

CHAPTER 07

*Economic
Development
Element*

Cherry Hill Master Plan
Prepared for Cherry Hill Township by
Urban Partners in partnership with
Group Melvin Design

September, 2018



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Introduction



The Economic Development Element is another important component of any municipal Master Plan, though it is not required by the New Jersey Municipal Land Use Law (MLUL). It is intended to guide policies related to business attraction, job growth, workforce and resident retention, and industry changes in Cherry Hill Township.

Market Analysis, Existing Conditions Report

This Economic Development Element begins with a summary of the Existing Conditions Report. The Existing Conditions report states clearly, and in detail, the economic trends that have occurred in the Township over time through the Market Analysis. The analysis describes employment and job growth patterns in the Township and attaches these conditions to specific locations, relating economic development to the built environment. The executive summary can be viewed as a primer for understanding the policies and recommendations that have been proposed within this Element.

Policy Toolkit

As with the Land Use Element, the Economic Development Element contains a “Policy Toolkit,” which describes the strategies, policies, and actions that are recommended for the Township. It is organized by policy statements. Each policy statement defines a course toward an ideal future condition. Within each policy are actions that should be taken by the Township to progress toward the ideal future condition. The emphasis for the Township should be to balance the implementation of actions while tracking progress to assure that actions are progressing towards the vision appropriately.



Market Analysis



Information within the market analysis section will help the reader understand the current economic climate of Cherry Hill, particularly as it relates to employment. This section also draws relationships between local and state economies and national trends, and discusses current opportunities and challenges.

STRUCTURE OF THE CHERRY HILL ECONOMY

Cherry Hill Township's economy includes several high-performing industries in terms of both total employment and job growth. This employment is concentrated in distinct nodes throughout the Township. To demonstrate the economic structure of the Township and individual employment concentrations, employment conditions and trends by industry sector have been examined and compared between 2002 and 2014 using the U.S. Census resource "On the Map."¹

Township-Wide Economic Structure

In Cherry Hill, employment covered by unemployment compensation grew by 18.1% between 2002 and 2014 to 53,725 jobs (see [Figure 1](#)). This constitutes growth significantly higher than New Jersey's growth rate of 6.6%.

Cherry Hill is a substantial center of employment concentration with 91% of the jobs being filled by people living outside of the Township (see [Figure 3](#)). Only 15% of Cherry Hill's employed residents work in the Township while 85% commute to surrounding areas for employment. These commuters most frequently travel for employment to Burlington County (19%), Philadelphia (17%), Camden City (5%), and Camden County jurisdictions other than Cherry Hill Township and Camden City (14%).

Two-thirds of Cherry Hill employment in 2014 fell into five sectors (see [Figure 6](#)):

¹ On the Map is an online mapping application that identifies where people work and where workers live. This employment data is derived from payroll tax (unemployment insurance) payment records maintained by each state. This data excludes any employee for which unemployment insurance is not filed, any self-employed person who is not part of an unemployment insurance program, and any military personnel. As a result, labor force totals differ between On the Map and PolicyMap data sources.

Figure 1. Total Primary Jobs in Cherry Hill Township

	2014	2008	2002
Total Primary Jobs	53,725	50,625	45,472

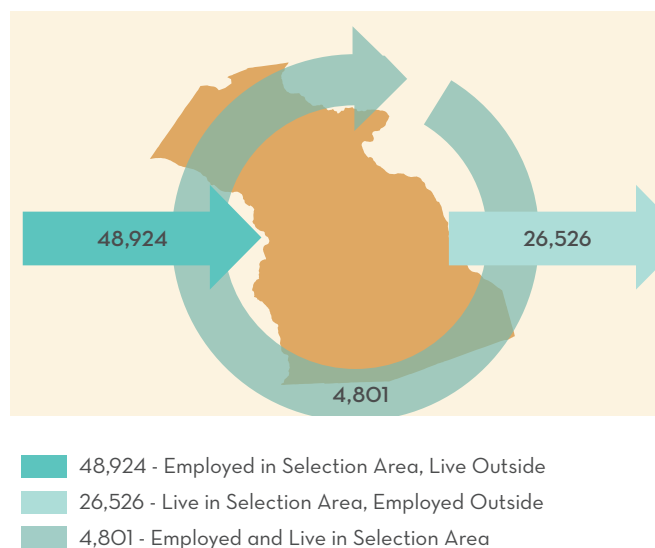
Source: On the Map: U.S. Census, Center for Economic Studies

