization to Publish a Request for Proposal for Professional Assistance in Developing a 5-Year Zone Development Plan

WHEREAS, Enterprise Zone Development Corporation of Vineland and Millville was awarded designation as an Urban Enterprise community effective November 1, 1994, meeting the qualifying criteria as an urban-depressed city with unemployment rates exceeding the State's averages; and

WHEREAS, per Section 9 of P.L.1983, c.303, sub-section C.52:27H-68 of the New Jersey State Urban Enterprise Zone law, Preliminary zone development plan, the municipal governing body shall cause a preliminary zone development plan to be formulated, either by a zone development corporation or by the governing body, with the assistance of those officers and agencies of the municipality as the governing body may see fit; and

WHEREAS, a municipality with a zone development plan that was approved more than five years prior to the effective date of P.L.2021, c.197, the governing body of the municipality shall submit an updated preliminary zone development plan pursuant to this section; and

WHEREAS, per sub-section C.52:27H-68 b.(1) of the UEZ law, The governing body of a municipality may request from the UEZ Authority an amount not to exceed 10 percent of the municipality's zone assistance fund allocation or \$125,000, whichever is greater, to fund, in whole or in part, the costs associated with formulating a preliminary zone development plan, which amount the governing body may use to pay employees, or to retain a consultant, to formulate the plan; and

WHEREAS, the Enterprise Zone Development Corporation of Vineland and Millville intends to submit a Letter of Request to the New Jersey Urban Enterprise Zone Authority (UEZA) requesting to publish a public notice of Request for Proposal (RFP) to receive proposals from qualified professionals to assist in developing Vineland-Millville UEZ's 5-Year Zone Development Plan: and

NOW, THEREFORE, BE IT RESOLVED, by the Board of Trustees of the Vineland Millville Development Corporation does hereby direct the submission of a Letter of Request to the UEZA to authorize the publishing of a public notice of Request for Proposal (RFP) to receive proposals from qualified professionals to assist in developing Vineland Millville UEZ's 5-Year Zone Development Plan.



Chairman/Co-Chairman Signature



Attest: Secretary's Signature – Meeting Date 8/9/2022

I, Sandra Forosisky, Secretary of the Enterprise Zone Development Corporation Cumberland County, New Jersey, do hereby certify that the foregoing Resolution was adopted and approved at a meeting conducted on August 9, 2022.

(SEAL)

RESOLUTION NO. 2022-345

A RESOLUTION AUTHORIZING THE ENTERPRISE ZONE DEVELOPMENT CORPORATION OF VINELAND AND MILLVILLE TO REQUEST PROPOSALS FOR FORMULATION OF A FIVE YEAR PRELIMINARY DEVELOPMENT PLAN

WHEREAS, within the City of Vineland are areas defined as areas eligible for designation as areas in need of rehabilitation in accordance with N.J.S.A. 52:27H-69; and

WHEREAS, the municipalities of Vineland and Millville are part of the joint Urban Enterprise Zone known as the Enterprise Zone Development Corporation of Vineland and Millville (UEZ); and

WHEREAS, in accordance with N.J.S.A. 52:27H-68 "For a municipality with a zone development plan that was approved more than five years prior to the effective date of P.L. 2021, c. 197, the governing body of the municipality shall submit an updated preliminary zone development plan..."; and

WHEREAS, in accordance with N.J.S.A. 52:27H-68 b. (1), "the governing body of a municipality may request from the UEZ Authority an amount not to exceed 10 percent of the municipality's zone assistance fund allocation or \$125,000.00, whichever is greater, to fund, in whole or in part, the costs associated with formulating a preliminary zone development plan, which amount the governing body may use to pay employees or to retain a consultant, to formulate the plan. Prior to soliciting a consultant to formulate the plan with these funds, the governing body of a municipality shall submit to the UEZ Authority the proposed solicitation.

NOW THEREFORE BE IT RESOLVED, that the City Council of the City of Vineland approves and authorizes the solicitation of a Request for Proposals for a consultant to prepare a 5-year preliminary development plan for and under the direction of the UEZ.

BE IT FURTHER RESOLVED that City Council requests from the UEZ Authority an amount to exceed 10 percent of the municipality's zone assistance fund allocation or \$125,000.00, whichever is greater, to fund, in whole or in part, the costs associated with formulating a preliminary zone development plan.

Adopted: August 23, 2022



President of Council

eea

ATTEST:




City Clerk

kp

CERTIFICATION

I, Keith Petrosky, RMC, Municipal Clerk of the City of Vineland, Cumberland County, New Jersey, do hereby certify that the foregoing Resolution is a true and correct copy of a Resolution adopted by the Council of the City of Vineland, at a meeting conducted on August 23, 2022 at City Hall, Vineland, New Jersey.





Keith Petrosky, RMC
Municipal Clerk

RESOLUTION NO. 290-2022

A RESOLUTION OF THE ENTERPRISE ZONE DEVELOPMENT CORPORATION OF VINELAND AND MILLVILLE AUTHORIZING SUBMISSION OF A LETTER OF REQUEST TO THE UEZA TO OBTAIN AUTHORIZATION TO PUBLISH A REQUEST FOR PROPOSAL FOR PROFESSIONAL ASSISTANCE IN DEVELOPING A 5-YEAR ZONE DEVELOPMENT PLAN

WHEREAS, the Enterprise Zone Development Corporation of Vineland and Millville was awarded designation as an Urban Enterprise community effective November 1, 1994, meeting the qualifying criteria as an urban-depressed city with unemployment rates exceeding the State's averages; and

WHEREAS, per Section 9 of P.L.1983, c.303, sub-section C.52:27H-68 of the New Jersey State Urban Enterprise Zone law, Preliminary zone development plan, the municipal governing body shall cause a preliminary zone development plan to be formulated, either by a zone development corporation or by the governing body, with the assistance of those officers and agencies of the municipality as the governing body may see fit; and

WHEREAS, a municipality with a zone development plan that was approved more than five years prior to the effective date of P.L.2021, c.197, the governing body of the municipality shall submit an updated preliminary zone development plan pursuant to this section; and

WHEREAS, per sub-section C.52:27H-68 b.(1) of the UEZ law, the governing body of a municipality may request from the UEZ Authority an amount not to exceed 10 percent of the municipality's zone assistance fund allocation or \$125,000, whichever is greater, to fund, in whole or in part, the costs associated with formulating a preliminary zone development plan, which amount the governing body may use to pay employees, or to retain a consultant, to formulate the plan; and

WHEREAS, the Enterprise Zone Development Corporation of Vineland and Millville intends to submit a Letter of Request to the New Jersey Urban Enterprise Zone Authority (UEZA) requesting to publish a public notice of Request for Proposal (RFP) to receive proposals from qualified professionals to assist in developing Vineland-Millville UEZ's 5-Year Zone Development Plan; and

NOW, THEREFORE BE IT RESOLVED, by the Commissioner of the City of Millville does hereby support the Board of Trustees of the Vineland-Millville Development Corporation in the submission of a Letter of Request to the UEZA to authorize the publishing of a public notice of Request for Proposal (RFP) to receive proposals from qualified professionals to assist in developing Vineland-Millville UEZ's 5-Year Zone Development Plan.

Moved By: Sooy
Seconded By: Hewitt

VOTING

Lisa M. Orndorf
Joseph Sooy
Benjamin J. Romanik
Charles Kirk Hewitt
Robert W. McQuade, Jr.

In Favor	Against	Abstain	Absent
X			
X			
X			
X			
X			

CERTIFICATION

I certify that the foregoing is a true copy of a Resolution adopted by the Board of Commissioners, of the City of Millville in the County of Cumberland, at a meeting thereof held on September 6, 2022.



Jeanne M. Parkinson, City Clerk

REQUEUST FOR PROPOSALS

COV RFP # 2023-29 (RE-BID)

**5 YEAR DEVELOPMENT PLAN FOR VINELAND
AND MILLVILLE URBAN ENTERPRIZE ZONE**

**DUE DATE: FRIDAY, OCTOBER 13, 2023
BY 1:00 P.M.**

SEND RESPONSES TO:

**JEANINE N. BROWNLEE, QPA
PURCHASING AGENT
640 E. WOOD STREET
P.O. BOX 1508
VINELAND, NJ 08360**

GENERAL REQUIREMENTS/INSTRUCTIONS

Proposal Submission Information

Submission Date and Time:

Friday, October 13, 2023 by 1:00 P.M.

Submission Office:

City of Vineland Purchasing Department
5th Floor
City Hall
640 E. Wood Street
Vineland, NJ 08360

Respondents shall clearly mark their submittal package with the title of this RFP and the name of the responding firm, addressed to the Purchasing Agent. The original proposal shall be marked to distinguish it from the copies.

Respondents are required to submit their expressions of interest, qualifications and experience. **One (1) original and Three (3) copies** of the Proposal, **INCLUSIVE OF ALL** information must be provided to the City's Purchasing Agent. Proposals are scheduled to be opened **1:00 PM on Friday, October 13 , 2023**. Any proposals received after said opening whether by mail or otherwise, will be returned unopened. The City assumes no responsibility for delays in any form of carrier, mail, or delivery service causing the proposal to be received after the above-referenced due date and time. Submission by fax, e-mail or telephone is **NOT PERMITTED**. Delivery of a proposal to any other City of Vineland Department or office is not acceptable and may result in your bid arriving late in the Purchasing Department. It is the bidder's responsibility to make sure the proposal is delivered to the proper office as listed above.

Only those RFP responses received prior to or on the submission date & time will be considered. Responses delivered before the submission date and time specified above may be withdrawn upon written application of the respondent who shall be required to produce evidence showing that the individual is or represents the principal or principals involved in the proposal. After the submission date and time specified above, responses must remain firm for a period of sixty (60) days.

City Representative for this Solicitation

Please direct all questions in writing to:

Jeanine N. Brownlee, QPA
Purchasing Agent

Voice: (856) 794-4040
Fax: (856) 794-4327
Email: PurchasingOffice@vinelandcity.org

NOTE: Questions must be submitted in writing no later than noon on Monday, September 25, 2023. Questions received after this day and time will not be accepted.

Interpretations and Addenda

Respondents are expected to examine the RFP with care and observe all its requirements. All questions about the meaning or intent of this RFP, all interpretations and clarifications considered necessary by the owner's representative in response to such comments and questions will be issued by Addenda mailed or delivered to all parties recorded as having received the RFP package. Only comments and questions responded to by formal written Addenda will be binding. Oral interpretations, statements or clarifications are without legal effect.

Cost Liability and Additional Costs

The owner assumes no responsibility and liability for costs incurred by the respondents prior to the issuance of an agreement. The liability of the owner shall be limited to the terms and conditions of the contract.

Respondents will assume responsibility for all costs not stated in their proposals. All unit rates either stated in the proposal or used as a basis for its pricing are required to be all-inclusive. Additional charges, unless incurred for additional work performed by request of the owner, are not to be billed and will not be paid.

Statutory and Other Requirements

Compliance with Laws

Any contract entered into between the contractor and the owner must be in accordance with and subject to compliance by both parties with the New Jersey Local Public Contracts Law. The contractor must agree to comply with the non-discrimination provisions and all other laws and regulations applicable to the performance of services there under. The respondent shall sign and acknowledge such forms and certificates as may be required by this section.

Mandatory Affirmative Action Compliance

No firm may be issued a contract unless it complies with the Affirmative Action requirements of N.J.S.A. 10:5-31 et seq. and N.J.A.C. 17:27 as identified in the documents attached hereto. The form enclosed herein shall be properly executed.

Americans with Disabilities Act of 1990

Discrimination on the basis of disability in contracting for the delivery of services is prohibited. Respondents are required to read American with Disabilities language that is part of the documents attached hereto and agree that the provisions of Title II of the Act are made part of the contract. The contractor is obligated to comply with the Act and hold the owner harmless.

Stockholder Disclosure

No corporation or partnership shall be awarded any contract for the performance of any work or the furnishing of any goods, unless, with receipt of the proposal of said corporation or partnership, there is submitted a statement setting forth the names and addresses of all stockholders in the corporation or partnership who own ten (10) percent or greater interest therein. Respondents shall complete and submit the form of statement included herein.

N.J. Business Registration Certificate

Pursuant to C57, PL2004, all New Jersey and out of state business organizations must obtain a Business Registration Certificate from the New Jersey Department of the Treasury, Division of Revenue, prior to conducting business in the State of New Jersey. Respondents shall be required to submit proof of their valid Business Registration prior to contract award. Questions regarding Business Registration may be directed to the Division of Revenue at (609) 292-1730. Online filing is available at www.state.nj.us/treasury/revenue/taxreg.htm.

Insurance and Indemnification

If it becomes necessary for the contractor, either as principal or by agent or employee, to enter upon the premises or property of the owner in order to construct, erect, inspect, make delivery or remove property hereunder, the contractor hereby covenants and agrees to take use, provide and make all proper, necessary and sufficient precautions, safeguards, and protection against the occurrence of happenings of any accident, injuries, damages, or hurt to person or property during the course of the work herein covered and his/her sole responsibility.

The contractor further covenants and agrees to indemnify and save harmless the owner from the payment of all sums of money or any other consideration(s) by reason of any, or all, such accidents, injuries, damages, or hurt that may happen or occur upon or about such work and all fines, penalties and loss incurred for or by reason of the violation of any owner regulation, ordinance or the laws of the State, or the United States while said work is in progress.

The contractor shall purchase and maintain during the entire period of this contract, professional liability insurance which shall protect the contractor and the City from any and all claims that may arise out of or result from the contractor's performance of this contract. A Certificate of Insurance in the amount of one million (\$1,000,000.00) dollars per occurrence/three million (\$3,000,000.00) annual aggregate shall be provided to the City prior to contract award.

Multiple Proposals Not Accepted

More than one proposal from an individual, a firm or partnership, a corporation or association under the same or different names, shall not be considered.

Failure to Enter Contract

Should the respondent, to whom the contract is awarded, fail to enter into a contract within ten (10) days, Sundays and holidays excepted, the owner may then, at its option, accept the proposal of another respondent.

Termination of Contract

If, through any cause, the contractor shall fail to fulfill in a timely and proper manner obligations under the contract or if the contractor violates any requirements of the contract, the owner shall thereupon have the right to terminate the contract by giving written notice to the contractor of such termination at least thirty (30) days prior to the proposed effective date of the termination. Such termination shall relieve the owner of any obligation for the balances to the contractor of any sum or sums set forth in the contract.

The contractor agrees to indemnify and hold the owner harmless from any liability to subcontractors/suppliers concerning payment for work performed or goods supplied arising out of the lawful termination of the contract by the owner under this provision. In case of default by the contractor, the owner may procure the articles or services from other sources and hold the contractor responsible for any excess cost occasioned thereby.

Challenge of Specifications

Any respondent who wishes to challenge a specification shall file such challenge in writing with the Director of Purchasing no less than three (3) business days prior to the opening of the RFP's. Challenges filed after that time shall be considered void and having no impact on the owner or the award of contract.

Payment

Invoices shall specify, in detail, the period for which payment is claimed, the services performed during the prescribed period, the amount claimed and correlation between the services claimed and the Proposal Document.

The City may withhold all or partial payments on account of subsequently discovered evidence including but not limited to the contractor not complying with the terms of the contract.

When the above grounds are removed, payment shall be made for amounts withheld because of them.

Contractors shall be required to sign a City voucher for payment.

Ownership of Material

The owner shall retain all of its rights and interest in any and all documents and property both hard copy and digital furnished by the owner to the contractor for the purpose of assisting the contractor in the performance of this contract. All such items shall be returned immediately to the owner at the expiration or termination of the contract or completion of any related services, pursuant thereto, whichever comes first. None of the documents and/or property shall, without the written consent of the owner, be disclosed to others or used by the contractor or permitted by the contractor to be used by their parties at any time except in the performance of the resulting contract.

Ownership of all data, materials and documentation originated and prepared for the owner pursuant to this contract shall belong exclusively to the owner. All data, reports, computerized information, programs and materials related to this project shall be delivered to and become the property of the owner upon completion of the project. The contractor shall not have the right to use, sell, or disclose the total of the interim or final work products, or make available to third parties, without the prior written consent of the owner. All information supplied to the owner may be required to be supplied on CD-ROM media compatible with the owner's computer operating system, MS Windows based, Lotus Suite.

Annual Disclosure Statement on Political Contributions

The contractor is hereby advised of the responsibility to file an annual disclosure statement on political contributions with the New Jersey Election Law Enforcement Commission pursuant to N.J.S.A. 19:44A-20.13 (P.L. 2005, c. 271, s.3) if the contractor receives contracts in excess of \$50,000.00 from public entities in a calendar year. It is

the contractor's responsibility to determine if filing is necessary. Additional information on this requirement is available from ELEC at (888) 313-3532 or at www.elec.state.nj.us.

Proposal Forms

The following forms are contained in the attachments. All forms are required and shall be completed and made part of the proposal submitted.

Stockholder Disclosure
Affirmative Action Statement
Acknowledgment of Receipt of Addenda, if any.
Disclosure of Investment Activities in Iran
Prohibited Activities in Russia or Belarus

Proposals to Remain Subject to Acceptance

RFP responses shall remain open for a period of sixty (60) calendar days from the stated submittal date. The owner will either award the Contract within the applicable time period or reject all proposals. The owner may extend the decision to award or reject all proposals beyond the sixty (60) calendar days when the proposals of any respondents who consent thereto may, at the request of the owner, be held for consideration for such longer period as may be agreed.

Rejection of Proposals

The owner reserves the right to reject any or all proposals, or to reject any proposals if the evidence submitted by, or investigation of such respondent fails to satisfy the owner that such respondent is properly qualified to carry out the obligations of the RFP and to complete the work contemplated therein. The owner reserves the right to waive any minor informality in the RFP.

Evaluation Process

An evaluation team will review all proposals to determine if they satisfy the Proposal Requirements, determine if a proposal should be rejected and evaluate the proposals based upon the Evaluation Criteria. The highest-ranking respondent will then be recommended to the governing body for award of contract, based on price and other factors.

Evaluation Criteria

The criteria considered in the evaluation of this proposal shall be as follows. The arrangement of the criteria is not meant to imply order of importance in the selection process. All criteria will be used to select the successful respondent or respondents.

Understanding of the Requested Work

The proposals will be evaluated for general compliance with instructions and requests issued in the RFP. Non-compliance with significant instructions shall be grounds for disqualification of proposals.

Knowledge and Technical Competence

This includes the ability of the respondent to perform all of the tasks and adequately fulfill the requirements specified herein.

Management, Experience and Personnel Qualifications

Expertise of the firm shall be demonstrated by past contract successes providing government agencies with similar services.

The respondent will be evaluated on knowledge, experience, prior collaboration and successful completion of projects/services similar to that requested in this RFP. In addition to relevant experience, respondents shall provide personnel qualifications in the Proposal.

Ability to Complete the Services in a Timely Manner

This is based on the estimated duration of the tasks and the respondent's ability to accomplish these tasks as stated.

Cost to Provide Services

Provide your costs for the services requested on the Cost Proposal page provided in RFP.

Notice of Award

The successful respondent will be notified of the award of contract upon a favorable decision by the governing body at which time the respondent shall be required to execute a Vineland City contract.

Contract Records

As per N.J.A.C. 17:44-2.2 Vendor shall maintain all documentation related to products, transactions or services under this contract for a period of five years from the date of final payment. Such records shall be made available to the New Jersey Office of the State Comptroller upon request.



**ENTERPRISE ZONE DEVELOPMENT CORP.
VINELAND • MILLVILLE**

REQUEST FOR PROPOSALS

**Creation of
5-Year Development Plan**

Deadline for Submission: October 13, 2023 at 1:00pm

Return Proposals to:

City of Vineland
Attn: Jeanine N. Brownlee
Purchasing Dept., 5th Floor
640 E. Wood Street
Vineland, NJ 08360
(856) 794-4040
jbrownlee@vinelandcity.org

REQUEST FOR PROPOSALS

5-YEAR DEVELOPMENT PLAN

FOR VINELAND-MILLVILLE URBAN ENTERPRISE ZONE

The Enterprise Zone Development Corp. of Vineland and Millville (EZDCVM) is seeking proposals from qualified consultants to provide services in creating a preliminary 5-year Zone Development Plan for its joint Urban Enterprise Zone Program.

Introduction

The joint zone of Vineland-Millville is one of 32 designated Urban Enterprise Zones encompassing 37 municipalities in the State of New Jersey. The Urban Enterprise Zone (UEZ) Program, enacted in 1983, is an Affiliate of the Department of Community Affairs. The program's charter is to foster an economic climate that revitalizes designated urban communities and stimulates their growth by encouraging businesses to develop and create private sector jobs through public and private investment.

To accomplish its charter, business incentives are provided to certified zone businesses through a 50% reduced sales tax collection on certain retail sales, and sales tax exemptions on a limited amount of qualified business purchases. In addition, a portion of the sales taxes collected in Urban Enterprise Zone communities are given back as Zone Assistance Funds (ZAF) that can be utilized in the community for projects that will meet the goals and objectives set out in the 5-year Development Plan.

Project Overview

The EZDCVM is seeking a qualified consultant to prepare a preliminary 5-year zone development plan as required by the recently enacted amended UEZ legislation. The zone development plan will set forth the boundaries of the enterprise zone and include findings of fact concerning the economic and social conditions existing in the enterprise zone, and each municipality's policy and intentions for addressing these conditions, and may include proposals respecting:

- (1) Utilizing the powers conferred on the municipality by law for the purpose of stimulating investments and economic development of the zones;
- (2) Utilizing State assistance through the provisions of P.L.1983, c.303 (C.52:27H-60 et seq.) relating to State tax benefits and enterprise zone assistance funds;
- (3) Securing the involvement in, and commitment to, zone economic development by private entities, including zone neighborhood associations, voluntary community organizations supported by residents and businesses in the zone;
- (4) Utilizing the powers conferred by law to revise municipal planning and zoning ordinances and other land use regulations as the pertain to the zone, in order to enhance the attraction of the zone to prospective developers;
- (5) Increasing the availability and efficiency of support services, public and private, generally used by and necessary to the efficient functioning of commercial and industrial facilities in the area, and the extent to which the increase or improvement is to be provided and financed by the municipal government or by other entities.

The preliminary zone development plan will be submitted to each respective local government body for approval as well as the joint Enterprise Zone Development Corp. of Vineland and Millville. The plan will then be submitted to the New Jersey Urban Enterprise Zone Authority for approval.

Scope of Services

The consultant will work with each respective municipality to develop a 5-year roadmap for the UEZ to follow in order to achieve its goals and objectives in stimulating growth and redevelopment within its boundaries. The plan should include the following elements:

I. INTRODUCTION, COMMUNITY OVERVIEW, AND PLAN DEVELOPMENT PROCESS

- A. Introduction of the joint UEZ Community
- B. Regional and Municipal Setting/Location of the Existing UEZ with Map
- C. Economic and Social Conditions in the joint Enterprise Zone Community
 - 1. Unemployment
 - 2. Economic Conditions
 - a) Municipal Distress Index
 - b) Supply and Demand Market Analysis
 - 3. Income and Poverty
 - 4. Educational Attainment
 - 5. Housing Characteristics
 - 6. Workforce Characteristics
- D. Process of Plan Development
 - 1. Community Organization Outreach (including minority outreach)
 - 2. Business Outreach (including minority outreach)
 - 3. Survey of residents and business on what they would like to see in the UEZ

II. UEZ MILESTONES, ACCOMPLISHMENTS, AND BENEFITS

- A. Description of each municipality's Previous UEZ Projects
- B. Impacts from Zone Sales Tax Act
- C. Summary of Zone Benefits and Uses from Past Projects

III. UEZ ECONOMIC DEVELOPMENT VISION, GOALS AND OBJECTIVES

- A. Vision for the UEZ
- B. Economic Goals and Objectives
- C. Coordination with Other Plans and Programs
 - 1. County and Regional Plans and Programs
 - 2. Municipal Programs and Special Development Designations (Opportunity Zones, Areas in Need of Redevelopment, Main Street, Empowerment Zones, etc.)
 - 3. State Agencies (NJEDA, NJRA, etc.)
- D. Proposed Changes to UEZ Boundaries w/justification
 - 1. Expansion and Deletion of Area (zero net gain)
 - 2. Spider legs can be eliminated
- E. Major Initiatives for next 5 years for each Municipality
 - 1. Loan programs for construction or rehabilitation
 - 2. Redevelopment initiatives/projects

3. Façade grants
4. Improvement of public infrastructure
5. Training programs
6. Special Events
7. Cleaning and Maintenance of Commercial Corridors
8. Planning and Professional Services

IV. MARKETING AND IMPLEMENTATION

- A. Existing and Proposed Partnerships and Their Roles in Marketing and Implementation
- B. Other Funding and Implementation Resources
- C. Proposed UEZ Program Structure and Budget Outline for each Municipality
 1. Proposed Operational Structure with Program Controls
 2. Preliminary Budget Framework
 - a. Proposed Projects with Total Budget
 - b. Public Safety (not to exceed 25% of funding)
 - c. Administration Expenses (not to exceed 10% of funding)
- D. Timeline for Implementation
- E. Outline of Proposed Metrics and Measurements of Success

V. SUMMARY AND NEXT STEPS

- A. Local and Municipal Approvals as needed
- B. Approvals by NJ DCA/Zone Authority
- C. Authorization and Implementation

Proposal Requirements

Proposals should include the following information:

1. **Approach** - describing how the respondent will accomplish the scope of work and requirements as listed herein.
2. **Qualifications** - showing how the respondent's firm and assigned team members are qualified to provide the scope of work and requirements as listed herein.
3. **Project Schedule** - showing key task target dates (including surveys, community meetings, public meetings and staff team meetings) and estimated task duration, we will need dates from start to finish.
4. **Fees** – for the entire scope of services with a total “not to exceed” amount listed. Provide and itemized breakdown of proposed cost for each service and hourly rates for all team members to the project. The City reserves the right to negotiate the services and cost based upon support from internal staff.

AMERICANS WITH DISABILITIES ACT OF 1990
Equal Opportunity for Individuals with Disability

The contractor and the City of Vineland, (hereafter "City") do hereby agree that the provisions of title 11 of the Americans With Disabilities Act of 1990 (the "Act") (42 U.S.C. S121 01 et seq.), which prohibits discrimination on the basis of disability by public entities in all services, programs, and activities provided or made available by public entities, and the rules and regulations promulgated pursuant there unto, are made a part of this contract. In providing any aid, benefit, or service on behalf of the City of Vineland pursuant to this contract, the contractor agrees that the performance shall be in strict compliance with the Act. In the event that the contractor, its agents, servants, employees, or subcontractors violate or are alleged to have violated the Act during the performance of this contract, the contractor shall defend the City in any action or administrative proceeding commenced pursuant to this Act. The contractor shall indemnify, protect, and save harmless the City, its agents, servants, and employees from and against any and all suits, claims, losses, or damages, of whatever kind or nature arising out of or claimed to arise out of the alleged violation. The contractor shall, at its own expense, appear, defend, and pay any and all charges for legal services and any all costs and other expenses arising from such action or administrative proceeding or incurred in connection therewith. In any and all complaints brought pursuant to the City's grievance procedure, the contractor agrees to abide by any decision of the City which is rendered pursuant to said grievance procedure. If any action or administrative proceeding results in an award of damages against the City of Vineland or if the City of Vineland incurs any expense to cure a violation of the ADA which has been brought pursuant to its grievance procedure, the contractor shall satisfy and discharge the same at its own expense.

The City shall, as soon as practicable after a claim has been made against it, give written notice thereof to the contractor along with full and complete particulars of the claim. If any action or administrative proceedings is brought against the City of Vineland, or any of its agents, servants, and employees, the City shall expeditiously forward or have forwarded to the contractor every demand, complaint, notice, summons, pleading, or other process received by the City or its representatives.

It is expressly agreed and understood that any approval by the City of the services provided by the contractor pursuant to this contract will not relieve the contractor of the obligation to comply with the Act and to defend, indemnify, protect, and save harmless the City pursuant to this paragraph.

It is further agreed and understood that the City of Vineland assumes no obligation to indemnify or save harmless the contractor, its agents, servants, employees and servants, employees and subcontractors for any claim which may arise out of their performance of this Agreement. Furthermore, the contractor expressly understands and agrees that the provisions of this indemnification clause shall in no way limit the contractors obligations assumed in this Agreement, nor shall they be construed to relieve the contractor from any liability, nor preclude the City from taking any other actions available to it under any other provisions of the Agreement or otherwise at law.

**NEW JERSEY ANTI-DISCRIMINATION PROVISIONS
NJ.S.A.10:2-1 ET SEQ.**

Pursuant to NJ.S.A. 10:2-1, if awarded a contract, the contractor agrees that:

- a. In the hiring of persons for the performance of work under this contract or any subcontract hereunder, or for the procurement, manufacture, assembling or furnishing of any such materials, equipment, supplies or services to be acquired under this contract, no contractor, nor any person acting on behalf of such contractor or subcontractor, shall, by reason of race, creed, color, national origin, ancestry, marital status, gender identity or expression, affectional or sexual orientation or sex, discriminate against any person who is qualified and available to perform the work to which the employment relates;
- b. No contractor, subcontractor, nor any person on his behalf shall, in any manner, discriminate against or intimidate any employee engaged in the performance of work under this contract or any subcontract hereunder, or engaged in the procurement, manufacture, assembling or furnishing of any such materials, equipment, supplies or services to be acquired under such contract, on account of race, creed, color, national origin, ancestry, marital status, gender identity or expression, affectional or sexual orientation or sex;
- c. There may be deducted from the amount payable to the contractor by the contracting public agency, under this contract, a penalty of \$50.00 for each person for each calendar day during which such person is discriminated against or intimidated in violation of the provisions of the contract; and
- d. This contract may be canceled or terminated by the contracting public agency, and all money due or to become due hereunder may be forfeited, for any violation of this section of the contract occurring after notice to the contractor from the contracting public agency of any prior violation of this section of the contract.

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City of Vineland

Revised Contract Language for BRC Compliance

Good and Services Contracts (including purchase orders)

***Construction Contracts (including public works related purchase orders)**

N.J.S.A 52:32-44 imposes the following requirements on contractors and all subcontractors that knowingly provide goods or perform services for a contractor fulfilling this contract:

- 1. the contractor shall provide written notice to its subcontractors and suppliers to submit proof of business registration to the contractor;**
- 2. subcontractors through all tiers of a project must provide written notice to their subcontractors and suppliers to submit proof of business registration and subcontractors shall collect such proofs of business registration and maintain them on file;**
- 3. prior to receipt of final payment from a contracting agency, a contractor must submit to the contacting agency an accurate list of all subcontractors and suppliers* or attest that none was used;**
- 4. during the term of this contract, the contractor and its affiliates shall collect and remit, and shall notify all subcontractors and their affiliates that they must collect and remit to the Director, New Jersey Division of Taxation, the use tax due pursuant to the Sales and Use Tax Act, (N.J.S.A> 54:32B-1 et seq.) on all sales of tangible personal property delivered into this State.**

Pursuant to N.J.S.A. 54:49-4.1, a business organization that fails to provide a copy of a business registration as required, or that provides false business registration information, shall be liable for a penalty of \$25 for each day of violation, not to exceed \$50,000, for each proof of business registration not properly provided under a contract with a contracting agency. Information on the law and its requirements is available by calling (609) 292-9292.

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NEW JERSEY BUSINESS REGISTRATION

Pursuant to P.L. 2004, c.57, all consultants (both in-state and out-of-state) must obtain a Business Registration Certificate (BRC) from the New Jersey Department of the Treasury, Division of Revenue prior to conducting business with the NJTPA. A consultant or sub-consultant who fails to submit a copy of a valid BRC in accordance with the statute will be held liable for monetary penalties in accordance with N.J.S.A. 54-49-4.1. Questions regarding how to obtain a BRC can be directed to the New Jersey Division of Revenue at (609) 292-1730. The business registration form (Form NJ-REG) can be found online at:

<http://www.state.nj.us/treasury/revenue/busreqcert.shtml>, or

<http://www.state.nj.us/treasury/revenue/gettingregistered.shtml>.

Sample New Jersey Business Registration Certificates:

STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE FOR STATE AGENCY AND CASINO SERVICE CONTRACTORS		DEPARTMENT OF TREASURY DIVISION OF REVENUE BUSINESS REGISTRATION
TAXPAYER NAME:	TRADE NAME:	
TAX REGISTRATION TEST ACCOUNT	CLIENT REGISTRATION:	
TAXPAYER IDENTIFICATION:	SEQUENCE NUMBER:	
970-057-382/500	0107220	
ADDRESS:	ISSUANCE DATE:	
447 ROEBLING AVE TRENTON NJ 08611	07/14/04	
EFFECTIVE DATE:		
07/01/04		
FORM NJ-REG (01)		

John S. Tully

This Certificate is valid regardless of the amount of tax due. It must be accompanied by a check for all taxes due at the time of issuance.



**STATE OF NEW JERSEY
BUSINESS REGISTRATION CERTIFICATE**

Taxpayer Name: TAX REG TEST ACCOUNT
Trade Name:
Address: 447 ROEBLING AVE
TRENTON, NJ 08611
Certificate Number: 1693907
Date of Issuance: October 14, 2004

For Office Use Only:
20041014112013533

(REVISED 4/10)

EXHIBIT A
MANDATORY EQUAL EMPLOYMENT OPPURTUNITY LANGUAGE
N.J.S.A. 10:5-31 et seq. (P.L. 1975, C.127)
N.J.A.C.17:27

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will ensure that equal employment opportunity is afforded to such applicants in recruitment and employment, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such equal employment opportunity shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractor will send to each labor union, with which it has a collective bargaining agreement, a notice, to be provided by the agency contracting officer, advising the labor union of the contractor's commitments under this chapter and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to meet targeted county employment goals established in accordance with N.J.A.C. 17:27-5.2.

The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, and labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the targeted employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

1. Letter of Federal Affirmative Action Plan Approval
2. Certificate of Employee Information Report
3. Employee Information Report Form AA302 (electronically provided by the Division and distributed to the public agency through the Division's website at:
www.state.nj.us/treasury/contract_compliance

The contractor and its subcontractors shall furnish such reports or other documents to the Division of Public Contracts Equal Employment Opportunity Compliance as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Division of Public Contracts Equal Employment Opportunity Compliance for conducting a compliance investigation pursuant to **Subchapter 10 of the Administrative Code at N.J.A.C. 17:27.**

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PROPOSAL CHECKLIST

The following checklist is provided as assistance to the development of the RFP response. It in no way supersedes or replaces the requirements of the RFP. Please initial on the lines below for each document/section attesting to the fact that you have read and/or included the documents with your RFP.

- General Requirements/Instructions _____
- Scope of Work _____
- Proposal requirements _____
- Evaluation Criteria _____
- Acknowledgment of Receipt of Addenda _____
- Statement of Ownership Disclosure _____
- EEO/Affirmative Action Compliance Notice _____
- Affirmative Action Mandatory Language _____
- Americans with Disabilities Act Mandatory Language _____
- Disclosure of Investment Activities in Iran _____
- Prohibited Activities in Russia and Belarus _____

**USE THESE
DOCUMENTS
WHEN
SUBMITTING
YOUR
PROPOSAL**

STATEMENT OF AUTHORITY

RFP SUBMITTED FOR:

COMPANY: _____

ADDRESS: _____

RFP SUBMITTED BY: _____

(Print Name of Company Officer)

SIGNATURE: _____

(Signature of Company Officer)***

TITLE: _____ DATE: _____

TELEPHONE: _____ EXT: _____

FACSIMILE: _____

EMAIL ADDRESS: _____

TAXPAYER IDENTIFICATION NUMBER: _____

***** The RFP must be signed by a Company Officer in order to be accepted by the City as a valid RFP. Failure to sign the RFP shall cause the RFP submission to be rejected as non-responsive.**

STATEMENT OF OWNERSHIP DISCLOSURE

N.J.S.A. 52:25-24.2 (P.L. 1977, c.33, as amended by P.L. 2016, c.43)

This statement shall be completed, certified to, and included with all bid and proposal submissions. Failure to submit the required information is cause for automatic rejection of the bid or proposal.

Name of Organization: _____

Organization Address: _____

Part I:

Check the box that represents the type of business organization:

- Sole Proprietorship (skip Parts II and III, execute certification in Part IV)
- Non-Profit Corporation (skip Parts II and III, execute certification in Part IV)
- For-Profit Corporation (any type)
- Limited Liability Company (LLC)
- Limited Partnership
- Limited Liability Partnership (LLP)
- Other (be specific):

Part II:

The list below contains the names and addresses of all stockholders in the corporation who own 10 percent or more of its stock, of any class, or of all individual partners in the partnership who own a 10 percent or greater interest therein, or of all members in the limited liability company who own a 10 percent or greater interest therein, as the case may be. **(COMPLETE THE LIST BELOW IN THIS SECTION)**

OR

No one stockholder in the corporation owns 10 percent or more of its stock, of any class, or no individual partner in the partnership owns a 10 percent or greater interest therein, or no member in the limited liability company owns a 10 percent or greater interest therein, as the case may be. **(SKIP TO PART IV)**

(Please attach additional sheets if more space is needed):

Name of Individual or Business Entity	Address

Part III DISCLOSURE OF 10% OR GREATER OWNERSHIP IN THE STOCKHOLDERS, PARTNERS OR LLC MEMBERS LISTED IN PART II

If a bidder has a direct or indirect parent entity which is publicly traded, and any person holds a 10 percent or greater beneficial interest in the publicly traded parent entity as of the last annual federal Security and Exchange Commission (SEC) or foreign equivalent filing, ownership disclosure can be met by providing links to the website(s) containing the last annual filing(s) with the federal Securities and Exchange Commission (or foreign equivalent) that contain the name and address of each person holding a 10% or greater beneficial interest in the publicly traded parent entity, along with the relevant page numbers of the filing(s) that contain the information on each such person. **Attach additional sheets if more space is needed.**

Website (URL) containing the last annual SEC (or foreign equivalent) filing	Page #'s

Please list the names and addresses of each stockholder, partner or member owning a 10 percent or greater interest in any corresponding corporation, partnership and/or limited liability company (LLC) listed in Part II other than for any publicly traded parent entities referenced above. The disclosure shall be continued until names and addresses of every non-corporate stockholder, and individual partner, and member exceeding the 10 percent ownership criteria established pursuant to N.J.S.A. 52:25-24.2 has been listed. **Attach additional sheets if more space is needed.**

Stockholder/Partner/Member and Corresponding Entity Listed in Part II	Address

Part IV Certification

I, being duly sworn upon my oath, hereby represent that the foregoing information and any attachments thereto to the best of my knowledge are true and complete. I acknowledge: that I am authorized to execute this certification on behalf of the bidder/proposer; that the <name of contracting unit> is relying on the information contained herein and that I am under a continuing obligation from the date of this certification through the completion of any contracts with <type of contracting unit> to notify the <type of contracting unit> in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I am subject to criminal prosecution under the law and that it will constitute a material breach of my agreement(s) with the, permitting the <type of contracting unit> to declare any contract(s) resulting from this certification void and unenforceable.

Full Name (Print) :		Title :	
Signature :		Date :	

AFFIRMATIVE ACTION COMPLIANCE NOTICE

N.J.S.A. 10:5-31 and N.J.A.C. 17:27

GOODS AND SERVICES CONTRACTS

(INCLUDING PROFESSIONAL SERVICES)

This form is a summary of the successful bidder's requirement to comply with the requirements of N.J.S.A. 10:5-31 and N.J.A.C. 17:27-1 et seq.

The successful bidder shall submit to the public agency, after notification of award but prior to execution of this contract, one of the following three documents as forms of evidence:

(a) A photocopy of a valid letter that the contractor is operating under an existing Federally approved or sanctioned affirmative action program (good for one year from the date of the letter);

OR

(b) A photocopy of a Certificate of Employee Information Report approval, issued in accordance with N.J.A.C. 17:27-4;

OR

(c) A photocopy of an Employee Information Report (Form AA302) provided by the Division and distributed to the public agency to be completed by the contractor in accordance with N.J.A.C. 17:27-4.

The successful vendor may obtain the Affirmative Action Employee Information Report (AA302) from the contracting unit during normal business hours.

The successful vendor(s) must submit the copies of the AA302 Report to the Division of Contract Compliance and Equal Employment Opportunity in Public Contracts (Division). The Public Agency copy is submitted to the public agency, and the vendor copy is retained by the vendor.

The undersigned vendor certifies that he/she is aware of the commitment to comply with the requirements of N.J.S.A. 10:5-31 and N.J.A.C. 17:27.1 et seq. and agrees to furnish the required forms of evidence.

The undersigned vendor further understands that his/her bid shall be rejected as non-responsive if said contractor fails to comply with the requirements of N.J.S.A. 10:5-31 and N.J.A.C. 17:27-1 et seq.

COMPANY: _____ SIGNATURE: _____

PRINT NAME: _____ TITLE: _____

DATE: _____

**FAILURE BY THE BIDDER TO COMPLETE AND RETURN THIS NOTICE WITH THEIR BID SUBMISSION
SHALL BE CAUSE FOR THEIR BID TO BE REJECTED AS NON-RESPONSIVE**

CITY OF VINELAND
ACKNOWLEDGMENT OF RECEIPT OF ADDENDA

Pursuant to N.J.S.A. 40A:11-23.1a, the undersigned bidder hereby acknowledges receipt of the following notices, revisions, or addenda to the bid advertisement, specifications or bid documents. By indicating date of receipt, bidder acknowledges the submitted bid takes into account the provisions of the notice, revision or addendum. Note that the local unit's record of notice to bidders shall take precedence and that failure to include provisions of changes in a bid proposal may be subject for rejection of the bid.

Addendum Number	Dated	Acknowledge Receipt (Initial)
_____	_____	_____
_____	_____	_____
_____	_____	_____

_____ No addenda received.

Acknowledged for: _____
(Name of Bidder)

By: _____
(Signature of Authorized Representative)

Name: _____
(Please type or Print)

Title: _____

Date: _____



**City of Vineland - Division of Purchasing
DISCLOSURE OF INVESTMENT ACTIVITIES IN
IRAN FORM**

STATE OF NEW JERSEY
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND
PROPERTY 33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW
JERSEY 08625-0230

BID SOLICITATION # AND TITLE: _____

VENDOR NAME: _____

Pursuant to N.J.S.A. 52:32-57, et seq. (P.L. 2012, c.25 and P.L. 2021, c.4) any person or entity that submits a bid or proposal or otherwise proposes to enter into or renew a contract must certify that neither the person nor entity, nor any of its parents, subsidiaries, or affiliates, is identified on the New Jersey Department of the Treasury's Chapter 25 List as a person or entity engaged in investment activities in Iran. The Chapter 25 list is found on the Division's website at: <https://www.state.nj.us/treasury/purchase/pdf/Chapter25List.pdf>.

Vendors/Bidders must review this list prior to completing the below certification. If the Director of the Division of Purchase and Property finds a person or entity to be in violation of the law, s/he shall take action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party.

CHECK THE APPROPRIATE BOX

I certify, pursuant to N.J.S.A. 52:32-57, et seq. (P.L. 2012, c.25 and P.L. 2021, c.4), that neither the Vendor/Bidder listed above nor any of its parents, subsidiaries, or affiliates is listed on the New Jersey Department of the Treasury's Chapter 25 List of entities determined to be engaged in prohibited activities in Iran.

OR

I am unable to certify as above because the Vendor/Bidder and/or one or more of its parents, subsidiaries, or affiliates is listed on the New Jersey Department of the Treasury's Chapter 25 List. I will provide a detailed, accurate and precise description of the activities of the Vendor/Bidder, or one of its parents, subsidiaries or affiliates, has engaged in regarding investment activities in Iran by completing the information requested below.

Entity Engaged in Investment
Activities
Relationship to Vendor/ Bidder
Description of Activities

Duration of Engagement
Anticipated Cessation Date
**Attach Additional Sheets If
Necessary.*

CERTIFICATION

I, the undersigned, certify that I am authorized to execute this certification on behalf of the Vendor, that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I acknowledge that the City of Vineland is relying on the information contained herein, and that the Vendor is under a continuing obligation from the date of this certification through the completion of any contract(s) with the City to notify the City in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I may be subject to criminal prosecution under the law, and it will constitute a material breach of my contract(s) with the City, permitting the City to declare any contract(s) resulting from this certification void and unenforceable.