Figure 2. Inflow/Outflow Job Counts (Primary Jobs, 2014)

	Count	Share
Employed in Selection Area	53,725	
Living Outside the Selection Area	48,924	91.1%
Living Inside the Selection Area	4,801	8.9%
Living in Selection Area	31,327	
Employed Outside the Selection Area	26,526	84.7%
Employed Inside the Selection Area	4,801	15.3%

Source: On the Map: U.S. Census, Center for Economic Studies

Figure 3. Employment Inflow/Outflow in Township (2014)



Source: On the Map: U.S. Census, Center for Economic Studies

- Administration & support (9,300 jobs, 17.3%)
- Health care & social assistance (8,900 jobs, 16.6%)
- Retail trade (7,700 jobs, 14.4%)
- Professional, scientific & technical services (5,600 jobs, 10.5%)
- Accommodation and food services (4,300 jobs, 7.9%)

The largest sector in 2014 (“Administration & Support, Waste Management, & Remediation”) included 9,300 workers (17.3% of employment). Major components of this sector in Camden County are temporary employment agencies (46% of the sector); janitorial services to buildings (11%); security services (7%); collection agencies (7%); office administrative services (5%); and landscaping (5%).

Between 2002 and 2014, Cherry Hill gained 8,300 jobs. Six sectors grew substantially:

- Administrative & support gained 4,500 jobs

- Health care & social assistance gained 2,500 jobs
- Professional, scientific & technical services added 1,000 jobs
- Accommodations and food services added 1,000 jobs
- Management services gained 900 jobs
- Retail trade added 700 jobs

Conversely, some employment sectors lost jobs between 2002 and 2014. The Information and Wholesale Trade sectors each lost 1,000 jobs. The Information sector comprises establishments engaged in producing and distributing information such as publishing industries (including software), broadcasting industries, telecommunications industries, and internet service providers. During the same period, the Finance and Insurance sector lost 362 jobs.

Figure 4. Jobs by Industry Sector

	2014		2008		2002	
	Count	Share	Count	Share	Count	Share
Administration & Support, Waste Management, and Remediation	9,310	17.3%	5,326	10.5%	4,877	10.7%
Health Care and Social Assistance	8,934	16.6%	7,162	14.1%	6,414	14.1%
Retail Trade	7,739	14.4%	7,327	14.5%	7,003	15.4%
Professional, Scientific, and Technical Services	5,621	10.5%	4,641	9.2%	4,606	10.1%
Accommodation and Food Services	4,266	7.9%	3,642	7.2%	3,222	7.1%
Finance and Insurance	2,760	5.1%	3,678	7.3%	3,122	6.9%
Educational Services	2,567	4.8%	2,660	5.3%	2,487	5.5%
Manufacturing	2,446	4.6%	1,886	3.7%	2,414	5.3%
Other Services (excluding Public Administration)	1,712	3.2%	1,436	2.8%	1,499	3.3%
Public Administration	1,465	2.7%	2,005	4.0%	1,661	3.7%
Construction	1,376	2.6%	1,826	3.6%	1,521	3.3%
Information	1,374	2.6%	3,791	7.5%	2,417	5.3%
Wholesale Trade	1,129	2.1%	2,902	5.7%	2,127	4.7%
Management of Companies and Enterprises	979	1.8%	377	0.7%	45	0.1%
Real Estate and Rental Leasing	755	1.4%	829	1.6%	879	1.9%
Transportation and Warehousing	709	1.3%	532	1.1%	548	1.2%
Arts, Entertainment, and Recreation	570	1.1%	532	1.1%	448	1.0%
Utilities, Agriculture, and Mining	13	0.0%	100	0.2%	215	0.5%
	53,725		50,625		45,475	