Signature _____

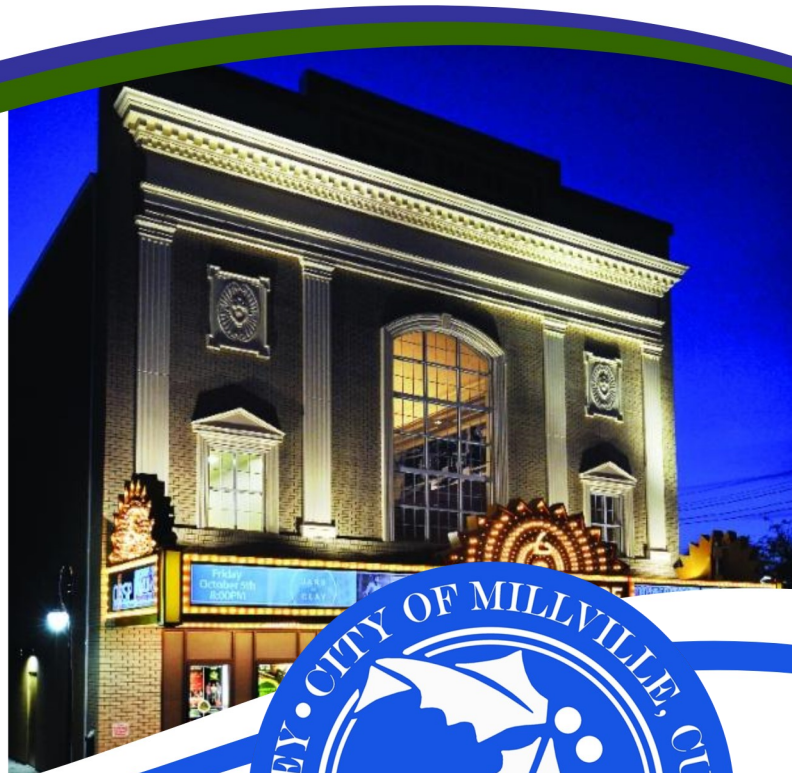
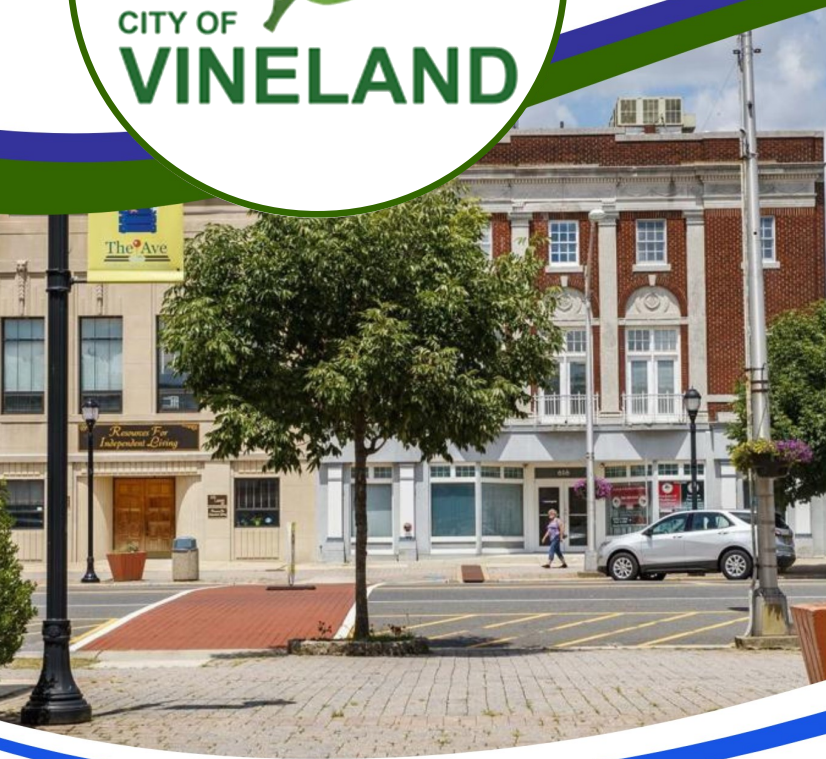
Date _____

Full Name (Print) and Title _____

Proposal to Prepare a
5-YEAR DEVELOPMENT PLAN

FOR VINELAND and MILLVILLE
URBAN ENTERPRISE ZONE

COV RFP #2023-29 RE-BID



Submitted by





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5-YEAR DEVELOPMENT PLAN

for the

VINELAND AND MILLVILLE URBAN ENTERPRISE ZONE

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Additional Triad Associates Information

Triad Associates Staff Resumes
Stephen Kehs - NJ Planner License
Kendra Lelie - NJ Planner License
Representative List of Clients
Triad Associates Sales Brochure
New Jersey Business Registration
Certificate of Employee Information Report
Proof of Insurance
Small Business Enterprise(SBE) Certificate
Women Business Enterprise (WBE) Certificate
Grants Approved and Studies Completed, 2000-2023



Response to Request for Proposals
5-YEAR DEVELOPMENT PLAN
for
VINELAND AND MILLVILLE URBAN ENTERPRISE ZONE

Submitted to:
ENTERPRISE ZONE DEVELOPMENT CORPORATION of VINELAND and MILLVILLE

EXECUTIVE SUMMARY

Producing a comprehensive and actionable development plan is an imposing and significant undertaking, one which requires not only a broad understanding of the community in which the plan is to be implemented but also requires an outsider's eye with a distinctive understanding of the plan's requirements. In Triad Associates, the Enterprise Zone Development Corporation of Vineland and Millville (UEZ) will have an organization with the breadth of understanding necessary to bring this project to completion.

Founded in 1978 and headquartered in Vineland, New Jersey with a regional office in Glenside, Pennsylvania, **Triad Associates** is a multi-disciplined team of professionals, representing public, private, and nonprofit clients in securing federal, state, and regional resources for a wide range of community and economic development projects.

We utilize our in-depth knowledge of available funding resources, our expertise in analyzing economic and community needs, and our resourcefulness in fostering public/private partnerships to formulate innovative, workable strategies to meet our clients' objectives.

Since 1978, Triad Associates has represented over 200 public, private, and nonprofit development clients throughout the Northeastern U.S., California, Texas, Louisiana, South Carolina, Florida and the U.S. Virgin Islands. However, we have concentrated our technical resources to our clients in our primary focus areas of eastern Pennsylvania, New Jersey, New York, and Delaware. In over four decades, we have successfully secured over **\$1.5 billion** in funding on behalf of both public and private sector clients while creating informative and actionable plans to guide our clients' community investment strategies.

It is also worth noting that Triad Associates has maintained a professional relationship with many New Jersey municipalities, including the City of Vineland, the Borough of Woodbine, and the City of Gloucester City, for the entirety of the firm's history – a testament to the firm's resourcefulness, dedication to quality, and commitment to client satisfaction.

Triad's team of over 25 full-time, part-time, and on-call professionals has a diverse range of technical experience through their affiliations with key development agencies throughout the northeastern United States and the U.S. Virgin Islands. This team, comprising economists, business and industry market specialists, marketing professionals, planners, public administrators, and economic development practitioners, has developed successful public/private partnerships which have resulted in diverse and comprehensive economic development projects, and have the resources to assist clients in all facets of their planning processes.

We have excelled in planning by **fully understanding the communities in which we work** and by supporting our planners and writers with the resources and diverse experience of the entire team mentioned above. The spectrum of Community and Economic Development is multi-faceted and Triad Associates' success in this area is as diverse to include neighborhood revitalization, infrastructure, police and fire, recreation, Main Street, downtown revitalization, affordable housing, streetscape, transit, school accessibility, senior citizen facilities, workforce housing and a broad range of public services. We have secured grants for all the above community/county needs and provided the technical support to implement these approved projects. Our services include:

• Administrative Agent/COAH Services	• Grant Writing
• Abandoned Housing	• Housing Rehabilitation
• Affordable Housing Development	• Loan Pool Financing/Underwriting
• Benefit/Cost Analysis	• Marketing and Real Estate Development
• Brownfields Redevelopment	• Needs Assessment
• Business/Industrial Park Development	• Neighborhood Revitalization Strategies
• Community Outreach	• Parks and Recreation/Open Space
• Comprehensive Economic Development Strategies (CEDS)	• Regional Contribution Agreement Program Administration (RCA)
• Development Financing	• Project Administration / Implementation
• Economic Development Strategies	• Public/Private Partnerships & Financing
• Economic Impact Studies	• Redevelopment Strategies
• Feasibility Studies	• Relocation/Acquisition
• GIS Mapping Services	• Urban/Federal Enterprise Zones

Above all, however, our staff specializes in preparing strategic planning documents with actionable items. The ability to produce results in terms of planning for public resources to complement and stimulate private investment is the hallmark of Triad Associates' success. This can be measured in terms of **over \$1.5 billion** in public and private investment in community and economic development projects in the last four decades.

Notable among our accomplishments are the New Jersey Urban Enterprise Zone designations for the Cities of Vineland, Millville, and Pleasantville, as well as for the Wildwoods and Gloucester City, and the \$230 million Empowerment Zone designation for the County of Cumberland, NJ. Triad Associates assisted in the development of the Zone 5-Year Plans, including the identification and implementation of project priorities for these communities. Decades later, we still provide technical and planning assistance to many of these communities and their Urban Enterprise Zones.

Experience with a Wide Range of Organizations

Triad has considerable experience working with non-profit organizations and agencies. We work with State and Federal agencies, County Governments, Regional Planning, Port and Transportation Agencies, Municipal Governments, Urban Enterprise Zone Corporations, Neighborhood and Community Development Corporations, Foundations, Chambers of Commerce, Main Street Associations, and other community groups. We have established long-standing working relationships with State and Federal agencies, including NJ Dept. of Community Affairs, NJHMFA, NJ DOT, NJ DEP, NJ Green Acres Program, NJ Dept. of Human Services and their Federal counterparts. We also represent private sector clients who are quite often located in or contemplating projects in our client municipalities. As a consultant to the UEZ, Triad Associates can bring a tremendous range of program and financing resources to the organization to help it meet its statutory planning requirements.

BUSINESS NAME, LOCATIONS, AND CONTACT INFORMATION

Corporate Name: Triad Advisory Services, Inc.

Business Name: Triad Associates

Business Addresses:

1301 W. Forest Grove Road (Headquarters)
Vineland, NJ 08360
Phone: (856) 690-9590 | Fax: (856) 690-5622

309 Glenside Avenue
Glenside, PA 19038
Phone: (215) 576-1950

Corporate Officer:

Carolyn Zumpino, President
czumpino@triadincorporated.com

Project Manager and Principal Staff Contact:

Steve Kehs, Vice President
skehs@triadincorporated.com

Project Facilitators and Backups to Primary Consultant

Scott Armato, Associate
sarmato@triadincorporated.com
Jake Botticello, Senior Associate
jbotticello@triadincorporated.com

Project Support

Jason Hanusey, Associate
jhanusey@triadincorporated.com
Stephania Gonzalez-Mena, Associate
sgonzalez-mena@triadincorporated.com

Websites:

www.triadincorporated.com
www.triadhousingprograms.com

Office Staffing Plan and Resources

Triad Associates maintains a staff of over 25 full-time, part-time, and on-call professionals that are available to work with the UEZ to provide not only the services required in the request but also to provide technical assistance beyond the scope of the development of the 5-year plan. Triad Associates is committed to working with the UEZ on these and other strategies that can be developed through a process of meetings with UEZ officials to reach consensus on the best approach to address UEZ community and economic development needs.

Triad's diverse professional team of specialists in all areas of community planning and economic development ensures that our clients have easy and timely access to the assistance and advice they need. Due to our sizeable staff complement, in the event that a staff member is absent or became unavailable, his or her responsibilities could be transferred to another member of our personnel with minimal interruption or lag time.

Triad Associates' professional team has a support staff of administrative professionals. The administrative staff assists our team in all aspects of document preparation, project coordination, recordkeeping and documentation, and the invoicing process. Triad also has as part of its professional team a GIS mapping specialist who fulfills our clients' requirements for mapping and imaging in conjunction with planning documents and funding applications. Triad's offices are fully equipped for teleconferencing, telecommuting, document production, file transfer, fax, and GIS mapping capabilities.

DEPTH OF QUALIFICATIONS OF TRIAD ASSOCIATES

Primary Project Specialists

Carolyn Zumpino, President

- Over 20 years' experience in grant writing, program implementation and administration
- Affordable Housing and Housing Rehabilitation Program expertise

Michael L. Zumpino, Founder and CEO

- Over 50 years' experience in the full spectrum of Economic and Community Development, Grants, Strategies, Partnerships and Implementation
- Extensive experience in community revitalization and developing creative financing packages for redevelopment projects
- Specializes in affordable housing development, relocation and acquisition projects
- Proactive leader in developing multi-partner applications.

Stephen Kehs, PP, AICP, Vice President – Operational oversight and quality control

- Over 45 years' experience in Community and Economic Development, Strategic Plans
- Licensed Professional Planner
- Innovative approaches to Action Plans to support Project and Funding Matrix
- Grant Writing to include Benefit-Cost Analysis
- Offers a Practitioner's Approach to the Strategic Planning and Implementation Process

Project Management Team

Tammy Wetzel, Chief Operating Officer

- 22 years' experience Community Revitalization and Grant Writing
- Extensive experience developing grant applications for not-for-profit entities and social services related projects.
- Specializes in creating grant applications
- Strong background in public and private grant resources

Todd Noon, Senior Associate

- 17 years' experience in successful Grant and Sponsorship writing
- Extensive experience in developing competitive grant applications for municipal clients
- Broad experience in developing a wide range of media materials including press releases, media advisories, weekly columns and more
- Project implementation

Katherine Packowski, Senior Associate

- 36 years' experience in Community Development Administration
- Affordable Housing, COAH Administration and Program Management Expert and Grant Writing
- Grant Program Implementation Expertise

- Residential and Commercial Relocation

Marc Leckington, Senior Associate

- 17 years' experience in Community Development Administration
- Affordable Housing, COAH Administration and Program Management Expert and Grant Writing
- Project implementation

Howard Henderson, Senior Associate

- Served more than 42 years with the U.S. Department of Agriculture
- Served nearly 8 years as New Jersey State Director of USDA-Rural Development from 2009 to January 2017
- Extensive experience in all aspects of USDA Rural Development grant and loan programs. This includes experience with water and sewer infrastructure projects, community facilities, business, broadband, single and multi-family housing and green energy programs.

Melissa Walsh, Senior Associate

- 15 years' experience in Community Development
- Grant writing, CDBG program, Project implementation

Kendra Lelie, PP, AICP, Senior Associate

- 28 years' experience in Planning and Design
- Licensed Professional Planner
- Affordable Housing, COAH Administration and Program Management Expert and Grant Writing

Terence Schrider, Senior Associate

- 37 years' experience in Community Development Administration
- Grant writing, CDBG program management, Project implementation, Housing rehab experience

Alex Curio, Senior Associate

- 26 years' experience in Community Development
- Grant writing, CDBG program and Housing rehab experience

Jake Botticello, Senior Associate

- 4 years' Grant Writing experience
- Affordable Housing and Housing Rehabilitation Program Implementation
- Community and Economic Development experience

Jason Hanusey, Associate

- Grant writing, CDBG program management
- Affordable Housing Program experience
- Housing Rehabilitation Implementation experience

Angela Galante, Associate

- 2 years' experience in Affordable Housing Program, licensed realtor

Susan DiBiasio, Associate

- 2 years' experience in Affordable Housing Program
- Graphic Design and Marketing experience

Scott Armato, Associate

- Grant writing and Community Development experience

Barbara Prince, Associate

- Grant writing and Community Development experience

Beckylee Conway, Associate

- Experience in Housing Rehabilitation Program Implementation

Stephania Gonzalez-Mena, Associate

- Planning and grant writing experience

Dates of Staff Licensure in New Jersey and Other States

Carolyn Zumpino, President

- *Licensed Agent - Life, Accident and Health Insurance*
- *Licensed Agent – Property, Casualty Insurance*

Stephen Kehs, PP, AICP, Vice President

- *Licensed Professional Planner—New Jersey – Through May 2024*

Kendra Lelie, PP, AICP, Senior Associate

- *Licensed Professional Planner—New Jersey – Through May 2024*
- *Licensed Landscape Architect – New Jersey – Through May 2024*

Professional Accreditations

Stephen Kehs, Vice President

- *Founded Chester County, PA Farmland Preservation Program*
- *Elected President, NJ County Planners’ Association.*
- *Appointed by Governor Thomas Kean to NJ Hazardous Waste Advisory Council, 1987*

Professional Affiliations and Memberships

Carolyn Zumpino, President

- *Member, Southern New Jersey Development Council*
 - *Marketing/Membership Committee*
- *Advisory Board Member, Financial Wellness Institute*
- *Member, Affordable Housing Professionals of New Jersey*
- *Member, Delaware Bay Area Maritime Security Committee (AMSC)*

Michael Zumpino, CEO

- *Board Member, Southern New Jersey Development Council*
 - *Government Affairs Committee and Transportation/Aviation Committee*

Stephen Kehs, PP, AICP, Vice President

- *Member, Southern New Jersey Development Council*
 - *Economic Development Committee and Transportation/Aviation Committee*
- *Past President, NJ County Planners’ Association.*
- *Founding Member of the American Planning Association*
- *Charter Member of the American Institute of Certified Planners*
- *Former Member, NJ Hazardous Waste Advisory Council*

Tammy Wetzel, Chief Operating Officer

- *Member, American Grant Writer's Association*
- *Board Member, Big Brother and Big Sisters of Cumberland and Salem Counties*
- *Board Member, Somerset County Interfaith Hospitality Network*
- *Board Member, Mountain Fund*
- *Advisory Board, Small Press Foundation*

Todd Noon, Senior Associate

- *Member, Galloway Township (Atlantic County, NJ) Economic Development Committee*

Howard Henderson, Senior Associate

- *Board Member, Delaware World Trade Center (New Jersey's representative)*
- *Member, Southern New Jersey Development Council*
 - *Economic Development Committee*
- *Ex-Officio Member, Cumberland County Economic Development Board*

Katherine Packowski, Senior Associate

- *Member, Affordable Housing Professionals of New Jersey*

Kendra Lelie, PP, AICP, Senior Associate

- *Member, American Planning Association*
- *Member, American Society of Landscape Architects*

Marc Leckington, Senior Associate

- *Member, Affordable Housing Professionals of New Jersey, Education Committee*

Angela Galante, Associate

- *Member, Affordable Housing Professionals of New Jersey*

List of All Staff with Post-High School Education

Carolyn Zumpino, President

- *Temple University – BA in Business Administration: Risk Management, Insurance, Real Estate*
- *Camden County College – Certificate in Accounting and Management*

Michael Zumpino, CEO – Client relations oversight; Community and Economic Development Project Management

- *St. Charles Seminary, College Division – BA in Philosophy*

Stephen Kehs, PP, AICP, Vice President – Operational oversight and quality control

- *Cornell University – Master's Degree in City & Regional Planning*
- *Pennsylvania State University – BA in Political Science*

Tammy Wetzel, COO – Grant Writing Specialist, with particular focus on State and Federal funding, non-profit groups and foundation funding sources

- *Clemson University – MS in Ecological Principals/Experiential Education*
- *United States Naval Academy – BS in Environmental Science*

Todd Noon, Senior Associate – Grant Writer and Project Manager

- *Stockton State College, BA in Political Science*
- *Downtown Revitalization and Management Institute – Certificate of Completion*

Katherine Packowski, Senior Associate – Community Development and Affordable Housing Specialist

- *Syracuse University – College for Human Development, BS in Environmental Design*

Marc Leckington, Senior Associate – Community Development and Affordable Housing Specialist

- *Thomas Edison State University – BSA in Organization Leadership*
- *Mercer County Community College*

Melissa Walsh, Senior Associate – Community Development Specialist

- *Clark University, Worcester, MA – MA, Community Development and Planning*
- *University of Rhode Island, Kingston, RI – BA, Music*

Kendra Lelie, PP, AICP, Senior Associate – Community Development and Affordable Housing Specialist

- *Rutgers University-Cook College, New Brunswick, NJ – BS, Environmental Design and Analysis*
- *Rutgers University-Edward J. Blaustein School – MCRP, City and Regional Planning*

Alex Curio, Senior Associate – Community Development Specialist

- *Johns Hopkins University – BS in Natural Sciences*

Jake Botticello, Senior Associate – Grant Writer and Community Development Specialist

- *University at Buffalo, Buffalo, NY – Literature, Communications and Linguistics*
- *Erie Community College, Hamburg, NY – AA, English and Business Administration*

Howard Henderson, Senior Associate – Economic Development Specialist

- *American University – MS in Public Financial Management*
- *Rutgers University – BS in Agricultural Economics*

Jason Hanusey, Associate – Community Development and Affordable Housing Specialist

- *Rutgers University, New Brunswick, NJ – BA in Planning and Public Policy*

Scott Armato, Associate – Grant Writer and Community Development Specialist

- *Drexel University, Philadelphia, PA – Master’s in Arts Administration*
- *Richard Stockton University, Galloway, NJ – BS, Business Administration-Marketing, cum laude and BA Theater Management, cum laude*
- *Villanova University, Villanova, PA – Math and English Secondary Courses Completed*

Barbara Prince, Associate – Grant Writer and Community Development Specialist

- *Rutgers University, Camden, NJ – BA, Political Science*

Angela Galante, Associate – Affordable Housing Specialist

- *Atlantic Cape Community College, Hamilton Township, NJ – Associate of Arts in Education*
- *Richard Stockton University, Galloway, NJ – Dual Bachelor of Arts in Education and Literature*

Susan DiBiasio, Associate – Affordable Housing Specialist

- *Atlantic Cape Community College, Cape May County, NJ – New Jersey Real Estate License Course and Exam*

Stephania Gonzalez-Mena, Associate – Grant Writer and Community Development Specialist

- *Rutgers University, New Brunswick, NJ – BA, Political Science; BA, Economics*

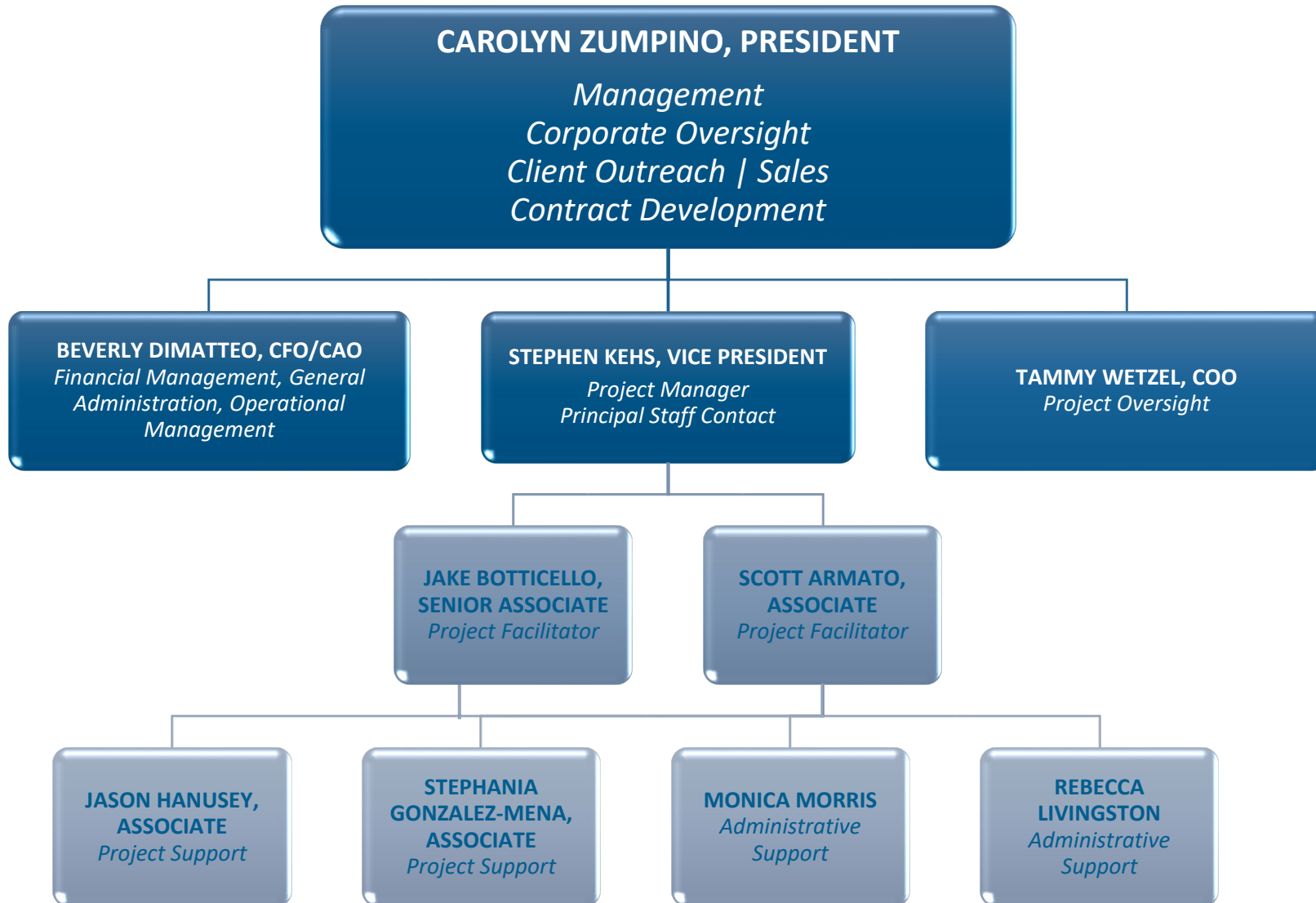
Staff Resumes

Staff resumes are included in the Appendix section of this proposal.

References

Professional references available upon request.

TRIAD ASSOCIATES' PROJECT-SPECIFIC ORGANIZATIONAL CHART



APPROACH

Our proposal for the completion of the UEZ 5-Year Development Plan relies on several initial data-gathering steps from which a foundation for the plan will be built, including feedback from the leadership of the two Cities and the UEZ. Meetings will be scheduled with community organizations, businesses, and the public at-large to solicit feedback for economic- and community development-oriented projects desired in the Zone. A public survey will be conducted in an effort to garner feedback from a broader audience.

Once that information has been gathered, our team of economic and community development specialists will collect various demographic and economic data to better understand the socioeconomic conditions and business environment in the UEZ. This investigation will include gathering historical information on previous Zone projects, activities, and business participation. Local, County, and State Plans will be consulted to determine compatibility and potential complementary activities for the Zone plan. Existing and potential partnerships will be explored for recommendation for inclusion in the plan's strategies. Drawing on previous experience with the development of UEZ plans, all information gathered at this stage will be utilized to strategize the activities to be included in the plan. After further consultation with the Cities and UEZ, our team will employ these strategies in the composition of the UEZ 5-Year Development Plan, including the development of Major Initiatives for the Next 5 Years. Sections to be incorporated into this plan include:

- I. Introduction, Community Overview, and Plan Development Process
- II. UEZ Milestones, Accomplishments, and Benefits
- III. UEZ Economic Development Vision, Goals, and Objectives
- IV. Marketing and Implementation
- V. Summary and Next Steps

Once the Plan has been drafted, it will be submitted to the leadership of both Cities and the UEZ for review and comment, ensuring that it aligns with the outcomes desired. The plan will be finalized once the review process has been completed. Triad Associates will assist with approvals from the municipality and finally, the NJDCA Zone Authority. Upon approval, the plan will be authorized for implementation.

SCOPE OF WORK

Triad Associates will work with municipal staff to develop a 5-year roadmap for the UEZ to follow to achieve its goals and objectives in stimulating growth and redevelopment within its boundaries. Our proposed scope of work is reflective of the approach detailed above. Triad Associates proposes the following:

1. Organizing and participating in meetings with the leadership of both Cities and the UEZ, including an initial project kickoff meeting.
2. Conducting Community Organization Outreach, including a virtual meeting to solicit feedback.
3. Conducting Business and Community/Public Outreach, including two virtual meetings to solicit feedback.
4. Assistance with public notices for meetings and plan completion, including providing draft copy for digital and print media publication.
5. Conducting a public survey for residents and businesses in the community to gather a broader perspective of public sentiment.

6. Field Survey(s) and Site Visit(s) as needed to gain familiarity with the Zone and its assets and needs.
7. Gathering data from various sources to establish current economic, demographic, socioeconomic, employment, and other relevant factors within the Zone.
8. Development and compilation of 5-Year UEZ Plan document, including graphic design, mapping, charts and graphs, narrative development, and organization/prioritization of goals, objectives, strategies, and projects.
9. Outreach to the NJDCA Zone Authority, as needed.
10. Communication with Team Staff, as needed.

PROJECT SCHEDULE

Implementation of this project will commence upon execution of the contract with the UEZ. Triad Associates envisions the process to take a maximum of 8 months to complete. Below is our proposed schedule, but we are pleased to work with UEZ leadership to modify if needed.

Month	Project Task
1	Meeting with Municipal and UEZ Administration
1	Meeting with Community Organizations
1	Meeting with Businesses and Public
2	Public Survey
2	Economic, Demographic, and Other Data Gathering
2	Review of Local, County, and State Plans
2	Review of Existing and Potential Partnerships
3	Strategizing of Activities to be Included
3	Strategy Meeting with Municipal and UEZ Administration
3-6	Development of UEZ 5-Year Development Plan Draft
7	Draft Submitted to Municipal and UEZ Administration for Review
7	Draft Revisions
8	Draft Submitted to NJDCA Zone Authority for Approval
Per NJDCA Approval	Delivery of Final Plan

PROPOSED FEES & FEE SCHEDULE

Triad Associates proposes a fee not to exceed \$43,750 to complete the UEZ 5-Year Development Plan, per the entire scope of services. Services will be billed on an hourly basis at a blended rate of \$175.00 per hour. Below is the project task list, members assigned, and estimated hours and costs for each.

Project Task	Team Members	Estimated Hours	Estimated Cost
Meeting with Municipal and UEZ Admin Meeting with Community Organizations Meeting with Businesses and Public Public Survey	Steve Kehs Scott Armato, Jake Botticello, Jason Hanusey, Stephania Gonzalez-Mena	40	\$7,000
Economic, Demographic, and Other Data Gathering Review of Local, County, and State Plans Review of Existing and Potential Partnerships Strategizing of Activities to be Included Strategy Meeting with Municipal Administration	Steve Kehs Scott Armato, Jake Botticello, Jason Hanusey, Stephania Gonzalez-Mena	60	\$10,500
Development of UEZ 5-Year Development Plan Draft Draft Submitted to Municipality for Review Draft Revisions Draft Submitted to NJDCA Zone Authority for Approval Delivery of Final Plan	Steve Kehs Scott Armato, Jake Botticello, Jason Hanusey, Stephania Gonzalez-Mena	150	\$26,250

HOURLY RATES

Staff Category	Hourly Rate	Blended Hourly Rate
Chief Executive Officer	\$225 per hour	\$175 per hour
President/Vice President/COO/Technical Specialist	\$200 per hour	\$175 per hour
Senior Associate	\$175 per hour	\$175 per hour
Associate	\$150 per hour	\$175 per hour

For over 45 years, **Triad Associates** has been at the forefront of economic development throughout New Jersey, securing over **\$1.5 billion** in funding for our clients while providing our public, private, and nonprofit clients with comprehensive and actionable development plans, fostering partnerships, and assisting them in navigating the sometimes confusing and complex funding process.

Throughout our four decades in business, we have built strong, foundational relationships with a number of federal, state, and private funding sources, allows to focus on running their organizations while we ensure that the projects that are most important to them receive significant attention from elected officials at all levels of government as well as from numerous funding sources, marshalling projects from concept to closeout.

With over 25 full-time, part-time, and on-call professionals, we will bring this level of expertise, professionalism, and perspicacity to the Enterprise Zone Development Corporation of Vineland and Millville as we craft a roadmap for the organization for the next five years, placing community needs and development at the forefront of our process for the benefit of the residents and businesses of the Cities of Vineland and Millville.

Commitment to Personal Service. One of the hallmarks of Triad Associates is its commitment to personal and professional service. This service will also be afforded to the City of Vineland and the UEZ, its staff, and constituents. Our headquarters in Vineland, NJ ensures that Triad staff can be available to the Municipality with short notice and to meet any and all contingencies.

Our offices are in Vineland, located within the Urban Enterprise Zone. Triad also assisted with the Zone's last 5-year Plan Update and has provided technical assistance where needed to implement that plan. As a result of these factors and our decades-long relationships with Vineland and Millville, we are very familiar with the area, people, and administrations. We look forward to the opportunity to provide this service.

APPENDIX

PROPOSAL CHECKLIST

The following checklist is provided as assistance to the development of the RFP response. It in no way supersedes or replaces the requirements of the RFP. Please initial on the lines below for each document/section attesting to the fact that you have read and/or included the documents with your RFP.

General Requirements/Instructions	<u>CZ</u>
Scope of Work	<u>CZ</u>
Proposal requirements	<u>CZ</u>
Evaluation Criteria	<u>CZ</u>
Acknowledgment of Receipt of Addenda	<u>CZ</u>
Statement of Ownership Disclosure	<u>CZ</u>
EEO/Affirmative Action Compliance Notice	<u>CZ</u>
Affirmative Action Mandatory Language	<u>CZ</u>
Americans with Disabilities Act Mandatory Language	<u>CZ</u>
Disclosure of Investment Activities in Iran	<u>CZ</u>
Prohibited Activities in Russia and Belarus	<u>N/A</u>

AMERICANS WITH DISABILITIES ACT OF 1990
Equal Opportunity for Individuals with Disability

The contractor and the City of Vineland, (hereafter "City") do hereby agree that the provisions of title 11 of the Americans With Disabilities Act of 1990 (the "Act") (42 U.S.C. S121 01 et seq.), which prohibits discrimination on the basis of disability by public entities in all services, programs, and activities provided or made available by public entities, and the rules and regulations promulgated pursuant there unto, are made a part of this contract. In providing any aid, benefit, or service on behalf of the City of Vineland pursuant to this contract, the contractor agrees that the performance shall be in strict compliance with the Act. In the event that the contractor, its agents, servants, employees, or subcontractors violate or are alleged to have violated the Act during the performance of this contract, the contractor shall defend the City in any action or administrative proceeding commenced pursuant to this Act. The contractor shall indemnify, protect, and save harmless the City, its agents, servants, and employees from and against any and all suits, claims, losses, or damages, of whatever kind or nature arising out of or claimed to arise out of the alleged violation. The contractor shall, at its own expense, appear, defend, and pay any and all charges for legal services and any all costs and other expenses arising from such action or administrative proceeding or incurred in connection therewith. In any and all complaints brought pursuant to the City's grievance procedure, the contractor agrees to abide by any decision of the City which is rendered pursuant to said grievance procedure. If any action or administrative proceeding results in an award of damages against the City of Vineland or if the City of Vineland incurs any expense to cure a violation of the ADA which has been brought pursuant to its grievance procedure, the contractor shall satisfy and discharge the same at its own expense.

The City shall, as soon as practicable after a claim has been made against it, give written notice thereof to the contractor along with full and complete particulars of the claim. If any action or administrative proceedings is brought against the City of Vineland, or any of its agents, servants, and employees, the City shall expeditiously forward or have forwarded to the contractor every demand, complaint, notice, summons, pleading, or other process received by the City or its representatives.

It is expressly agreed and understood that any approval by the City of the services provided by the contractor pursuant to this contract will not relieve the contractor of the obligation to comply with the Act and to defend, indemnify, protect, and save harmless the City pursuant to this paragraph.

It is further agreed and understood that the City of Vineland assumes no obligation to indemnify or save harmless the contractor, its agents, servants, employees and servants, employees and subcontractors for any claim which may arise out of their performance of this Agreement. Furthermore, the contractor expressly understands and agrees that the provisions of this indemnification clause shall in no way limit the contractors obligations assumed in this Agreement, nor shall they be construed to relieve the contractor from any liability, nor preclude the City from taking any other actions available to it under any other provisions of the Agreement or otherwise at law.

**NEW JERSEY ANTI-DISCRIMINATION PROVISIONS
NJ.S.A.10:2-1 ET SEQ.**

Pursuant to NJ.S.A. 10:2-1, if awarded a contract, the contractor agrees that:

- a. In the hiring of persons for the performance of work under this contract or any subcontract hereunder, or for the procurement, manufacture, assembling or furnishing of any such materials, equipment, supplies or services to be acquired under this contract, no contractor, nor any person acting on behalf of such contractor or subcontractor, shall, by reason of race, creed, color, national origin, ancestry, marital status, gender identity or expression, affectional or sexual orientation or sex, discriminate against any person who is qualified and available to perform the work to which the employment relates;
- b. No contractor, subcontractor, nor any person on his behalf shall, in any manner, discriminate against or intimidate any employee engaged in the performance of work under this contract or any subcontract hereunder, or engaged in the procurement, manufacture, assembling or furnishing of any such materials, equipment, supplies or services to be acquired under such contract, on account of race, creed, color, national origin, ancestry, marital status, gender identity or expression, affectional or sexual orientation or sex;
- c. There may be deducted from the amount payable to the contractor by the contracting public agency, under this contract, a penalty of \$50.00 for each person for each calendar day during which such person is discriminated against or intimidated in violation of the provisions of the contract; and
- d. This contract may be canceled or terminated by the contracting public agency, and all money due or to become due hereunder may be forfeited, for any violation of this section of the contract occurring after notice to the contractor from the contracting public agency of any prior violation of this section of the contract.

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City of Vineland

Revised Contract Language for BRC Compliance

Good and Services Contracts (including purchase orders)

***Construction Contracts (including public works related purchase orders)**

N.J.S.A 52:32-44 imposes the following requirements on contractors and all subcontractors that knowingly provide goods or perform services for a contractor fulfilling this contract:

- 1. the contractor shall provide written notice to its subcontractors and suppliers to submit proof of business registration to the contractor;**
- 2. subcontractors through all tiers of a project must provide written notice to their subcontractors and suppliers to submit proof of business registration and subcontractors shall collect such proofs of business registration and maintain them on file;**
- 3. prior to receipt of final payment from a contracting agency, a contractor must submit to the contacting agency an accurate list of all subcontractors and suppliers* or attest that none was used;**
- 4. during the term of this contract, the contractor and its affiliates shall collect and remit, and shall notify all subcontractors and their affiliates that they must collect and remit to the Director, New Jersey Division of Taxation, the use tax due pursuant to the Sales and Use Tax Act, (N.J.S.A> 54:32B-1 et seq.) on all sales of tangible personal property delivered into this State.**

Pursuant to N.J.S.A. 54:49-4.1, a business organization that fails to provide a copy of a business registration as required, or that provides false business registration information, shall be liable for a penalty of \$25 for each day of violation, not to exceed \$50,000, for each proof of business registration not properly provided under a contract with a contracting agency. Information on the law and its requirements is available by calling (609) 292-9292.

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NEW JERSEY BUSINESS REGISTRATION

Pursuant to P.L. 2004, c.57, all consultants (both in-state and out-of-state) must obtain a Business Registration Certificate (BRC) from the New Jersey Department of the Treasury, Division of Revenue prior to conducting business with the NJTPA. A consultant or sub-consultant who fails to submit a copy of a valid BRC in accordance with the statute will be held liable for monetary penalties in accordance with N.J.S.A. 54-49-4.1. Questions regarding how to obtain a BRC can be directed to the New Jersey Division of Revenue at (609) 292-1730. The business registration form (Form NJ-REG) can be found online at:

<http://www.state.nj.us/treasury/revenue/busregcert.shtml>, or
<http://www.state.nj.us/treasury/revenue/gettingregistered.shtml>.

Sample New Jersey Business Registration Certificates:

STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE FOR STATE AGENCY AND CASINO SERVICE CONTRACTORS		DEPARTMENT OF TREASURY DIVISION OF REVENUE BUSINESS REGISTRATION
TAXPAYER NAME:	TAX REGISTRATION TEST ACCOUNT	TRADE NAME:
TAXPAYER IDENTIFICATION:	970-057-382/500	CLIENT REGISTRATION:
ADDRESS:	447 ROEBLING AVE TRENTON NJ 08611	SEQUENCE NUMBER:
EFFECTIVE DATE:	09/01/04	ISSUANCE DATE:
FORM NJ-REG (01)		07/14/04

John S. Tully

STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE	
Taxpayer Name:	TAX REG TEST ACCOUNT
Trade Name:	
Address:	447 ROEBLING AVE TRENTON, NJ 08611
Certificate Number:	1693907
Date of Issuance:	October 14, 2004
For Office Use Only:	
	20041014112013533

(REVISED 4/10)

EXHIBIT A
MANDATORY EQUAL EMPLOYMENT OPPURTUNITY LANGUAGE
N.J.S.A. 10:5-31 et seq. (P.L. 1975, C.127)
N.J.A.C.17:27

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will ensure that equal employment opportunity is afforded to such applicants in recruitment and employment, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such equal employment opportunity shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractor will send to each labor union, with which it has a collective bargaining agreement, a notice, to be provided by the agency contracting officer, advising the labor union of the contractor's commitments under this chapter and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to meet targeted county employment goals established in accordance with N.J.A.C. 17:27-5.2.

The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, and labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the targeted employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

1. Letter of Federal Affirmative Action Plan Approval
2. Certificate of Employee Information Report
3. Employee Information Report Form AA302 (electronically provided by the Division and distributed to the public agency through the Division's website at:
www.state.nj.us/treasury/contract_compliance

The contractor and its subcontractors shall furnish such reports or other documents to the Division of Public Contracts Equal Employment Opportunity Compliance as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Division of Public Contracts Equal Employment Opportunity Compliance for conducting a compliance investigation pursuant to **Subchapter 10 of the Administrative Code at N.J.A.C. 17:27.**

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**USE THESE
DOCUMENTS
WHEN
SUBMITTING
YOUR
PROPOSAL**

STATEMENT OF AUTHORITY

RFP SUBMITTED FOR:

COMPANY: TRIAD ASSOCIATES

ADDRESS: 1301 W FOREST GROVE ROAD, STE 3A, VINELAND, NJ 08360

RFP SUBMITTED BY: CAROLYN ZUMPINO

(Print Name of Company Officer)

SIGNATURE: 

(Signature of Company Officer)***

TITLE: PRESIDENT DATE: OCTOBER 11, 2023

TELEPHONE: 856-690-9590 EXT:

FACSIMILE: 856-690-5622

EMAIL ADDRESS: czumpino@triadincorporated.com

TAXPAYER IDENTIFICATION NUMBER: 23-2150310

***** The RFP must be signed by a Company Officer in order to be accepted by the City as a valid RFP. Failure to sign the RFP shall cause the RFP submission to be rejected as non-responsive.**

STATEMENT OF OWNERSHIP DISCLOSURE

N.J.S.A. 52:25-24.2 (P.L. 1977, c.33, as amended by P.L. 2016, c.43)

This statement shall be completed, certified to, and included with all bid and proposal submissions. Failure to submit the required information is cause for automatic rejection of the bid or proposal.

Name of Organization: TRIAD ADVISORY SERVICES INC, (t/a TRIAD ASSOCIATES)

Organization Address: 1301 W FOREST GROVE ROAD, STE 3A, VINELAND, NJ 08360

Part I:

Check the box that represents the type of business organization:

- Sole Proprietorship (skip Parts II and III, execute certification in Part IV)
- Non-Profit Corporation (skip Parts II and III, execute certification in Part IV)
- X For-Profit Corporation (any type)
- Limited Liability Company (LLC)
- Limited Partnership
- Limited Liability Partnership (LLP)
- Other (be specific):

Part II:

The list below contains the names and addresses of all stockholders in the corporation who own 10 percent or more of its stock, of any class, or of all individual partners in the partnership who own a 10 percent or greater interest therein, or of all members in the limited liability company who own a 10 percent or greater interest therein, as the case may be. **(COMPLETE THE LIST BELOW IN THIS SECTION)**

OR

No one stockholder in the corporation owns 10 percent or more of its stock, of any class, or no individual partner in the partnership owns a 10 percent or greater interest therein, or no member in the limited liability company owns a 10 percent or greater interest therein, as the case may be. **(SKIP TO PART IV)**

(Please attach additional sheets if more space is needed):

Name of Individual or Business Entity	Address
CAROLYN ZUMPINO	2200 BENJAMIN FRANKLIN PKWY, PHILADELPHIA, PA 19130

Part III DISCLOSURE OF 10% OR GREATER OWNERSHIP IN THE STOCKHOLDERS, PARTNERS OR LLC MEMBERS LISTED IN PART II

If a bidder has a direct or indirect parent entity which is publicly traded, and any person holds a 10 percent or greater beneficial interest in the publicly traded parent entity as of the last annual federal Security and Exchange Commission (SEC) or foreign equivalent filing, ownership disclosure can be met by providing links to the website(s) containing the last annual filing(s) with the federal Securities and Exchange Commission (or foreign equivalent) that contain the name and address of each person holding a 10% or greater beneficial interest in the publicly traded parent entity, along with the relevant page numbers of the filing(s) that contain the information on each such person. **Attach additional sheets if more space is needed.**

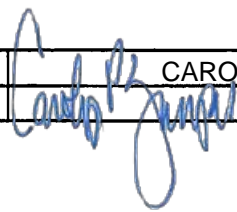
Website (URL) containing the last annual SEC (or foreign equivalent) filing	Page #'s

Please list the names and addresses of each stockholder, partner or member owning a 10 percent or greater interest in any corresponding corporation, partnership and/or limited liability company (LLC) listed in Part II other than for any publicly traded parent entities referenced above. The disclosure shall be continued until names and addresses of every non-corporate stockholder, and individual partner, and member exceeding the 10 percent ownership criteria established pursuant to N.J.S.A. 52:25-24.2 has been listed. **Attach additional sheets if more space is needed.**

Stockholder/Partner/Member and Corresponding Entity Listed in Part II	Address

Part IV Certification

I, being duly sworn upon my oath, hereby represent that the foregoing information and any attachments thereto to the best of my knowledge are true and complete. I acknowledge: that I am authorized to execute this certification on behalf of the bidder/proposer; that the <name of contracting unit> is relying on the information contained herein and that I am under a continuing obligation from the date of this certification through the completion of any contracts with <type of contracting unit> to notify the <type of contracting unit> in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I am subject to criminal prosecution under the law and that it will constitute a material breach of my agreement(s) with the, permitting the <type of contracting unit> to declare any contract(s) resulting from this certification void and unenforceable.