Source: On the Map: U.S. Census, Center for Economic Studies

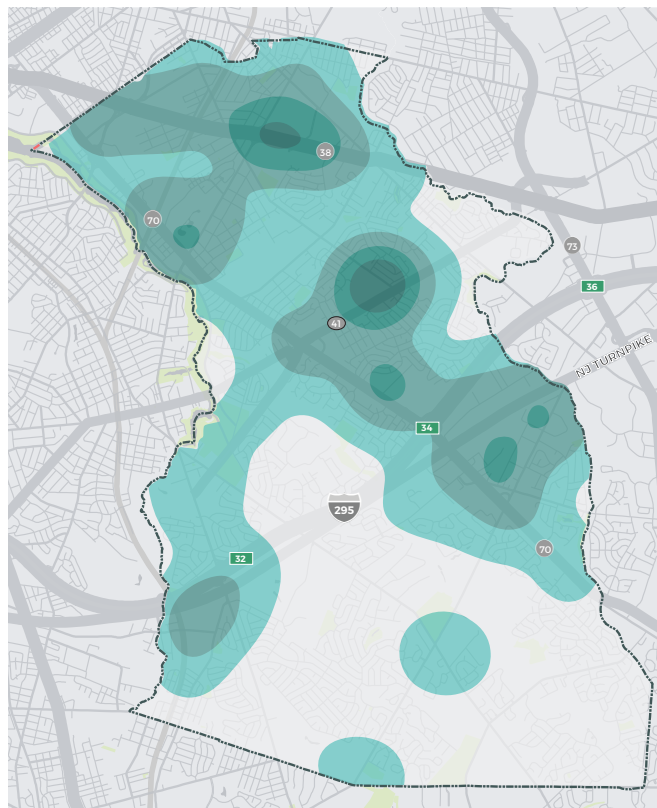
Key Employment Nodes

Cherry Hill's employment is largely concentrated in four nodes (see [Figure 5](#)): the Kings Highway/Chapel Avenue area, the Interstate 295 industrial area, the Golden Triangle/Cherry Hill Mall area (including Garden State Park), and the Ashland/Woodcrest area. An analysis of these areas identifies how each node contributes to the Township's overall economic structure.

In 2014, nearly 80% of Cherry Hill's employment was located in these four nodes (see [Figure 6](#)). Three of the four employment nodes had a stand-out single industry sector in 2014 representing a quarter or more of jobs in those locations. In the King's Highway/Chapel Avenue area, the administration & support industry employed the most workers, representing 63.5% of all jobs in that node and 50.2% of all administration & support jobs in the Township.

The Golden Triangle/Cherry Hill Mall area had the greatest number of total jobs among the nodes (20,142 jobs, 37.5% of the Township total).

Figure 5. Employment Concentrations (2014)




Source: On the Map: U.S. Census, Center for Economic Studies

Figure 6. Jobs by Industry Sector (2014)

	2014 (Count)	King's Highway	I-295 Industrial	Cherry Hill Mall	Ashland/ Woodcrest	Other
Administration & Support, Waste Management, and Remediation	9,310	4,678	1,573	2,209	438	412
Health Care and Social Assistance	8,934	920	1,954	2,949	197	2,914
Retail Trade	7,739	95	691	5,191	315	1,447
Professional, Scientific, and Technical Services	5,621	898	925	1,480	1,199	1,119
Accommodation and Food Services	4,266	52	167	2,775	125	1,147
Finance and Insurance	2,760	217	1,266	667	128	482
Educational Services	2,567	31	172	338	110	1,916
Manufacturing	2,446	12	1,145	671	379	239
Other Services (excluding Public Administration)	1,712	65	412	481	142	612
Public Administration	1,465	33	67	1,300	26	29
Construction	1,376	16	864	193	67	236
Information	1,374	75	176	595	424	104
Wholesale Trade	1,129	31	510	229	61	298
Management of Companies and Enterprises	979	180	139	576	3	81
Real Estate and Rental Leasing	755	50	262	294	64	85
Transportation and Warehousing	709	16	44	94	475	80
Arts, Entertainment, and Recreation	570	1	216	94	11	248
Utilities, Agriculture, and Mining	13	2	1	6	1	3
	53,725	7,372	10,584	20,142	4,165	11,462

Source: On the Map: U.S. Census, Center for Economic Studies



The industry sector of strength in the Golden Triangle/ Cherry Hill Mall area was unsurprisingly retail trade, constituting 25.8% of the jobs in that location. At the same time, the mall area had 67% of all retail trade jobs in the Township. Similarly, in this area, accommodation and food services jobs (closely related to retail trade) constituted 65% of all Township employment in that industry. The stand-out industry sector for employment in the Ashland/Woodcrest area—the smallest employment node among those examined—was Professional, Scientific, and Technical Services. The jobs in that category represented 28.8% of all employment in the node.

The I-295 Industrial area had the second highest concentration of employment in the Township (10,584 jobs, or 19.7%), though spread more universally among several industry sectors than the other nodes. The remaining 11,462 jobs in the Township (21.3%) are distributed throughout the Township, though additional smaller employment nodes can be identified, particularly along Springdale Road.

Kings Highway/Chapel Avenue Area

The Kings Highway/Chapel Avenue Area node encompasses the intersection of Kings Highway and Chapel Avenue, as well as the office buildings along Kings Highway south of the intersection including Cherry Hill Tower (see [Figure 7](#)).

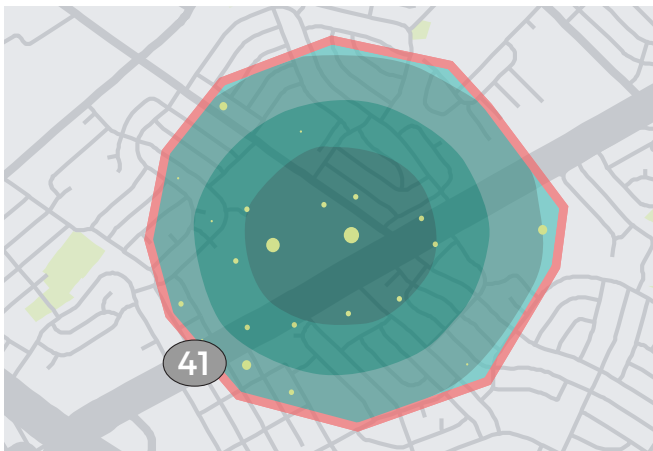
Employment in the Kings Highway node grew by over 105.7% between 2002 and 2014 to 7,372 jobs. [Figure 8](#) shows how these jobs have changed by industry sector from 2002 to 2014.

The most dramatic job growth in the Kings Highway/Chapel Avenue area from 2008 to 2014 was in the Administration & Support sector with 4,678 workers (63.5% of employment) by 2014. In addition, Health Care & Social Assistance (920 jobs, or 12.5% of employment in 2014) and Professional, Scientific & Technical Services (898 jobs, or 12.2% of employment in 2014) held their previous strong positions and grew steadily during this period. As noted above, businesses in the administration & support sector are heavily

concentrated in temporary employment agencies, janitorial services to buildings, security services, and related administrative functions. It is possible that the strong growth of these jobs in the Kings Highway/Chapel Avenue area reflects both the changing character of employment (increase in contract and temporary employees) and the location along King's Highway of the management offices of companies, such as Accu Staffing, providing these services. Hence, this apparent concentration of employment (reported through payroll) likely does not translate to occupied office space or nearby employee-serving businesses, such as lunch dining and convenience retailing, since the temporary and contract employees do not actually report to this King's Highway location.

Between 2002 and 2014, the Kings Highway/Chapel Avenue Area employment concentration gained 3,788 jobs, including 3,267 jobs gained in administration & support, 501 in health care & social assistance, and 195 jobs in professional, scientific, & technical services.