Full Name (Print) :	CAROLYN ZUMPINO	Title :	PRESIDENT
Signature :		Date :	OCTOBER 11, 2023

AFFIRMATIVE ACTION COMPLIANCE NOTICE

N.J.S.A. 10:5-31 and N.J.A.C. 17:27

GOODS AND SERVICES CONTRACTS

(INCLUDING PROFESSIONAL SERVICES)

This form is a summary of the successful bidder's requirement to comply with the requirements of N.J.S.A. 10:5-31 and N.J.A.C. 17:27-1 et seq.

The successful bidder shall submit to the public agency, after notification of award but prior to execution of this contract, one of the following three documents as forms of evidence:

(a) A photocopy of a valid letter that the contractor is operating under an existing Federally approved or sanctioned affirmative action program (good for one year from the date of the letter);

OR

(b) A photocopy of a Certificate of Employee Information Report approval, issued in accordance with N.J.A.C. 17:27-4;

OR

(c) A photocopy of an Employee Information Report (Form AA302) provided by the Division and distributed to the public agency to be completed by the contractor in accordance with N.J.A.C. 17:27-4.

The successful vendor may obtain the Affirmative Action Employee Information Report (AA302) from the contracting unit during normal business hours.

The successful vendor(s) must submit the copies of the AA302 Report to the Division of Contract Compliance and Equal Employment Opportunity in Public Contracts (Division). The Public Agency copy is submitted to the public agency, and the vendor copy is retained by the vendor.

The undersigned vendor certifies that he/she is aware of the commitment to comply with the requirements of N.J.S.A. 10:5-31 and N.J.A.C. 17:27.1 et seq. and agrees to furnish the required forms of evidence.

The undersigned vendor further understands that his/her bid shall be rejected as non-responsive if said contractor fails to comply with the requirements of N.J.S.A. 10:5-31 and N.J.A.C. 17:27-1 et seq.

COMPANY: TRIAD ASSOCIATES

SIGNATURE: 

PRINT NAME: CAROLYN ZUMPINO

TITLE: PRESIDENT

DATE: OCTOBER 11, 2023

**FAILURE BY THE BIDDER TO COMPLETE AND RETURN THIS NOTICE WITH THEIR BID SUBMISSION
SHALL BE CAUSE FOR THEIR BID TO BE REJECTED AS NON-RESPONSIVE**

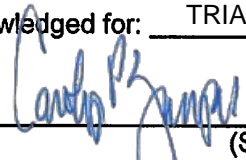
CITY OF VINELAND
ACKNOWLEDGMENT OF RECEIPT OF ADDENDA

Pursuant to N.J.S.A. 40A:11-23.1a, the undersigned bidder hereby acknowledges receipt of the following notices, revisions, or addenda to the bid advertisement, specifications or bid documents. By indicating date of receipt, bidder acknowledges the submitted bid takes into account the provisions of the notice, revision or addendum. Note that the local unit's record of notice to bidders shall take precedence and that failure to include provisions of changes in a bid proposal may be subject for rejection of the bid.

Addendum Number	Dated	Acknowledge Receipt (Initial)
_____	_____	_____
_____	_____	_____
_____	_____	_____

No addenda received.

Acknowledged for: TRIAD ASSOCIATES
(Name of Bidder)

By: 
(Signature of Authorized Representative)

Name: CAROLYN ZUMPINO
(Please type or Print)

Title: PRESIDENT

Date: OCTOBER 11, 2023



**City of Vineland - Division of Purchasing
DISCLOSURE OF INVESTMENT ACTIVITIES IN
IRAN FORM**

STATE OF NEW JERSEY
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND
PROPERTY 33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW
JERSEY 08625-0230

COV RFP #2023-29 (RE-BID), 5 YEAR DEVELOPMENT PLAN FOR

BID SOLICITATION # AND TITLE: VINELAND AND MILLVILLE URBAN ENTERPRISE ZONE

VENDOR NAME: TRIAD ASSOCIATES

Pursuant to N.J.S.A. 52:32-57, et seq. (P.L. 2012, c.25 and P.L. 2021, c.4) any person or entity that submits a bid or proposal or otherwise proposes to enter into or renew a contract must certify that neither the person nor entity, nor any of its parents, subsidiaries, or affiliates, is identified on the New Jersey Department of the Treasury's Chapter 25 List as a person or entity engaged in investment activities in Iran. The Chapter 25 list is found on the Division's website at: <https://www.state.nj.us/treasury/purchase/pdf/Chapter25List.pdf>.

Vendors/Bidders must review this list prior to completing the below certification. If the Director of the Division of Purchase and Property finds a person or entity to be in violation of the law, s/he shall take action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party.

CHECK THE APPROPRIATE BOX

I certify, pursuant to N.J.S.A. 52:32-57, et seq. (P.L. 2012, c.25 and P.L. 2021, c.4), that neither the Vendor/Bidder listed above nor any of its parents, subsidiaries, or affiliates is listed on the New Jersey Department of the Treasury's Chapter 25 List of entities determined to be engaged in prohibited activities in Iran.

OR

I am unable to certify as above because the Vendor/Bidder and/or one or more of its parents, subsidiaries, or affiliates is listed on the New Jersey Department of the Treasury's Chapter 25 List. I will provide a detailed, accurate and precise description of the activities of the Vendor/Bidder, or one of its parents, subsidiaries or affiliates, has engaged in regarding investment activities in Iran by completing the information requested below.

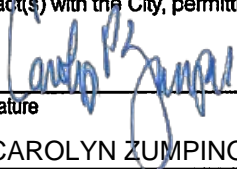
Entity Engaged in Investment
Activities
Relationship to Vendor/ Bidder
Description of Activities

Duration of Engagement
Anticipated Cessation Date
**Attach Additional Sheets If
Necessary.*

CERTIFICATION

I, the undersigned, certify that I am authorized to execute this certification on behalf of the Vendor, that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I acknowledge that the City of Vineland is relying on the information contained herein, and that the Vendor is under a continuing obligation from the date of this certification through the completion of any contract(s) with the City to notify the City in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I may be subject to criminal prosecution under the law, and it will constitute a material breach of my contract(s) with the City, permitting the City to declare any contract(s) resulting from this certification void and unenforceable.

Signature



OCTOBER 11, 2023

Date

CAROLYN ZUMPINO, PRESIDENT

Full Name (Print) and Title



APPENDIX 4
SUPPORTING DATA



	Vineland city...
Population	
2010 Population	60,724
2020 Population	60,780
2023 Population	60,197
2028 Population	59,197
2010-2020 Annual Rate	0.01%
2020-2023 Annual Rate	-0.30%
2023-2028 Annual Rate	-0.33%
2020 Male Population	48.1%
2020 Female Population	51.9%
2020 Median Age	39.9
2023 Male Population	48.8%
2023 Female Population	51.2%
2023 Median Age	38.8

In the identified area, the current year population is 60,197. In 2020, the Census count in the area was 60,780. The rate of change since 2020 was -0.30% annually. The five-year projection for the population in the area is 59,197 representing a change of -0.33% annually from 2023 to 2028. Currently, the population is 48.8% male and 51.2% female.

Median Age	
The median age in this area is 38.8, compared to U.S. median age of 39.1.	

Race and Ethnicity	
2023 White Alone	45.7%
2023 Black Alone	14.0%
2023 American Indian/Alaska Native Alone	1.1%
2023 Asian Alone	2.2%
2023 Pacific Islander Alone	0.0%
2023 Other Race	21.2%
2023 Two or More Races	15.8%
2023 Hispanic Origin (Any Race)	44.9%

Persons of Hispanic origin represent 44.9% of the population in the identified area compared to 19.4% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 84.9 in the identified area, compared to 72.1 for the U.S. as a whole.

Households	
2023 Wealth Index	79
2010 Households	21,450
2020 Households	22,176
2023 Households	22,192
2028 Households	22,159
2010-2020 Annual Rate	0.33%
2020-2023 Annual Rate	0.02%
2023-2028 Annual Rate	-0.03%
2023 Average Household Size	2.66

The household count in this area has changed from 22,176 in 2020 to 22,192 in the current year, a change of 0.02% annually. The five-year projection of households is 22,159, a change of -0.03% annually from the current year total. Average household size is currently 2.66, compared to 2.69 in the year 2020. The number of families in the current year is 15,386 in the specified area.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 into 2020 geography and Census 2020 data.



Executive Summary - City of Vineland

Vineland city, NJ
 Vineland city, NJ (3401176070)
 Geography: County Subdivision

Prepared by Esri

Vineland city...

Mortgage Income

2023 Percent of Income for Mortgage 21.5%

Median Household Income

2023 Median Household Income \$61,869

2028 Median Household Income \$68,031

2023-2028 Annual Rate 1.92%

Average Household Income

2023 Average Household Income \$88,305

2028 Average Household Income \$99,308

2023-2028 Annual Rate 2.38%

Per Capita Income

2023 Per Capita Income \$32,588

2028 Per Capita Income \$37,208

2023-2028 Annual Rate 2.69%

GINI Index

2023 Gini Index 41.3

Households by Income

Current median household income is \$61,869 in the area, compared to \$72,603 for all U.S. households. Median household income is projected to be \$68,031 in five years, compared to \$82,410 for all U.S. households

Current average household income is \$88,305 in this area, compared to \$107,008 for all U.S. households. Average household income is projected to be \$99,308 in five years, compared to \$122,048 for all U.S. households

Current per capita income is \$32,588 in the area, compared to the U.S. per capita income of \$41,310. The per capita income is projected to be \$37,208 in five years, compared to \$47,525 for all U.S. households

Housing

2023 Housing Affordability Index 90

2010 Total Housing Units 22,661

2010 Owner Occupied Housing Units 14,591

2010 Renter Occupied Housing Units 6,859

2010 Vacant Housing Units 1,211

2020 Total Housing Units 23,477

2020 Owner Occupied Housing Units 14,310

2020 Renter Occupied Housing Units 7,866

2020 Vacant Housing Units 1,301

2023 Total Housing Units 23,567

2023 Owner Occupied Housing Units 15,336

2023 Renter Occupied Housing Units 6,856

2023 Vacant Housing Units 1,375

2028 Total Housing Units 23,499

2028 Owner Occupied Housing Units 15,554

2028 Renter Occupied Housing Units 6,605

2028 Vacant Housing Units 1,340

Socioeconomic Status Index

2023 Socioeconomic Status Index 42.3

Currently, 65.1% of the 23,567 housing units in the area are owner occupied; 29.1%, renter occupied; and 5.8% are vacant. Currently, in the U.S., 58.5% of the housing units in the area are owner occupied; 31.7% are renter occupied; and 9.8% are vacant. In 2020, there were 23,477 housing units in the area and 5.5% vacant housing units. The annual rate of change in housing units since 2020 is 0.12%. Median home value in the area is \$221,241, compared to a median home value of \$308,943 for the U.S. In five years, median value is projected to change by 1.32% annually to \$236,188.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 into 2020 geography and Census 2020 data.



Executive Summary - City of Millville

Millville city, NJ
Millville city, NJ (3401146680)
Geography: County Subdivision

Prepared by Esri

	Millville cit...
Population	
2010 Population	28,400
2020 Population	27,491
2023 Population	27,330
2028 Population	27,262
2010-2020 Annual Rate	-0.32%
2020-2023 Annual Rate	-0.18%
2023-2028 Annual Rate	-0.05%
2020 Male Population	47.2%
2020 Female Population	52.8%
2020 Median Age	39.4
2023 Male Population	48.2%
2023 Female Population	51.8%
2023 Median Age	39.0

In the identified area, the current year population is 27,330. In 2020, the Census count in the area was 27,491. The rate of change since 2020 was -0.18% annually. The five-year projection for the population in the area is 27,262 representing a change of -0.05% annually from 2023 to 2028. Currently, the population is 48.2% male and 51.8% female.

Median Age	
The median age in this area is 39.0, compared to U.S. median age of 39.1.	
Race and Ethnicity	
2023 White Alone	55.9%
2023 Black Alone	22.8%
2023 American Indian/Alaska Native Alone	0.7%
2023 Asian Alone	1.2%
2023 Pacific Islander Alone	0.0%
2023 Other Race	6.9%
2023 Two or More Races	12.5%
2023 Hispanic Origin (Any Race)	20.0%

Persons of Hispanic origin represent 20.0% of the population in the identified area compared to 19.4% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 73.8 in the identified area, compared to 72.1 for the U.S. as a whole.

Households	
2023 Wealth Index	77
2010 Households	10,648
2020 Households	10,770
2023 Households	10,854
2028 Households	11,024
2010-2020 Annual Rate	0.11%
2020-2023 Annual Rate	0.24%
2023-2028 Annual Rate	0.31%
2023 Average Household Size	2.50

The household count in this area has changed from 10,770 in 2020 to 10,854 in the current year, a change of 0.24% annually. The five-year projection of households is 11,024, a change of 0.31% annually from the current year total. Average household size is currently 2.50, compared to 2.53 in the year 2020. The number of families in the current year is 7,164 in the specified area.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 into 2020 geography and Census 2020 data.



Executive Summary - City of Millville

Millville city, NJ
Millville city, NJ (3401146680)
Geography: County Subdivision

Prepared by Esri

Millville cit...

Mortgage Income

2023 Percent of Income for Mortgage 20.3%

Median Household Income

2023 Median Household Income \$62,279

2028 Median Household Income \$69,860

2023-2028 Annual Rate 2.32%

Average Household Income

2023 Average Household Income \$88,012

2028 Average Household Income \$98,576

2023-2028 Annual Rate 2.29%

Per Capita Income

2023 Per Capita Income \$34,964

2028 Per Capita Income \$39,872

2023-2028 Annual Rate 2.66%

GINI Index

2023 Gini Index 43.3

Households by Income

Current median household income is \$62,279 in the area, compared to \$72,603 for all U.S. households. Median household income is projected to be \$69,860 in five years, compared to \$82,410 for all U.S. households

Current average household income is \$88,012 in this area, compared to \$107,008 for all U.S. households. Average household income is projected to be \$98,576 in five years, compared to \$122,048 for all U.S. households

Current per capita income is \$34,964 in the area, compared to the U.S. per capita income of \$41,310. The per capita income is projected to be \$39,872 in five years, compared to \$47,525 for all U.S. households

Housing

2023 Housing Affordability Index 90

2010 Total Housing Units 11,435

2010 Owner Occupied Housing Units 6,585

2010 Renter Occupied Housing Units 4,063

2010 Vacant Housing Units 787

2020 Total Housing Units 11,616

2020 Owner Occupied Housing Units 6,358

2020 Renter Occupied Housing Units 4,412

2020 Vacant Housing Units 846

2023 Total Housing Units 11,721

2023 Owner Occupied Housing Units 7,190

2023 Renter Occupied Housing Units 3,664

2023 Vacant Housing Units 867

2028 Total Housing Units 11,933

2028 Owner Occupied Housing Units 7,481

2028 Renter Occupied Housing Units 3,543

2028 Vacant Housing Units 909

Socioeconomic Status Index

2023 Socioeconomic Status Index 43.3

Currently, 61.3% of the 11,721 housing units in the area are owner occupied; 31.3%, renter occupied; and 7.4% are vacant. Currently, in the U.S., 58.5% of the housing units in the area are owner occupied; 31.7% are renter occupied; and 9.8% are vacant. In 2020, there were 11,616 housing units in the area and 7.3% vacant housing units. The annual rate of change in housing units since 2020 is 0.28%. Median home value in the area is \$210,290, compared to a median home value of \$308,943 for the U.S. In five years, median value is projected to change by 1.68% annually to \$228,610.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 into 2020 geography and Census 2020 data.

Population

2010 Population	8,778
2020 Population	8,599
2023 Population	8,499
2028 Population	8,360
2010-2020 Annual Rate	-0.21%
2020-2023 Annual Rate	-0.36%
2023-2028 Annual Rate	-0.33%
2020 Male Population	49.0%
2020 Female Population	51.0%
2020 Median Age	37.9
2023 Male Population	49.7%
2023 Female Population	50.3%
2023 Median Age	36.2

In the identified area, the current year population is 8,499. In 2020, the Census count in the area was 8,599. The rate of change since 2020 was -0.36% annually. The five-year projection for the population in the area is 8,360 representing a change of -0.33% annually from 2023 to 2028. Currently, the population is 49.7% male and 50.3% female.

Median Age

The median age in this area is 36.2, compared to U.S. median age of 39.1.

Race and Ethnicity

2023 White Alone	36.1%
2023 Black Alone	15.1%
2023 American Indian/Alaska Native Alone	1.6%
2023 Asian Alone	1.6%
2023 Pacific Islander Alone	0.0%
2023 Other Race	28.3%
2023 Two or More Races	17.3%
2023 Hispanic Origin (Any Race)	55.5%

Persons of Hispanic origin represent 55.5% of the population in the identified area compared to 19.4% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 86.7 in the identified area, compared to 72.1 for the U.S. as a whole.

Households

2023 Wealth Index	59
2010 Households	2,861
2020 Households	2,966
2023 Households	2,978
2028 Households	2,974
2010-2020 Annual Rate	0.36%
2020-2023 Annual Rate	0.12%
2023-2028 Annual Rate	-0.03%
2023 Average Household Size	2.79

The household count in this area has changed from 2,966 in 2020 to 2,978 in the current year, a change of 0.12% annually. The five-year projection of households is 2,974, a change of -0.03% annually from the current year total. Average household size is currently 2.79, compared to 2.84 in the year 2020. The number of families in the current year is 2,080 in the specified area.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 into 2020 geography and Census 2020 data.



Executive Summary - UEZ Vineland

MILLVILLE/VINELAND

Prepared by Esri

Mortgage Income

2023 Percent of Income for Mortgage 20.7%

Median Household Income

2023 Median Household Income \$53,740

2028 Median Household Income \$57,639

2023-2028 Annual Rate 1.41%

Average Household Income

2023 Average Household Income \$74,694

2028 Average Household Income \$83,700

2023-2028 Annual Rate 2.30%

Per Capita Income

2023 Per Capita Income \$26,131

2028 Per Capita Income \$29,729

2023-2028 Annual Rate 2.61%

GINI Index

2023 Gini Index 41.7

Households by Income

Current median household income is \$53,740 in the area, compared to \$72,603 for all U.S. households. Median household income is projected to be \$57,639 in five years, compared to \$82,410 for all U.S. households

Current average household income is \$74,694 in this area, compared to \$107,008 for all U.S. households. Average household income is projected to be \$83,700 in five years, compared to \$122,048 for all U.S. households

Current per capita income is \$26,131 in the area, compared to the U.S. per capita income of \$41,310. The per capita income is projected to be \$29,729 in five years, compared to \$47,525 for all U.S. households

Housing

2023 Housing Affordability Index 93

2010 Total Housing Units 3,082

2010 Owner Occupied Housing Units 1,782

2010 Renter Occupied Housing Units 1,080

2010 Vacant Housing Units 221

2020 Total Housing Units 3,203

2020 Owner Occupied Housing Units 1,713

2020 Renter Occupied Housing Units 1,253

2020 Vacant Housing Units 210

2023 Total Housing Units 3,210

2023 Owner Occupied Housing Units 1,887

2023 Renter Occupied Housing Units 1,091

2023 Vacant Housing Units 232

2028 Total Housing Units 3,213

2028 Owner Occupied Housing Units 1,927

2028 Renter Occupied Housing Units 1,046

2028 Vacant Housing Units 239

Socioeconomic Status Index

2023 Socioeconomic Status Index 37.9

Currently, 58.8% of the 3,210 housing units in the area are owner occupied; 34.0%, renter occupied; and 7.2% are vacant. Currently, in the U.S., 58.5% of the housing units in the area are owner occupied; 31.7% are renter occupied; and 9.8% are vacant. In 2020, there were 3,203 housing units in the area and 6.6% vacant housing units. The annual rate of change in housing units since 2020 is 0.07%. Median home value in the area is \$184,760, compared to a median home value of \$308,943 for the U.S. In five years, median value is projected to change by 0.86% annually to \$192,800.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 into 2020 geography and Census 2020 data.

Population

2010 Population	9,831
2020 Population	9,437
2024 Population	9,355
2029 Population	9,178
2010-2020 Annual Rate	-0.41%
2020-2024 Annual Rate	-0.21%
2024-2029 Annual Rate	-0.38%
2020 Male Population	47.0%
2020 Female Population	53.0%
2020 Median Age	39.1
2024 Male Population	47.9%
2024 Female Population	52.1%
2024 Median Age	39.8

In the identified area, the current year population is 9,355. In 2020, the Census count in the area was 9,437. The rate of change since 2020 was -0.21% annually. The five-year projection for the population in the area is 9,178 representing a change of -0.38% annually from 2024 to 2029. Currently, the population is 47.9% male and 52.1% female.

Median Age

The median age in this area is 39.8, compared to U.S. median age of 39.3.

Race and Ethnicity

2024 White Alone	52.2%
2024 Black Alone	25.3%
2024 American Indian/Alaska Native Alone	0.7%
2024 Asian Alone	1.1%
2024 Pacific Islander Alone	0.0%
2024 Other Race	7.6%
2024 Two or More Races	13.0%
2024 Hispanic Origin (Any Race)	21.7%

Persons of Hispanic origin represent 21.7% of the population in the identified area compared to 19.6% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 76.3 in the identified area, compared to 72.5 for the U.S. as a whole.

Households

2024 Wealth Index	79
2010 Households	4,008
2020 Households	3,979
2024 Households	4,011
2029 Households	4,056
2010-2020 Annual Rate	-0.07%
2020-2024 Annual Rate	0.19%
2024-2029 Annual Rate	0.22%
2024 Average Household Size	2.31

The household count in this area has changed from 3,979 in 2020 to 4,011 in the current year, a change of 0.19% annually. The five-year projection of households is 4,056, a change of 0.22% annually from the current year total. Average household size is currently 2.31, compared to 2.34 in the year 2020. The number of families in the current year is 2,322 in the specified area.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2024 and 2029. Esri converted Census 2010 into 2020 geography and Census 2020 data.

Mortgage Income	
2024 Percent of Income for Mortgage	24.3%
Median Household Income	
2024 Median Household Income	\$58,255
2029 Median Household Income	\$64,005
2024-2029 Annual Rate	1.90%
Average Household Income	
2024 Average Household Income	\$86,894
2029 Average Household Income	\$98,306
2024-2029 Annual Rate	2.50%
Per Capita Income	
2024 Per Capita Income	\$35,596
2029 Per Capita Income	\$41,504
2024-2029 Annual Rate	3.12%
GINI Index	
2024 Gini Index	44.9

Households by Income

Current median household income is \$58,255 in the area, compared to \$79,068 for all U.S. households. Median household income is projected to be \$64,005 in five years, compared to \$91,442 all U.S. households.