Figure 7. Kings Highway Area Employment Concentration (2014)



Source: On the Map: U.S. Census, Center for Economic Studies



	2014		2008		2002	
Figure 8. Jobs by Industry Sector - Kings Highway	Count	Share	Count	Share	Count	Share
Administration and Support	4,678	63.5%	623	22.4%	1,411	39.4%
Health Care and Social Assistance	920	16.6%	574	20.6%	419	11.7%
Retail Trade	898	12.2%	779	28.0%	703	19.6%
Other	876	11.9%	805	28.9%	1,051	29.3%
	7,372		2,781		3,584	

Source: On the Map: U.S. Census, Center for Economic Studies

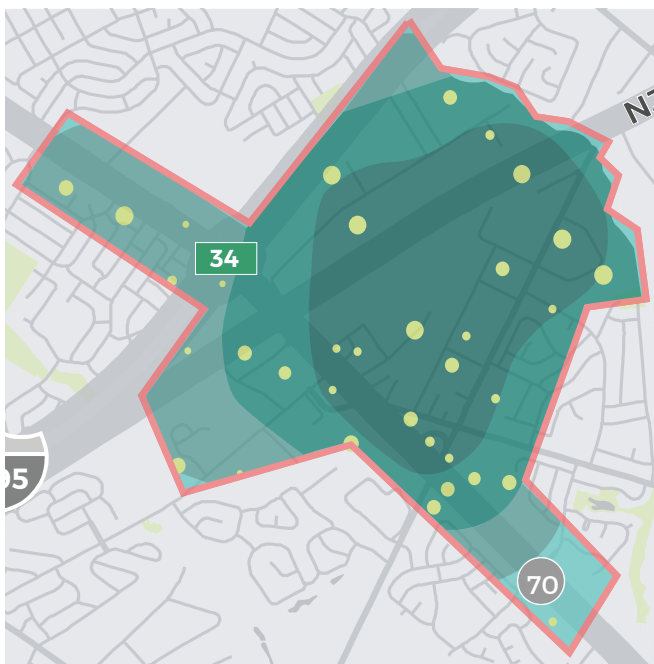
I-295 Industrial Area

The I-295 Industrial Area encompasses the industrial properties flanking the New Jersey Turnpike, centered on an area between Interstate 295 and Springdale Road north of Route 70 (see [Figure 9](#)). Employment in the I-295 Industrial Area node grew by over 32.0% between 2002 and 2014 to 10,584 jobs. [Figure 10](#) shows how these jobs have changed by industry sector during this period.

Jobs in the I-295 Industrial Area are much more evenly spread among several industry sectors than in other areas of employment concentration. The largest jobs sector in this employment node in 2014 was Health Care & Social Assistance with 1,954 workers (18.5% of employment), closely followed by Administration & Support (1,573 jobs, or 14.9%). Including Finance and Insurance (1,266 jobs, or 12.0%) and Manufacturing (1,145 jobs, or 10.8%), the top four industries in the I-295 Industrial Area all comprised between 10 and 20% of the total employment in the node in 2014.

Between 2002 and 2014, the I-295 Industrial Area gained 2,567 jobs, largely in Administrative & Support with 1,286 jobs added, and Health Care & Social Assistance with 1,121 jobs added. Manufacturing grew by 300 jobs, which is rare for a suburban municipality like Cherry Hill but logical considering the industrial nature of the employment concentration.