Current average household income is \$86,894 in this area, compared to \$113,185 for all U.S. households. Average household income is projected to be \$98,306 in five years, compared to \$130,581 for all U.S. households.

Current per capita income is \$35,596 in the area, compared to the U.S. per capita income of \$43,829. The per capita income is projected to be \$41,504 in five years, compared to \$51,203 for all U.S. households.

Housing	
2024 Housing Affordability Index	84
2010 Total Housing Units	4,276
2010 Owner Occupied Housing Units	2,139
2010 Renter Occupied Housing Units	1,869
2010 Vacant Housing Units	268
2020 Total Housing Units	4,300
2020 Owner Occupied Housing Units	1,985
2020 Renter Occupied Housing Units	1,994
2020 Vacant Housing Units	374
2024 Total Housing Units	4,332
2024 Owner Occupied Housing Units	2,155
2024 Renter Occupied Housing Units	1,856
2024 Vacant Housing Units	321
2029 Total Housing Units	4,366
2029 Owner Occupied Housing Units	2,310
2029 Renter Occupied Housing Units	1,746
2029 Vacant Housing Units	310

Socioeconomic Status Index

2024 Socioeconomic Status Index 44.4

Currently, 49.7% of the 4,332 housing units in the area are owner occupied; 42.8%, renter occupied; and 7.4% are vacant. Currently, in the U.S., 57.9% of the housing units in the area are owner occupied; 32.1% are renter occupied; and 10.0% are vacant. In 2020, there were 4,300 housing units in the area and 8.7% vacant housing units. The annual rate of change in housing units since 2020 is 0.17%. Median home value in the area is \$226,250, compared to a median home value of \$355,577 for the U.S. In five years, median value is projected to change by 1.94% annually to \$249,094.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2024 and 2029. Esri converted Census 2010 into 2020 geography and Census 2020 data.



Business Summary - City of Millville

Millville city, NJ
 Millville city, NJ (3401146680)
 Geography: County Subdivision

Prepared by Esri

Data for all businesses in area		Millville cit...			
Total Businesses:		722			
Total Employees:		10,540			
Total Residential Population:		27,330			
Employee/Residential Population Ratio (per 100 Residents)		39			
by SIC Codes	Businesses		Employees		
	Number	Percent	Number	Percent	
Agriculture & Mining	7	1.0%	35	0.3%	
Construction	41	5.7%	164	1.6%	
Manufacturing	40	5.5%	1,755	16.7%	
Transportation	22	3.0%	222	2.1%	
Communication	12	1.7%	60	0.6%	
Utility	3	0.4%	65	0.6%	
Wholesale Trade	26	3.6%	510	4.8%	
Retail Trade Summary	176	24.4%	3,357	31.9%	
Home Improvement	12	1.7%	266	2.5%	
General Merchandise Stores	19	2.6%	744	7.1%	
Food Stores	20	2.8%	450	4.3%	
Auto Dealers & Gas Stations	17	2.4%	264	2.5%	
Apparel & Accessory Stores	5	0.7%	20	0.2%	
Furniture & Home Furnishings	11	1.5%	243	2.3%	
Eating & Drinking Places	51	7.1%	1,022	9.7%	
Miscellaneous Retail	41	5.7%	348	3.3%	
Finance, Insurance, Real Estate Summary	47	6.5%	313	3.0%	
Banks, Savings & Lending Institutions	12	1.7%	82	0.8%	
Securities Brokers	5	0.7%	9	0.1%	
Insurance Carriers & Agents	4	0.6%	29	0.3%	
Real Estate, Holding, Other Investment Offices	26	3.6%	193	1.8%	
Services Summary	290	40.2%	3,335	31.6%	
Hotels & Lodging	6	0.8%	75	0.7%	
Automotive Services	30	4.2%	83	0.8%	
Movies & Amusements	20	2.8%	221	2.1%	
Health Services	43	6.0%	429	4.1%	
Legal Services	10	1.4%	52	0.5%	
Education Institutions & Libraries	26	3.6%	1,031	9.8%	
Other Services	155	21.5%	1,444	13.7%	
Government	30	4.2%	693	6.6%	
Unclassified Establishments	28	3.9%	31	0.3%	
Totals	722	100.0%	10,540	100.0%	

Source: Copyright 2023 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2023.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

March 27, 2024



Business Summary - City of Millville

Millville city, NJ
 Millville city, NJ (3401146680)
 Geography: County Subdivision

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	2	0.3%	4	0.0%
Mining	0	0.0%	0	0.0%
Utilities	2	0.3%	63	0.6%
Construction	42	5.8%	166	1.6%
Manufacturing	39	5.4%	1,740	16.5%
Wholesale Trade	26	3.6%	510	4.8%
Retail Trade	122	16.9%	2,307	21.9%
Motor Vehicle & Parts Dealers	16	2.2%	261	2.5%
Furniture & Home Furnishings Stores	7	1.0%	230	2.2%
Electronics & Appliance Stores	4	0.6%	13	0.1%
Building Material & Garden Equipment & Supplies Dealers	12	1.7%	266	2.5%
Food & Beverage Stores	18	2.5%	433	4.1%
Health & Personal Care Stores	17	2.4%	123	1.2%
Gasoline Stations & Fuel Dealers	1	0.1%	3	0.0%
Clothing, Clothing Accessories, Shoe and Jewelry Stores	6	0.8%	22	0.2%
Sporting Goods, Hobby, Book, & Music Stores	20	2.8%	209	2.0%
General Merchandise Stores	21	2.9%	747	7.1%
Transportation & Warehousing	19	2.6%	215	2.0%
Information	17	2.4%	109	1.0%
Finance & Insurance	21	2.9%	120	1.1%
Central Bank/Credit Intermediation & Related Activities	11	1.5%	77	0.7%
Securities & Commodity Contracts	6	0.8%	14	0.1%
Funds, Trusts & Other Financial Vehicles	4	0.6%	29	0.3%
Real Estate, Rental & Leasing	26	3.6%	165	1.6%
Professional, Scientific & Tech Services	42	5.8%	325	3.1%
Legal Services	11	1.5%	54	0.5%
Management of Companies & Enterprises	1	0.1%	5	0.0%
Administrative, Support & Waste Management Services	13	1.8%	102	1.0%
Educational Services	28	3.9%	1,021	9.7%
Health Care & Social Assistance	66	9.1%	1,079	10.2%
Arts, Entertainment & Recreation	23	3.2%	270	2.6%
Accommodation & Food Services	60	8.3%	1,125	10.7%
Accommodation	6	0.8%	75	0.7%
Food Services & Drinking Places	54	7.5%	1,050	10.0%
Other Services (except Public Administration)	115	15.9%	490	4.6%
Automotive Repair & Maintenance	25	3.5%	64	0.6%
Public Administration	30	4.2%	693	6.6%
Unclassified Establishments	28	3.9%	31	0.3%
Total	722	100.0%	10,540	100.0%

Source: Copyright 2023 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2023.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

March 27, 2024

Data for all businesses in area

Total Businesses:	1,110
Total Employees:	16,944
Total Population:	9,289
Employee/Population Ratio (per 100 Residents)	182

	Businesses		Employees	
	Number	Percent	Number	Percent
by SIC Codes				
Agriculture & Mining	14	1.3%	117	0.7%
Construction	58	5.2%	590	3.5%
Manufacturing	47	4.2%	2,042	12.1%
Transportation	28	2.5%	516	3.0%
Communication	17	1.5%	76	0.4%
Utility	2	0.2%	28	0.2%
Wholesale Trade	50	4.5%	1,051	6.2%
Retail Trade Summary	272	24.5%	3,874	22.9%
Home Improvement	11	1.0%	201	1.2%
General Merchandise Stores	12	1.1%	799	4.7%
Food Stores	40	3.6%	493	2.9%
Auto Dealers & Gas Stations	38	3.4%	429	2.5%
Apparel & Accessory Stores	21	1.9%	132	0.8%
Furniture & Home Furnishings	17	1.5%	195	1.2%
Eating & Drinking Places	71	6.4%	1,100	6.5%
Miscellaneous Retail	62	5.6%	525	3.1%
Finance, Insurance, Real Estate Summary	68	6.1%	522	3.1%
Banks, Savings & Lending Institutions	16	1.4%	264	1.6%
Securities Brokers	8	0.7%	30	0.2%
Insurance Carriers & Agents	14	1.3%	50	0.3%
Real Estate, Holding, Other Investment Offices	31	2.8%	178	1.1%
Services Summary	487	43.9%	6,349	37.5%
Hotels & Lodging	7	0.6%	224	1.3%
Automotive Services	42	3.8%	154	0.9%
Movies & Amusements	16	1.4%	106	0.6%
Health Services	128	11.5%	2,509	14.8%
Legal Services	30	2.7%	249	1.5%
Education Institutions & Libraries	21	1.9%	1,045	6.2%
Other Services	243	21.9%	2,062	12.2%
Government	40	3.6%	1,716	10.1%
Unclassified Establishments	27	2.4%	64	0.4%
Totals	1,110	100.0%	16,944	100.0%

Source: Copyright 2024 Data Axle, Inc. All rights reserved. Esri Total Population forecasts for 2024.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	4	0.4%	40	0.2%
Mining	1	0.1%	7	0.0%
Utilities	1	0.1%	21	0.1%
Construction	60	5.4%	603	3.6%
Manufacturing	53	4.8%	2,138	12.6%
Wholesale Trade	50	4.5%	1,049	6.2%
Retail Trade	185	16.7%	2,521	14.9%
Motor Vehicle & Parts Dealers	34	3.1%	408	2.4%
Furniture & Home Furnishings Stores	9	0.8%	73	0.4%
Electronics & Appliance Stores	8	0.7%	105	0.6%
Building Material & Garden Equipment & Supplies Dealers	11	1.0%	201	1.2%
Food & Beverage Stores	31	2.8%	268	1.6%
Health & Personal Care Stores	20	1.8%	172	1.0%
Gasoline Stations & Fuel Dealers	4	0.4%	22	0.1%
Clothing, Clothing Accessories, Shoe and Jewelry Stores	27	2.4%	154	0.9%
Sporting Goods, Hobby, Book, & Music Stores	22	2.0%	304	1.8%
General Merchandise Stores	18	1.6%	815	4.8%
Transportation & Warehousing	25	2.3%	509	3.0%
Information	24	2.2%	251	1.5%
Finance & Insurance	40	3.6%	349	2.1%
Central Bank/Credit Intermediation & Related Activities	18	1.6%	269	1.6%
Securities & Commodity Contracts	8	0.7%	30	0.2%
Funds, Trusts & Other Financial Vehicles	14	1.3%	50	0.3%
Real Estate, Rental & Leasing	40	3.6%	230	1.4%
Professional, Scientific & Tech Services	99	8.9%	963	5.7%
Legal Services	34	3.1%	285	1.7%
Management of Companies & Enterprises	1	0.1%	7	0.0%
Administrative, Support & Waste Management Services	28	2.5%	230	1.4%
Educational Services	24	2.2%	1,056	6.2%
Health Care & Social Assistance	162	14.6%	2,988	17.6%
Arts, Entertainment & Recreation	14	1.3%	77	0.5%
Accommodation & Food Services	84	7.6%	1,371	8.1%
Accommodation	7	0.6%	224	1.3%
Food Services & Drinking Places	76	6.8%	1,147	6.8%
Other Services (except Public Administration)	149	13.4%	765	4.5%
Automotive Repair & Maintenance	34	3.1%	124	0.7%
Public Administration	40	3.6%	1,716	10.1%
Unclassified Establishments	26	2.3%	50	0.3%
Total	1,110	100.0%	16,944	100.0%

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Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.



Business Summary - City of Vineland

Vineland city, NJ
 Vineland city, NJ (3401176070)
 Geography: County Subdivision

Prepared by Esri

Data for all businesses in area		Vineland city...			
Total Businesses:		2,109			
Total Employees:		29,936			
Total Residential Population:		60,197			
Employee/Residential Population Ratio (per 100 Residents)		50			
by SIC Codes	Businesses		Employees		
	Number	Percent	Number	Percent	
Agriculture & Mining	49	2.3%	523	1.7%	
Construction	123	5.8%	1,233	4.1%	
Manufacturing	81	3.8%	3,084	10.3%	
Transportation	54	2.6%	1,020	3.4%	
Communication	23	1.1%	137	0.5%	
Utility	7	0.3%	103	0.3%	
Wholesale Trade	92	4.4%	1,579	5.3%	
Retail Trade Summary	493	23.4%	6,681	22.3%	
Home Improvement	22	1.0%	367	1.2%	
General Merchandise Stores	24	1.1%	1,147	3.8%	
Food Stores	74	3.5%	1,263	4.2%	
Auto Dealers & Gas Stations	71	3.4%	734	2.5%	
Apparel & Accessory Stores	30	1.4%	182	0.6%	
Furniture & Home Furnishings	29	1.4%	328	1.1%	
Eating & Drinking Places	129	6.1%	1,754	5.9%	
Miscellaneous Retail	114	5.4%	906	3.0%	
Finance, Insurance, Real Estate Summary	157	7.4%	1,209	4.0%	
Banks, Savings & Lending Institutions	32	1.5%	514	1.7%	
Securities Brokers	12	0.6%	43	0.1%	
Insurance Carriers & Agents	31	1.5%	193	0.6%	
Real Estate, Holding, Other Investment Offices	82	3.9%	459	1.5%	
Services Summary	905	42.9%	11,718	39.1%	
Hotels & Lodging	11	0.5%	301	1.0%	
Automotive Services	80	3.8%	286	1.0%	
Movies & Amusements	40	1.9%	223	0.7%	
Health Services	234	11.1%	4,648	15.5%	
Legal Services	47	2.2%	353	1.2%	
Education Institutions & Libraries	49	2.3%	2,527	8.4%	
Other Services	444	21.1%	3,380	11.3%	
Government	61	2.9%	2,532	8.5%	
Unclassified Establishments	64	3.0%	117	0.4%	
Totals	2,109	100.0%	29,936	100.0%	

Source: Copyright 2023 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2023.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

March 27, 2024



Business Summary - City of Vineland

Vineland city, NJ
 Vineland city, NJ (3401176070)
 Geography: County Subdivision

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	18	0.9%	267	0.9%
Mining	1	0.0%	9	0.0%
Utilities	4	0.2%	71	0.2%
Construction	129	6.1%	1,271	4.2%
Manufacturing	92	4.4%	3,237	10.8%
Wholesale Trade	90	4.3%	1,573	5.3%
Retail Trade	338	16.0%	4,537	15.2%
Motor Vehicle & Parts Dealers	63	3.0%	702	2.3%
Furniture & Home Furnishings Stores	14	0.7%	121	0.4%
Electronics & Appliance Stores	15	0.7%	161	0.5%
Building Material & Garden Equipment & Supplies Dealers	22	1.0%	367	1.2%
Food & Beverage Stores	63	3.0%	951	3.2%
Health & Personal Care Stores	36	1.7%	348	1.2%
Gasoline Stations & Fuel Dealers	8	0.4%	32	0.1%
Clothing, Clothing Accessories, Shoe and Jewelry Stores	40	1.9%	226	0.8%
Sporting Goods, Hobby, Book, & Music Stores	40	1.9%	446	1.5%
General Merchandise Stores	37	1.8%	1,183	4.0%
Transportation & Warehousing	47	2.2%	1,004	3.4%
Information	36	1.7%	418	1.4%
Finance & Insurance	78	3.7%	756	2.5%
Central Bank/Credit Intermediation & Related Activities	35	1.7%	520	1.7%
Securities & Commodity Contracts	12	0.6%	43	0.1%
Funds, Trusts & Other Financial Vehicles	31	1.5%	193	0.6%
Real Estate, Rental & Leasing	89	4.2%	432	1.4%
Professional, Scientific & Tech Services	170	8.1%	1,403	4.7%
Legal Services	55	2.6%	406	1.4%
Management of Companies & Enterprises	4	0.2%	84	0.3%
Administrative, Support & Waste Management Services	71	3.4%	518	1.7%
Educational Services	56	2.7%	2,534	8.5%
Health Care & Social Assistance	302	14.3%	5,521	18.4%
Arts, Entertainment & Recreation	29	1.4%	147	0.5%
Accommodation & Food Services	151	7.2%	2,152	7.2%
Accommodation	11	0.5%	301	1.0%
Food Services & Drinking Places	140	6.6%	1,851	6.2%
Other Services (except Public Administration)	279	13.2%	1,368	4.6%
Automotive Repair & Maintenance	65	3.1%	232	0.8%
Public Administration	62	2.9%	2,534	8.5%
Unclassified Establishments	63	3.0%	100	0.3%
Total	2,109	100.0%	29,936	100.0%

Source: Copyright 2023 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2023.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

March 27, 2024



Business Summary - Millville UEZ

MILLVILLE/VINELAND

Prepared by Esri

Data for all businesses in area

Total Businesses:			563	
Total Employees:			8,337	
Total Residential Population:			9,422	
Employee/Residential Population Ratio (per 100 Residents)			88	
by SIC Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture & Mining	5	0.9%	26	0.3%
Construction	25	4.4%	111	1.3%
Manufacturing	30	5.3%	1,120	13.4%
Transportation	15	2.7%	188	2.3%
Communication	11	2.0%	58	0.7%
Utility	3	0.5%	63	0.8%
Wholesale Trade	19	3.4%	324	3.9%
Retail Trade Summary	146	25.9%	2,995	35.9%
Home Improvement	10	1.8%	249	3.0%
General Merchandise Stores	15	2.7%	710	8.5%
Food Stores	16	2.8%	377	4.5%
Auto Dealers & Gas Stations	15	2.7%	253	3.0%
Apparel & Accessory Stores	5	0.9%	19	0.2%
Furniture & Home Furnishings	9	1.6%	131	1.6%
Eating & Drinking Places	42	7.5%	943	11.3%
Miscellaneous Retail	35	6.2%	314	3.8%
Finance, Insurance, Real Estate Summary	37	6.6%	257	3.1%
Banks, Savings & Lending Institutions	11	2.0%	77	0.9%
Securities Brokers	5	0.9%	9	0.1%
Insurance Carriers & Agents	4	0.7%	27	0.3%
Real Estate, Holding, Other Investment Offices	18	3.2%	145	1.7%
Services Summary	224	39.8%	2,576	30.9%
Hotels & Lodging	5	0.9%	74	0.9%
Automotive Services	21	3.7%	57	0.7%
Movies & Amusements	17	3.0%	201	2.4%
Health Services	35	6.2%	378	4.5%
Legal Services	9	1.6%	47	0.6%
Education Institutions & Libraries	19	3.4%	714	8.6%
Other Services	117	20.8%	1,105	13.3%
Government	28	5.0%	592	7.1%
Unclassified Establishments	21	3.7%	26	0.3%
Totals	563	100.0%	8,337	100.0%

Source: Copyright 2023 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2023.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

March 27, 2024



Business Summary - Millville UEZ

MILLVILLE/VINELAND

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	2	0.4%	4	0.0%
Mining	0	0.0%	0	0.0%
Utilities	2	0.4%	61	0.7%
Construction	26	4.6%	113	1.4%
Manufacturing	30	5.3%	1,111	13.3%
Wholesale Trade	19	3.4%	324	3.9%
Retail Trade	103	18.3%	2,034	24.4%
Motor Vehicle & Parts Dealers	14	2.5%	250	3.0%
Furniture & Home Furnishings Stores	5	0.9%	121	1.5%
Electronics & Appliance Stores	3	0.5%	11	0.1%
Building Material & Garden Equipment & Supplies Dealers	10	1.8%	249	3.0%
Food & Beverage Stores	15	2.7%	369	4.4%
Health & Personal Care Stores	16	2.8%	118	1.4%
Gasoline Stations & Fuel Dealers	1	0.2%	3	0.0%
Clothing, Clothing Accessories, Shoe and Jewelry Stores	5	0.9%	21	0.3%
Sporting Goods, Hobby, Book, & Music Stores	16	2.8%	181	2.2%
General Merchandise Stores	17	3.0%	712	8.5%
Transportation & Warehousing	12	2.1%	182	2.2%
Information	15	2.7%	97	1.2%
Finance & Insurance	19	3.4%	112	1.3%
Central Bank/Credit Intermediation & Related Activities	10	1.8%	74	0.9%
Securities & Commodity Contracts	5	0.9%	11	0.1%
Funds, Trusts & Other Financial Vehicles	4	0.7%	27	0.3%
Real Estate, Rental & Leasing	19	3.4%	133	1.6%
Professional, Scientific & Tech Services	36	6.4%	235	2.8%
Legal Services	10	1.8%	49	0.6%
Management of Companies & Enterprises	0	0.0%	2	0.0%
Administrative, Support & Waste Management Services	10	1.8%	88	1.1%
Educational Services	22	3.9%	708	8.5%
Health Care & Social Assistance	50	8.9%	911	10.9%
Arts, Entertainment & Recreation	20	3.6%	246	3.0%
Accommodation & Food Services	49	8.7%	1,035	12.4%
Accommodation	5	0.9%	74	0.9%
Food Services & Drinking Places	44	7.8%	961	11.5%
Other Services (except Public Administration)	82	14.6%	321	3.9%
Automotive Repair & Maintenance	18	3.2%	42	0.5%
Public Administration	28	5.0%	592	7.1%
Unclassified Establishments	21	3.7%	26	0.3%
Total	563	100.0%	8,337	100.0%

Source: Copyright 2023 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2023.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

March 27, 2024

Top Tapestry Segments	Percent	Demographic Summary	2024	2029
Parks and Rec (5C)	28.1%	Population	59,604	58,077
Front Porches (8E)	10.1%	Households	22,184	22,181
Fresh Ambitions (13D)	9.2%	Families	15,093	15,045
Metro Fusion (11C)	6.2%	Median Age	40.4	41.4
Urban Edge Families (7C)	5.7%	Median Household Income	\$63,832	\$70,611
		2024	2029	Projected
		Consumer Spending	Forecasted Demand	Spending Growth
Apparel and Services		\$45,242,978	\$51,830,596	\$6,587,618
Men's		\$8,463,721	\$9,694,675	\$1,230,954
Women's		\$15,082,049	\$17,280,664	\$2,198,615
Children's		\$7,274,521	\$8,329,970	\$1,055,449
Footwear		\$9,614,513	\$11,014,105	\$1,399,592
Watches & Jewelry		\$3,888,655	\$4,457,981	\$569,326
Apparel Products and Services (1)		\$919,519	\$1,053,202	\$133,683
Computer				
Computers and Hardware for Home Use		\$4,989,527	\$5,719,323	\$729,796
Portable Memory		\$72,256	\$82,868	\$10,612
Computer Software		\$285,701	\$327,510	\$41,809
Computer Accessories		\$426,677	\$489,140	\$62,463
Entertainment & Recreation		\$75,328,925	\$86,315,003	\$10,986,078
Fees and Admissions		\$14,466,872	\$16,585,281	\$2,118,409
Membership Fees for Clubs (2)		\$5,332,265	\$6,110,366	\$778,101
Fees for Participant Sports, excl. Trips		\$2,358,021	\$2,703,411	\$345,390
Tickets to Theatre/Operas/Concerts		\$1,318,947	\$1,512,758	\$193,811
Tickets to Movies		\$454,113	\$520,836	\$66,723
Tickets to Parks or Museums		\$670,616	\$769,011	\$98,395
Admission to Sporting Events, excl. Trips		\$1,435,188	\$1,644,133	\$208,945
Fees for Recreational Lessons		\$2,881,344	\$3,306,004	\$424,660
Dating Services		\$16,379	\$18,762	\$2,383
TV/Video/Audio		\$25,580,555	\$29,297,560	\$3,717,005
Cable and Satellite Television Services		\$14,598,444	\$16,716,347	\$2,117,903
Televisions		\$2,920,797	\$3,346,270	\$425,473
Satellite Dishes		\$26,874	\$30,746	\$3,872
VCRs, Video Cameras, and DVD Players		\$89,635	\$102,773	\$13,138
Miscellaneous Video Equipment		\$614,208	\$700,773	\$86,565
Video Cassettes and DVDs		\$104,872	\$120,253	\$15,381
Video Game Hardware/Accessories		\$887,916	\$1,017,504	\$129,588
Video Game Software		\$386,795	\$443,315	\$56,520
Rental/Streaming/Downloaded Video		\$3,264,633	\$3,740,765	\$476,132
Installation of Televisions		\$28,504	\$32,690	\$4,186
Audio (3)		\$2,628,865	\$3,012,871	\$384,006
Rental and Repair of TV/Radio/Sound Equipment		\$29,013	\$33,253	\$4,240
Pets		\$18,642,179	\$21,359,231	\$2,717,052
Toys/Games/Crafts/Hobbies (4)		\$3,387,139	\$3,881,305	\$494,166
Recreational Vehicles and Fees (5)		\$3,424,322	\$3,924,465	\$500,143
Sports/Recreation/Exercise Equipment (6)		\$5,525,943	\$6,335,184	\$809,241
Photo Equipment and Supplies (7)		\$1,077,095	\$1,234,931	\$157,836
Reading (8)		\$2,475,910	\$2,838,994	\$363,084
Catered Affairs (9)		\$748,911	\$858,053	\$109,142
Food		\$213,236,296	\$244,285,640	\$31,049,344
Food at Home		\$138,683,000	\$158,875,682	\$20,192,682
Bakery and Cereal Products		\$17,725,410	\$20,307,175	\$2,581,765
Meats, Poultry, Fish, and Eggs		\$30,263,285	\$34,664,978	\$4,401,693
Dairy Products		\$13,044,988	\$14,945,892	\$1,900,904
Fruits and Vegetables		\$27,077,510	\$31,026,370	\$3,948,860
Snacks and Other Food at Home (10)		\$50,571,807	\$57,931,266	\$7,359,459
Food Away from Home		\$74,553,296	\$85,409,958	\$10,856,662
Alcoholic Beverages		\$11,771,187	\$13,491,235	\$1,720,048

Data Note: The Consumer Spending data is household-based and represents the amount spent for a product or service by all households in an area. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2024 and 2029; Consumer Spending data are derived from the 2021 and 2022 Consumer Expenditure Surveys, Bureau of Labor Statistics.

	2024 Consumer Spending	2029 Forecasted Demand	Projected Spending Growth
Financial			
Value of Stocks/Bonds/Mutual Funds	\$783,201,858	\$897,622,283	\$114,420,425
Value of Retirement Plans	\$2,848,942,051	\$3,264,651,789	\$415,709,738
Value of Other Financial Assets	\$159,500,211	\$182,790,413	\$23,290,202
Vehicle Loan Amount excluding Interest	\$68,691,764	\$78,650,083	\$9,958,319
Value of Credit Card Debt	\$54,150,983	\$62,046,735	\$7,895,752
Health			
Nonprescription Drugs	\$3,432,392	\$3,930,931	\$498,539
Prescription Drugs	\$8,171,043	\$9,353,914	\$1,182,871
Eyeglasses and Contact Lenses	\$2,347,292	\$2,689,233	\$341,941
Home			
Mortgage Payment and Basics (11)	\$245,685,089	\$281,502,692	\$35,817,603
Maintenance and Remodeling Services	\$83,887,558	\$96,118,708	\$12,231,150
Maintenance and Remodeling Materials (12)	\$16,514,982	\$18,910,006	\$2,395,024
Utilities, Fuel, and Public Services	\$116,090,564	\$132,937,261	\$16,846,697
Household Furnishings and Equipment			
Household Textiles (13)	\$2,509,612	\$2,874,890	\$365,278
Furniture	\$18,351,111	\$21,023,532	\$2,672,421
Rugs	\$811,145	\$929,790	\$118,645
Major Appliances (14)	\$11,292,650	\$12,932,795	\$1,640,145
Housewares (15)	\$1,998,884	\$2,290,422	\$291,538
Small Appliances	\$1,543,738	\$1,768,764	\$225,026
Luggage	\$371,392	\$425,714	\$54,322
Telephones and Accessories	\$1,967,624	\$2,253,149	\$285,525
Household Operations			
Child Care	\$9,784,038	\$11,215,195	\$1,431,157
Lawn and Garden (16)	\$12,894,544	\$14,767,716	\$1,873,172
Moving/Storage/Freight Express	\$2,196,342	\$2,518,353	\$322,011
Housekeeping Supplies (17)	\$17,332,454	\$19,853,163	\$2,520,709
Insurance			
Owners and Renters Insurance	\$16,018,842	\$18,338,197	\$2,319,355
Vehicle Insurance	\$41,630,580	\$47,673,533	\$6,042,953
Life/Other Insurance	\$12,384,623	\$14,187,128	\$1,802,505
Health Insurance	\$95,344,152	\$109,190,421	\$13,846,269
Personal Care Products (18)	\$10,576,097	\$12,117,776	\$1,541,679
School Books (19)	\$786,257	\$901,153	\$114,896
Smoking Products	\$9,583,009	\$10,969,190	\$1,386,181
Transportation			
Payments on Vehicles excluding Leases	\$59,410,671	\$68,025,072	\$8,614,401
Gasoline and Motor Oil	\$65,307,413	\$74,783,154	\$9,475,741
Vehicle Maintenance and Repairs	\$28,315,120	\$32,439,624	\$4,124,504
Travel			
Airline Fares	\$11,100,017	\$12,726,923	\$1,626,906
Lodging on Trips	\$17,477,107	\$20,027,317	\$2,550,210
Auto/Truck Rental on Trips	\$2,086,311	\$2,391,246	\$304,935
Food and Drink on Trips	\$13,328,766	\$15,275,731	\$1,946,965

Data Note: The Consumer Spending data is household-based and represents the amount spent for a product or service by all households in an area. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2024 and 2029; Consumer Spending data are derived from the 2021 and 2022 Consumer Expenditure Surveys, Bureau of Labor Statistics.

- (1) Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) Membership Fees for Clubs** includes membership fees for social, recreational, and health clubs.
- (3) Audio** includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.
- (4) Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, online entertainment and games, and stamp and coin collecting.
- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
- (6) Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
- (14) Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) School Books** includes school books for college, elementary school, high school, vocational/technical school, preschool and other schools.

Data Note: The Consumer Spending data is household-based and represents the amount spent for a product or service by all households in an area. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2024 and 2029; Consumer Spending data are derived from the 2021 and 2022 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Top Tapestry Segments	Percent	Demographic Summary	2024	2029
Front Porches (8E)	22.0%	Population	27,335	27,084
Parks and Rec (5C)	15.6%	Households	10,953	11,186
Comfortable Empty Nesters (5A)	13.4%	Families	6,946	7,080
Fresh Ambitions (13D)	9.1%	Median Age	39.9	41.0
Hometown Heritage (8G)	8.1%	Median Household Income	\$63,636	\$70,900
		2024	2029	Projected
		Consumer Spending	Forecasted Demand	Spending Growth
Apparel and Services		\$23,108,949	\$26,751,819	\$3,642,870
Men's		\$4,267,561	\$4,943,390	\$675,829
Women's		\$7,879,592	\$9,118,867	\$1,239,275
Children's		\$3,689,090	\$4,266,118	\$577,028
Footwear		\$4,712,878	\$5,454,495	\$741,617
Watches & Jewelry		\$2,082,267	\$2,415,710	\$333,443
Apparel Products and Services (1)		\$477,560	\$553,239	\$75,679
Computer				
Computers and Hardware for Home Use		\$2,464,881	\$2,854,073	\$389,192
Portable Memory		\$37,160	\$43,025	\$5,865
Computer Software		\$145,424	\$168,238	\$22,814
Computer Accessories		\$213,870	\$247,736	\$33,866
Entertainment & Recreation		\$37,865,037	\$43,883,635	\$6,018,598
Fees and Admissions		\$7,316,593	\$8,494,478	\$1,177,885
Membership Fees for Clubs (2)		\$2,793,879	\$3,244,420	\$450,541
Fees for Participant Sports, excl. Trips		\$1,195,634	\$1,388,290	\$192,656
Tickets to Theatre/Operas/Concerts		\$656,720	\$762,209	\$105,489
Tickets to Movies		\$208,719	\$241,753	\$33,034
Tickets to Parks or Museums		\$323,689	\$375,214	\$51,525
Admission to Sporting Events, excl. Trips		\$823,286	\$955,951	\$132,665
Fees for Recreational Lessons		\$1,305,496	\$1,516,046	\$210,550
Dating Services		\$9,170	\$10,595	\$1,425
TV/Video/Audio		\$13,069,076	\$15,127,721	\$2,058,645
Cable and Satellite Television Services		\$7,578,794	\$8,772,986	\$1,194,192
Televisions		\$1,512,382	\$1,750,506	\$238,124
Satellite Dishes		\$14,778	\$17,042	\$2,264
VCRs, Video Cameras, and DVD Players		\$43,725	\$50,578	\$6,853
Miscellaneous Video Equipment		\$207,461	\$240,037	\$32,576
Video Cassettes and DVDs		\$50,981	\$58,999	\$8,018
Video Game Hardware/Accessories		\$464,896	\$537,417	\$72,521
Video Game Software		\$202,839	\$234,451	\$31,612
Rental/Streaming/Downloaded Video		\$1,647,603	\$1,907,132	\$259,529
Installation of Televisions		\$15,878	\$18,480	\$2,602
Audio (3)		\$1,315,292	\$1,523,347	\$208,055
Rental and Repair of TV/Radio/Sound Equipment		\$14,447	\$16,746	\$2,299
Pets		\$9,269,518	\$10,742,538	\$1,473,020
Toys/Games/Crafts/Hobbies (4)		\$1,763,020	\$2,041,999	\$278,979
Recreational Vehicles and Fees (5)		\$1,732,461	\$2,012,122	\$279,661
Sports/Recreation/Exercise Equipment (6)		\$2,598,130	\$3,010,152	\$412,022
Photo Equipment and Supplies (7)		\$542,080	\$628,920	\$86,840
Reading (8)		\$1,224,483	\$1,419,893	\$195,410
Catered Affairs (9)		\$349,675	\$405,812	\$56,137
Food		\$106,794,418	\$123,629,119	\$16,834,701
Food at Home		\$70,181,220	\$81,233,396	\$11,052,176
Bakery and Cereal Products		\$9,033,698	\$10,459,142	\$1,425,444
Meats, Poultry, Fish, and Eggs		\$15,236,562	\$17,629,034	\$2,392,472
Dairy Products		\$6,558,744	\$7,593,776	\$1,035,032
Fruits and Vegetables		\$13,517,049	\$15,650,212	\$2,133,163
Snacks and Other Food at Home (10)		\$25,835,166	\$29,901,231	\$4,066,065
Food Away from Home		\$36,613,198	\$42,395,723	\$5,782,525
Alcoholic Beverages		\$6,064,691	\$7,027,105	\$962,414

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Source: Esri forecasts for 2024 and 2029; Consumer Spending data are derived from the 2021 and 2022 Consumer Expenditure Surveys, Bureau of Labor Statistics.

	2024 Consumer Spending	2029 Forecasted Demand	Projected Spending Growth
Financial			
Value of Stocks/Bonds/Mutual Funds	\$417,905,016	\$485,826,018	\$67,921,002
Value of Retirement Plans	\$1,505,863,360	\$1,750,123,306	\$244,259,946
Value of Other Financial Assets	\$81,934,865	\$95,121,107	\$13,186,242
Vehicle Loan Amount excluding Interest	\$34,019,136	\$39,366,762	\$5,347,626
Value of Credit Card Debt	\$27,354,547	\$31,697,794	\$4,343,247
Health			
Nonprescription Drugs	\$1,752,438	\$2,028,842	\$276,404
Prescription Drugs	\$4,592,981	\$5,322,981	\$730,000
Eyeglasses and Contact Lenses	\$1,212,929	\$1,406,238	\$193,309
Home			
Mortgage Payment and Basics (11)	\$119,126,400	\$138,355,299	\$19,228,899
Maintenance and Remodeling Services	\$40,461,432	\$47,012,133	\$6,550,701
Maintenance and Remodeling Materials (12)	\$8,239,706	\$9,567,785	\$1,328,079
Utilities, Fuel, and Public Services	\$59,456,171	\$68,812,204	\$9,356,033
Household Furnishings and Equipment			
Household Textiles (13)	\$1,258,861	\$1,457,132	\$198,271
Furniture	\$9,512,425	\$11,022,634	\$1,510,209
Rugs	\$415,460	\$482,042	\$66,582
Major Appliances (14)	\$5,631,373	\$6,525,198	\$893,825
Housewares (15)	\$986,582	\$1,142,247	\$155,665
Small Appliances	\$750,443	\$868,025	\$117,582
Luggage	\$191,211	\$221,558	\$30,347
Telephones and Accessories	\$1,002,469	\$1,159,430	\$156,961
Household Operations			
Child Care	\$4,881,848	\$5,662,843	\$780,995
Lawn and Garden (16)	\$6,551,808	\$7,600,938	\$1,049,130
Moving/Storage/Freight Express	\$1,087,197	\$1,258,362	\$171,165
Housekeeping Supplies (17)	\$8,709,345	\$10,081,912	\$1,372,567
Insurance			
Owners and Renters Insurance	\$8,148,732	\$9,447,522	\$1,298,790
Vehicle Insurance	\$20,686,921	\$23,927,343	\$3,240,422
Life/Other Insurance	\$6,372,983	\$7,393,601	\$1,020,618
Health Insurance	\$49,289,267	\$57,094,952	\$7,805,685
Personal Care Products (18)	\$5,269,244	\$6,100,621	\$831,377
School Books (19)	\$407,109	\$471,197	\$64,088
Smoking Products	\$5,392,922	\$6,225,553	\$832,631
Transportation			
Payments on Vehicles excluding Leases	\$30,351,019	\$35,137,229	\$4,786,210
Gasoline and Motor Oil	\$32,571,178	\$37,675,682	\$5,104,504
Vehicle Maintenance and Repairs	\$14,243,300	\$16,490,950	\$2,247,650
Travel			
Airline Fares	\$5,255,552	\$6,095,574	\$840,022
Lodging on Trips	\$8,842,470	\$10,256,776	\$1,414,306
Auto/Truck Rental on Trips	\$1,079,668	\$1,252,055	\$172,387
Food and Drink on Trips	\$6,721,833	\$7,793,422	\$1,071,589

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- (1) Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) Membership Fees for Clubs** includes membership fees for social, recreational, and health clubs.
- (3) Audio** includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.
- (4) Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, online entertainment and games, and stamp and coin collecting.
- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
- (6) Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
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- (8) Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
- (14) Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) School Books** includes school books for college, elementary school, high school, vocational/technical school, preschool and other schools.

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Retail Demand Outlook - Vineland-Millville UEZ

UEZ Center Point
 NJ-47 & NJ-55 S, Vineland, New Jersey, 08360
 Drive time: 5 minute radius

Prepared by Esri
 Latitude: 39.42807
 Longitude: -75.04007

Top Tapestry Segments	Percent	Demographic Summary	2023	2028
Parks and Rec (5C)	22.1%	Population	6,659	6,672
Fresh Ambitions (13D)	21.1%	Households	2,506	2,543
Midlife Constants (5E)	18.5%	Families	1,604	1,630
Hometown Heritage (8G)	12.0%	Median Age	37.3	38.3
Set to Impress (11D)	8.7%	Median Household Income	\$56,312	\$62,570
		2023	2028	Projected
		Consumer Spending	Forecasted Demand	Spending Growth
Apparel and Services		\$4,337,769	\$4,979,664	\$641,895
Men's		\$789,749	\$906,769	\$117,020
Women's		\$1,454,930	\$1,670,415	\$215,485
Children's		\$661,448	\$758,782	\$97,334
Footwear		\$1,020,531	\$1,171,262	\$150,731
Watches & Jewelry		\$320,779	\$368,720	\$47,941
Apparel Products and Services (1)		\$90,332	\$103,716	\$13,384
Computer				
Computers and Hardware for Home Use		\$495,189	\$568,760	\$73,571
Portable Memory		\$9,001	\$10,352	\$1,351
Computer Software		\$29,514	\$33,895	\$4,381
Computer Accessories		\$47,702	\$54,782	\$7,080
Entertainment & Recreation		\$7,096,054	\$8,158,582	\$1,062,528
Fees and Admissions		\$1,327,278	\$1,530,323	\$203,045
Membership Fees for Clubs (2)		\$521,114	\$600,502	\$79,388
Fees for Participant Sports, excl. Trips		\$219,306	\$253,052	\$33,746
Tickets to Theatre/Operas/Concerts		\$104,038	\$119,954	\$15,916
Tickets to Movies		\$51,774	\$59,459	\$7,685
Tickets to Parks or Museums		\$49,897	\$57,254	\$7,357
Admission to Sporting Events, excl. Trips		\$109,703	\$126,492	\$16,789
Fees for Recreational Lessons		\$268,940	\$310,730	\$41,790
Dating Services		\$2,507	\$2,879	\$372
TV/Video/Audio		\$2,640,124	\$3,030,827	\$390,703
Cable and Satellite Television Services		\$1,690,473	\$1,941,112	\$250,639
Televisions		\$280,103	\$321,217	\$41,114
Satellite Dishes		\$2,952	\$3,380	\$428
VCRs, Video Cameras, and DVD Players		\$8,797	\$10,085	\$1,288
Miscellaneous Video Equipment		\$28,320	\$32,690	\$4,370
Video Cassettes and DVDs		\$12,605	\$14,471	\$1,866
Video Game Hardware/Accessories		\$81,049	\$92,794	\$11,745
Video Game Software		\$40,280	\$46,134	\$5,854
Rental/Streaming/Downloaded Video		\$233,605	\$267,967	\$34,362
Installation of Televisions		\$3,214	\$3,707	\$493
Audio (3)		\$252,941	\$290,669	\$37,728
Rental and Repair of TV/Radio/Sound Equipment		\$5,785	\$6,600	\$815
Pets		\$1,673,255	\$1,923,856	\$250,601
Toys/Games/Crafts/Hobbies (4)		\$308,383	\$354,092	\$45,709
Recreational Vehicles and Fees (5)		\$257,963	\$296,930	\$38,967
Sports/Recreation/Exercise Equipment (6)		\$490,259	\$563,692	\$73,433
Photo Equipment and Supplies (7)		\$90,799	\$104,529	\$13,730
Reading (8)		\$243,986	\$280,736	\$36,750
Catered Affairs (9)		\$64,008	\$73,598	\$9,590
Food		\$20,497,911	\$23,535,535	\$3,037,624
Food at Home		\$13,408,092	\$15,394,913	\$1,986,821
Bakery and Cereal Products		\$1,758,355	\$2,019,342	\$260,987
Meats, Poultry, Fish, and Eggs		\$2,919,006	\$3,350,801	\$431,795
Dairy Products		\$1,295,754	\$1,488,405	\$192,651
Fruits and Vegetables		\$2,672,031	\$3,068,649	\$396,618
Snacks and Other Food at Home (10)		\$4,762,947	\$5,467,716	\$704,769
Food Away from Home		\$7,089,818	\$8,140,622	\$1,050,804
Alcoholic Beverages		\$1,269,500	\$1,460,781	\$191,281

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Retail Demand Outlook - Vineland-Millville UEZ

UEZ Center Point
 NJ-47 & NJ-55 S, Vineland, New Jersey, 08360
 Drive time: 5 minute radius

Prepared by Esri
 Latitude: 39.42807
 Longitude: -75.04007

	2023 Consumer Spending	2028 Forecasted Demand	Projected Spending Growth
Financial			
Value of Stocks/Bonds/Mutual Funds	\$74,260,029	\$85,808,223	\$11,548,194
Value of Retirement Plans	\$259,861,077	\$300,127,387	\$40,266,310
Value of Other Financial Assets	\$15,601,130	\$17,981,424	\$2,380,294
Vehicle Loan Amount excluding Interest	\$6,584,731	\$7,552,248	\$967,517
Value of Credit Card Debt	\$6,286,574	\$7,229,044	\$942,470
Health			
Nonprescription Drugs	\$315,573	\$361,989	\$46,416
Prescription Drugs	\$697,833	\$800,990	\$103,157
Eyeglasses and Contact Lenses	\$214,867	\$247,136	\$32,269
Home			
Mortgage Payment and Basics (11)	\$23,070,880	\$26,617,275	\$3,546,395
Maintenance and Remodeling Services	\$6,484,267	\$7,478,160	\$993,893
Maintenance and Remodeling Materials (12)	\$1,315,459	\$1,512,708	\$197,249
Utilities, Fuel, and Public Services	\$11,265,825	\$12,934,820	\$1,668,995
Household Furnishings and Equipment			
Household Textiles (13)	\$240,260	\$275,931	\$35,671
Furniture	\$1,550,759	\$1,781,096	\$230,337
Rugs	\$78,061	\$89,885	\$11,824
Major Appliances (14)	\$965,459	\$1,109,945	\$144,486
Housewares (15)	\$199,056	\$228,700	\$29,644
Small Appliances	\$143,009	\$163,997	\$20,988
Luggage	\$26,938	\$30,941	\$4,003
Telephones and Accessories	\$213,176	\$245,183	\$32,007
Household Operations			
Child Care	\$967,202	\$1,114,484	\$147,282
Lawn and Garden (16)	\$1,190,313	\$1,371,650	\$181,337
Moving/Storage/Freight Express	\$170,596	\$195,976	\$25,380
Housekeeping Supplies (17)	\$1,783,055	\$2,047,860	\$264,805
Insurance			
Owners and Renters Insurance	\$1,397,579	\$1,607,770	\$210,191
Vehicle Insurance	\$4,163,022	\$4,775,338	\$612,316
Life/Other Insurance	\$1,273,908	\$1,467,120	\$193,212
Health Insurance	\$9,328,793	\$10,722,243	\$1,393,450
Personal Care Products (18)	\$1,066,656	\$1,224,708	\$158,052
School Books and Supplies (19)	\$251,302	\$288,400	\$37,098
Smoking Products	\$915,454	\$1,047,743	\$132,289
Transportation			
Payments on Vehicles excluding Leases	\$5,555,011	\$6,375,867	\$820,856
Gasoline and Motor Oil	\$4,801,891	\$5,506,950	\$705,059
Vehicle Maintenance and Repairs	\$2,496,174	\$2,865,962	\$369,788
Travel			
Airline Fares	\$860,166	\$989,594	\$129,428
Lodging on Trips	\$1,309,739	\$1,507,722	\$197,983
Auto/Truck Rental on Trips	\$148,662	\$170,826	\$22,164
Food and Drink on Trips	\$1,037,972	\$1,193,890	\$155,918

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Retail Demand Outlook - Vineland-Millville UEZ

UEZ Center Point
NJ-47 & NJ-55 S, Vineland, New Jersey, 08360
Drive time: 5 minute radius

Prepared by Esri
Latitude: 39.42807
Longitude: -75.04007

- (1) Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
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- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
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- (7) Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
- (14) Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) School Books and Supplies** includes school books and supplies for college, elementary school, high school, vocational/technical school, preschool and other schools.

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Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.



Retail Demand Outlook - Vineland-Millville UEZ

UEZ Center Point
 NJ-47 & NJ-55 S, Vineland, New Jersey, 08360
 Drive time: 10 minute radius

Prepared by Esri
 Latitude: 39.42807
 Longitude: -75.04007

Top Tapestry Segments	Percent	Demographic Summary	2023	2028
Parks and Rec (5C)	22.9%	Population	42,991	42,411
Front Porches (8E)	13.2%	Households	16,560	16,575
In Style (5B)	7.1%	Families	11,162	11,176
Fresh Ambitions (13D)	6.1%	Median Age	38.9	39.5
Savvy Suburbanites (1D)	5.6%	Median Household Income	\$62,864	\$70,342
		2023	2028	Projected
		Consumer Spending	Forecasted Demand	Spending Growth
Apparel and Services		\$31,238,986	\$35,220,315	\$3,981,329
Men's		\$5,747,268	\$6,479,175	\$731,907
Women's		\$10,561,043	\$11,907,134	\$1,346,091
Children's		\$4,755,029	\$5,360,629	\$605,600
Footwear		\$7,206,671	\$8,125,401	\$918,730
Watches & Jewelry		\$2,331,059	\$2,628,736	\$297,677
Apparel Products and Services (1)		\$637,917	\$719,239	\$81,322
Computer				
Computers and Hardware for Home Use		\$3,616,226	\$4,076,519	\$460,293
Portable Memory		\$66,017	\$74,458	\$8,441
Computer Software		\$209,633	\$236,278	\$26,645
Computer Accessories		\$349,473	\$393,965	\$44,492
Entertainment & Recreation		\$52,710,775	\$59,439,522	\$6,728,747
Fees and Admissions		\$10,206,108	\$11,516,011	\$1,309,903
Membership Fees for Clubs (2)		\$3,979,004	\$4,489,421	\$510,417
Fees for Participant Sports, excl. Trips		\$1,721,114	\$1,941,948	\$220,834
Tickets to Theatre/Operas/Concerts		\$788,741	\$890,030	\$101,289
Tickets to Movies		\$386,038	\$435,122	\$49,084
Tickets to Parks or Museums		\$380,788	\$429,224	\$48,436
Admission to Sporting Events, excl. Trips		\$846,061	\$955,142	\$109,081
Fees for Recreational Lessons		\$2,087,994	\$2,356,662	\$268,668
Dating Services		\$16,367	\$18,463	\$2,096
TV/Video/Audio		\$19,115,355	\$21,550,399	\$2,435,044
Cable and Satellite Television Services		\$12,167,627	\$13,718,124	\$1,550,497
Televisions		\$2,037,243	\$2,296,156	\$258,913
Satellite Dishes		\$21,907	\$24,688	\$2,781
VCRs, Video Cameras, and DVD Players		\$64,902	\$73,148	\$8,246
Miscellaneous Video Equipment		\$208,400	\$235,266	\$26,866
Video Cassettes and DVDs		\$93,016	\$104,846	\$11,830
Video Game Hardware/Accessories		\$567,558	\$639,647	\$72,089
Video Game Software		\$279,968	\$315,468	\$35,500
Rental/Streaming/Downloaded Video		\$1,722,751	\$1,941,954	\$219,203
Installation of Televisions		\$24,167	\$27,267	\$3,100
Audio (3)		\$1,889,526	\$2,130,713	\$241,187
Rental and Repair of TV/Radio/Sound Equipment		\$38,291	\$43,124	\$4,833
Pets		\$12,421,973	\$14,006,240	\$1,584,267
Toys/Games/Crafts/Hobbies (4)		\$2,248,164	\$2,534,760	\$286,596
Recreational Vehicles and Fees (5)		\$1,981,963	\$2,235,551	\$253,588
Sports/Recreation/Exercise Equipment (6)		\$3,802,800	\$4,287,436	\$484,636
Photo Equipment and Supplies (7)		\$673,829	\$760,041	\$86,212
Reading (8)		\$1,800,552	\$2,030,440	\$229,888
Catered Affairs (9)		\$460,032	\$518,642	\$58,610
Food		\$148,619,078	\$167,540,095	\$18,921,017
Food at Home		\$96,595,879	\$108,894,811	\$12,298,932
Bakery and Cereal Products		\$12,613,482	\$14,220,697	\$1,607,215
Meats, Poultry, Fish, and Eggs		\$20,950,718	\$23,616,648	\$2,665,930
Dairy Products		\$9,340,766	\$10,530,606	\$1,189,840
Fruits and Vegetables		\$19,181,141	\$21,623,875	\$2,442,734
Snacks and Other Food at Home (10)		\$34,509,773	\$38,902,984	\$4,393,211
Food Away from Home		\$52,023,199	\$58,645,285	\$6,622,086
Alcoholic Beverages		\$9,484,801	\$10,696,887	\$1,212,086

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Retail Demand Outlook - Vineland-Millville UEZ

UEZ Center Point
 NJ-47 & NJ-55 S, Vineland, New Jersey, 08360
 Drive time: 10 minute radius

Prepared by Esri
 Latitude: 39.42807
 Longitude: -75.04007

	2023 Consumer Spending	2028 Forecasted Demand	Projected Spending Growth
Financial			
Value of Stocks/Bonds/Mutual Funds	\$573,224,868	\$646,995,310	\$73,770,442
Value of Retirement Plans	\$2,040,656,221	\$2,303,334,667	\$262,678,446
Value of Other Financial Assets	\$117,648,799	\$132,714,287	\$15,065,488
Vehicle Loan Amount excluding Interest	\$49,669,198	\$55,980,618	\$6,311,420
Value of Credit Card Debt	\$45,947,003	\$51,820,335	\$5,873,332
Health			
Nonprescription Drugs	\$2,332,358	\$2,628,555	\$296,197
Prescription Drugs	\$5,108,787	\$5,759,516	\$650,729
Eyeglasses and Contact Lenses	\$1,576,537	\$1,778,295	\$201,758
Home			
Mortgage Payment and Basics (11)	\$181,581,465	\$204,905,882	\$23,324,417
Maintenance and Remodeling Services	\$51,698,546	\$58,326,377	\$6,627,831
Maintenance and Remodeling Materials (12)	\$10,298,930	\$11,614,450	\$1,315,520
Utilities, Fuel, and Public Services	\$81,933,121	\$92,372,493	\$10,439,372
Household Furnishings and Equipment			
Household Textiles (13)	\$1,740,989	\$1,962,791	\$221,802
Furniture	\$11,523,883	\$12,992,021	\$1,468,138
Rugs	\$583,032	\$657,631	\$74,599
Major Appliances (14)	\$7,276,917	\$8,206,046	\$929,129
Housewares (15)	\$1,488,082	\$1,677,540	\$189,458
Small Appliances	\$1,017,039	\$1,146,107	\$129,068
Luggage	\$199,598	\$224,985	\$25,387
Telephones and Accessories	\$1,548,242	\$1,746,124	\$197,882
Household Operations			
Child Care	\$7,366,906	\$8,313,464	\$946,558
Lawn and Garden (16)	\$9,227,143	\$10,408,076	\$1,180,933
Moving/Storage/Freight Express	\$1,256,353	\$1,416,135	\$159,782
Housekeeping Supplies (17)	\$13,062,920	\$14,727,156	\$1,664,236
Insurance			
Owners and Renters Insurance	\$10,732,927	\$12,106,079	\$1,373,152
Vehicle Insurance	\$30,317,116	\$34,167,461	\$3,850,345
Life/Other Insurance	\$9,737,762	\$10,985,451	\$1,247,689
Health Insurance	\$69,217,407	\$78,052,600	\$8,835,193
Personal Care Products (18)	\$7,773,593	\$8,763,143	\$989,550
School Books and Supplies (19)	\$1,848,405	\$2,083,388	\$234,983
Smoking Products	\$6,204,080	\$6,991,873	\$787,793
Transportation			
Payments on Vehicles excluding Leases	\$41,603,926	\$46,900,764	\$5,296,838
Gasoline and Motor Oil	\$34,938,852	\$39,374,591	\$4,435,739
Vehicle Maintenance and Repairs	\$18,315,947	\$20,648,565	\$2,332,618
Travel			
Airline Fares	\$6,492,385	\$7,320,774	\$828,389
Lodging on Trips	\$10,045,659	\$11,330,185	\$1,284,526
Auto/Truck Rental on Trips	\$1,110,412	\$1,252,152	\$141,740
Food and Drink on Trips	\$7,827,183	\$8,826,252	\$999,069

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Retail Demand Outlook - Vineland-Millville UEZ

UEZ Center Point
NJ-47 & NJ-55 S, Vineland, New Jersey, 08360
Drive time: 10 minute radius

Prepared by Esri
Latitude: 39.42807
Longitude: -75.04007

- (1) Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) Membership Fees for Clubs** includes membership fees for social, recreational, and health clubs.
- (3) Audio** includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.
- (4) Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, online entertainment and games, and stamp and coin collecting.
- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
- (6) Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
- (14) Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) School Books and Supplies** includes school books and supplies for college, elementary school, high school, vocational/technical school, preschool and other schools.

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Retail Demand Outlook - Vineland-Millville UEZ

UEZ Center Point
 NJ-47 & NJ-55 S, Vineland, New Jersey, 08360
 Drive time: 15 minute radius

Prepared by Esri
 Latitude: 39.42807
 Longitude: -75.04007

Top Tapestry Segments	Percent	Demographic Summary	2023	2028
Parks and Rec (5C)	22.3%	Population	89,189	88,067
Front Porches (8E)	13.3%	Households	33,504	33,629
Fresh Ambitions (13D)	9.0%	Families	22,912	22,989
Comfortable Empty Nesters (5A)	6.8%	Median Age	38.9	39.6
Salt of the Earth (6B)	4.3%	Median Household Income	\$62,645	\$69,365
		2023	2028	Projected
		Consumer Spending	Forecasted Demand	Spending Growth
Apparel and Services		\$62,040,628	\$69,935,085	\$7,894,457
Men's		\$11,448,153	\$12,904,384	\$1,456,231
Women's		\$20,900,517	\$23,564,516	\$2,663,999
Children's		\$9,478,899	\$10,681,594	\$1,202,695
Footwear		\$14,381,709	\$16,208,039	\$1,826,330
Watches & Jewelry		\$4,566,774	\$5,150,904	\$584,130
Apparel Products and Services (1)		\$1,264,577	\$1,425,649	\$161,072
Computer				
Computers and Hardware for Home Use		\$7,180,177	\$8,092,376	\$912,199
Portable Memory		\$130,745	\$147,447	\$16,702
Computer Software		\$415,928	\$468,652	\$52,724
Computer Accessories		\$691,500	\$779,616	\$88,116
Entertainment & Recreation		\$104,150,509	\$117,458,258	\$13,307,749
Fees and Admissions		\$20,008,552	\$22,578,610	\$2,570,058
Membership Fees for Clubs (2)		\$7,789,111	\$8,790,477	\$1,001,366
Fees for Participant Sports, excl. Trips		\$3,373,468	\$3,806,863	\$433,395
Tickets to Theatre/Operas/Concerts		\$1,543,528	\$1,742,139	\$198,611
Tickets to Movies		\$772,550	\$870,625	\$98,075
Tickets to Parks or Museums		\$750,590	\$846,480	\$95,890
Admission to Sporting Events, excl. Trips		\$1,624,949	\$1,835,509	\$210,560
Fees for Recreational Lessons		\$4,122,045	\$4,650,120	\$528,075
Dating Services		\$32,310	\$36,398	\$4,088
TV/Video/Audio		\$37,878,604	\$42,706,747	\$4,828,143
Cable and Satellite Television Services		\$24,146,872	\$27,227,597	\$3,080,725
Televisions		\$4,043,792	\$4,557,669	\$513,877
Satellite Dishes		\$43,959	\$49,546	\$5,587
VCRs, Video Cameras, and DVD Players		\$128,040	\$144,318	\$16,278
Miscellaneous Video Equipment		\$407,465	\$459,674	\$52,209
Video Cassettes and DVDs		\$184,019	\$207,411	\$23,392
Video Game Hardware/Accessories		\$1,121,816	\$1,263,863	\$142,047
Video Game Software		\$554,125	\$624,125	\$70,000
Rental/Streaming/Downloaded Video		\$3,411,837	\$3,845,689	\$433,852
Installation of Televisions		\$47,897	\$54,005	\$6,108
Audio (3)		\$3,714,289	\$4,188,961	\$474,672
Rental and Repair of TV/Radio/Sound Equipment		\$74,493	\$83,890	\$9,397
Pets		\$24,632,148	\$27,777,083	\$3,144,935
Toys/Games/Crafts/Hobbies (4)		\$4,446,148	\$5,012,362	\$566,214
Recreational Vehicles and Fees (5)		\$3,884,983	\$4,385,230	\$500,247
Sports/Recreation/Exercise Equipment (6)		\$7,502,541	\$8,460,342	\$957,801
Photo Equipment and Supplies (7)		\$1,330,217	\$1,500,122	\$169,905
Reading (8)		\$3,546,240	\$3,999,666	\$453,426
Catered Affairs (9)		\$921,075	\$1,038,094	\$117,019
Food		\$295,634,179	\$333,241,237	\$37,607,058
Food at Home		\$192,062,663	\$216,493,914	\$24,431,251
Bakery and Cereal Products		\$25,044,973	\$28,232,841	\$3,187,868
Meats, Poultry, Fish, and Eggs		\$41,758,758	\$47,065,299	\$5,306,541
Dairy Products		\$18,590,055	\$20,955,178	\$2,365,123
Fruits and Vegetables		\$38,172,111	\$43,026,177	\$4,854,066
Snacks and Other Food at Home (10)		\$68,496,765	\$77,214,419	\$8,717,654
Food Away from Home		\$103,571,517	\$116,747,324	\$13,175,807
Alcoholic Beverages		\$18,683,304	\$21,074,066	\$2,390,762

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Retail Demand Outlook - Vineland-Millville UEZ

UEZ Center Point
 NJ-47 & NJ-55 S, Vineland, New Jersey, 08360
 Drive time: 15 minute radius

Prepared by Esri
 Latitude: 39.42807
 Longitude: -75.04007

	2023 Consumer Spending	2028 Forecasted Demand	Projected Spending Growth
Financial			
Value of Stocks/Bonds/Mutual Funds	\$1,113,868,892	\$1,257,901,317	\$144,032,425
Value of Retirement Plans	\$3,962,809,287	\$4,475,724,935	\$512,915,648
Value of Other Financial Assets	\$230,841,689	\$260,504,742	\$29,663,053
Vehicle Loan Amount excluding Interest	\$98,712,330	\$111,267,416	\$12,555,086
Value of Credit Card Debt	\$90,803,494	\$102,405,056	\$11,601,562
Health			
Nonprescription Drugs	\$4,614,349	\$5,203,078	\$588,729
Prescription Drugs	\$10,061,924	\$11,350,347	\$1,288,423
Eyeglasses and Contact Lenses	\$3,101,692	\$3,499,017	\$397,325
Home			
Mortgage Payment and Basics (11)	\$357,981,733	\$404,090,898	\$46,109,165
Maintenance and Remodeling Services	\$101,671,693	\$114,775,498	\$13,103,805
Maintenance and Remodeling Materials (12)	\$20,364,329	\$22,984,206	\$2,619,877
Utilities, Fuel, and Public Services	\$162,842,576	\$183,590,198	\$20,747,622
Household Furnishings and Equipment			
Household Textiles (13)	\$3,451,513	\$3,890,848	\$439,335
Furniture	\$22,731,321	\$25,629,240	\$2,897,919
Rugs	\$1,141,869	\$1,288,265	\$146,396
Major Appliances (14)	\$14,418,949	\$16,263,846	\$1,844,897
Housewares (15)	\$2,950,784	\$3,326,951	\$376,167
Small Appliances	\$2,034,566	\$2,292,314	\$257,748
Luggage	\$395,274	\$445,525	\$50,251
Telephones and Accessories	\$3,063,616	\$3,454,420	\$390,804
Household Operations			
Child Care	\$14,438,619	\$16,287,760	\$1,849,141
Lawn and Garden (16)	\$18,191,735	\$20,529,979	\$2,338,244
Moving/Storage/Freight Express	\$2,489,382	\$2,805,447	\$316,065
Housekeeping Supplies (17)	\$25,926,684	\$29,231,898	\$3,305,214
Insurance			
Owners and Renters Insurance	\$21,148,358	\$23,868,457	\$2,720,099
Vehicle Insurance	\$60,564,741	\$68,252,933	\$7,688,192
Life/Other Insurance	\$19,083,826	\$21,537,629	\$2,453,803
Health Insurance	\$136,741,089	\$154,239,151	\$17,498,062
Personal Care Products (18)	\$15,460,732	\$17,428,722	\$1,967,990
School Books and Supplies (19)	\$3,661,810	\$4,127,006	\$465,196
Smoking Products	\$12,246,815	\$13,798,909	\$1,552,094
Transportation			
Payments on Vehicles excluding Leases	\$82,490,696	\$93,004,943	\$10,514,247
Gasoline and Motor Oil	\$69,863,978	\$78,730,778	\$8,866,800
Vehicle Maintenance and Repairs	\$36,348,477	\$40,980,119	\$4,631,642
Travel			
Airline Fares	\$12,838,440	\$14,477,474	\$1,639,034
Lodging on Trips	\$19,716,170	\$22,244,584	\$2,528,414
Auto/Truck Rental on Trips	\$2,178,193	\$2,456,892	\$278,699
Food and Drink on Trips	\$15,430,736	\$17,403,313	\$1,972,577

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Retail Demand Outlook - Vineland-Millville UEZ

UEZ Center Point
NJ-47 & NJ-55 S, Vineland, New Jersey, 08360
Drive time: 15 minute radius

Prepared by Esri
Latitude: 39.42807
Longitude: -75.04007

- (1) Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) Membership Fees for Clubs** includes membership fees for social, recreational, and health clubs.
- (3) Audio** includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.
- (4) Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, online entertainment and games, and stamp and coin collecting.
- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
- (6) Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
- (14) Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) School Books and Supplies** includes school books and supplies for college, elementary school, high school, vocational/technical school, preschool and other schools.

Data Note: The Consumer Spending data is household-based and represents the amount spent for a product or service by all households in an area. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

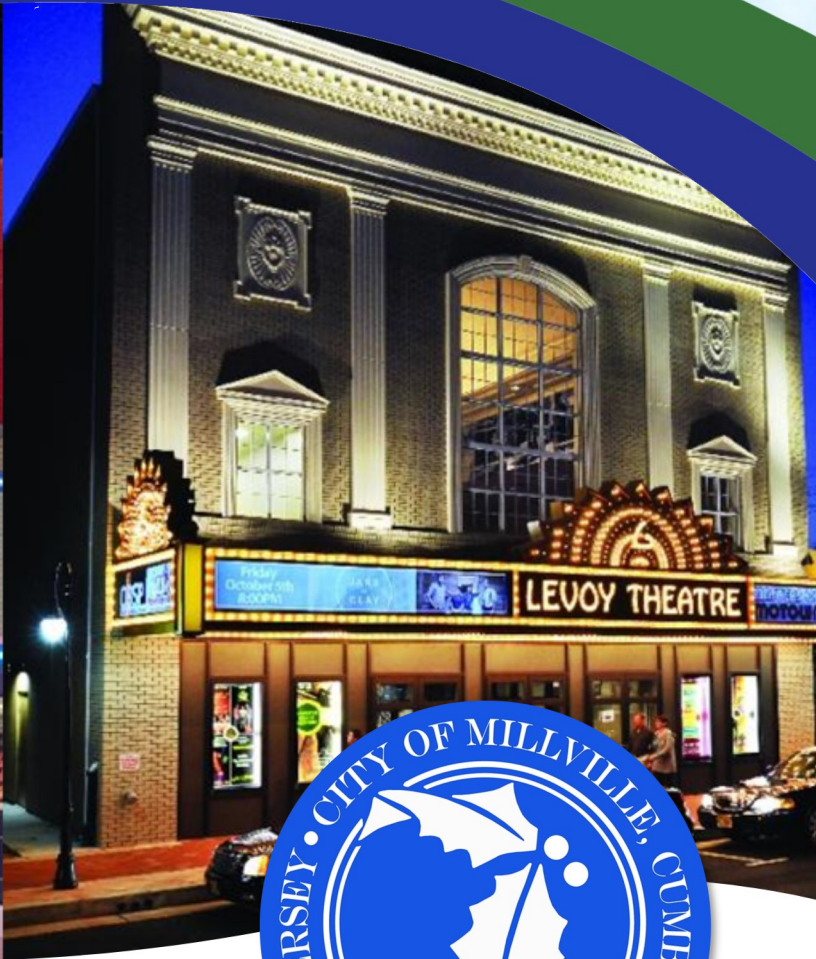
Source: Esri forecasts for 2023 and 2028; Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Vineland-Millville

Urban Enterprise Zone

Preliminary Zone Development Plan

2024-2029



Facilitated by