Figure 9. The I-295 Industrial Area Employment Concentration (2014)



Source: On the Map: U.S. Census, Center for Economic Studies

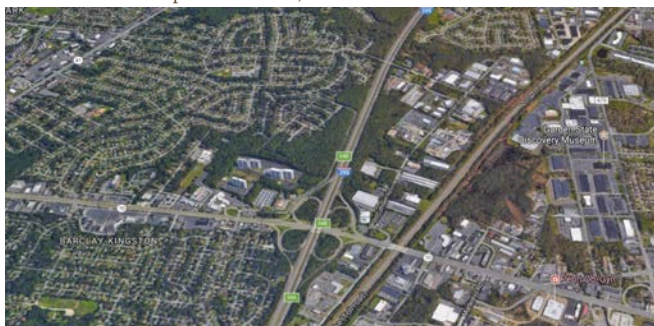


Figure 10. Jobs by Industry Sector - I-295	2014		2008		2002	
	Count	Share	Count	Share	Count	Share
Health Care and Social Assistance	1,954	18.5%	930	9.5%	833	10.4%
Administration and Support	1,573	14.9%	698	7.1%	287	3.6%
Finance and Insurance	1,266	12.0%	1,284	13.1%	749	9.3%
Manufacturing	1,145	10.8%	765	7.8%	845	10.5%
Professional, Scientific, and Technical Services	925	8.7%	905	9.2%	1,405	17.5%
Construction	864	8.2%	807	8.2%	666	8.3%
Retail Trade	691	6.5%	713	7.3%	529	6.6%
Wholesale Trade	510	4.8%	1,499	15.3%	496	6.2%
Other Services (Excluding Public Administration)	412	3.9%	337	3.4%	264	3.3%
Other	1,244	11.8%	1,865	19.0%	1,943	24.2%
	10,584		9,803		8,017	

Source: On the Map: U.S. Census, Center for Economic Studies

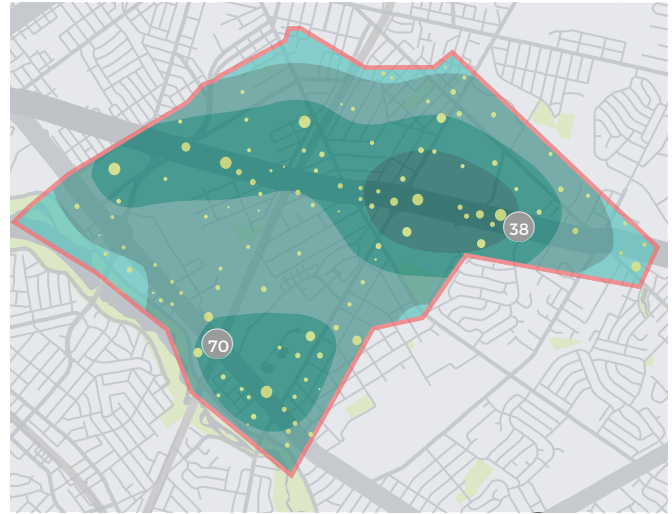
Golden Triangle/Cherry Hill Mall Area

The Golden Triangle/Cherry Hill Mall Area employment node encompasses the area of the Township most noted for its retail concentration. It includes the Golden Triangle, containing Garden State Park and Executive Campus, and the Cherry Hill Mall as well as the key corridors of Route 38, Route 70, and Haddonfield Road (see [Figure 11](#)). Employment in the Golden Triangle/Cherry Hill Mall Area node grew by over 67.7% between 2002 and 2014 to 20,142 jobs.

The largest jobs sector in the Golden Triangle/Cherry Hill Mall Area in 2014 was Retail Trade with a significant 5,191 workers (25.8% of employment) (see [Figure 12](#)). This almost doubled the jobs in the next closest industry sectors, Health Care & Social Assistance (2,949 jobs, or 14.6%) and Accommodation and Food Services (2,775 jobs, or 13.8%). This last category, combined with Retail Trade, constituted almost 40% of the jobs in 2014 in the Golden Triangle/Cherry Hill Mall Area, an area best known for its stores and restaurants.

Between 2002 and 2014, the Golden Triangle/Cherry Hill Mall Area gained 8,128 jobs. Retail experienced the largest increase by far with 2,636 jobs, which in part reflects the construction of Garden State Park and the expansion of the Cherry Hill Mall. Accommodation and Food Service grew by 1,686 jobs

Figure 11. The Golden Triangle/Cherry Hill Mall Area Employment Concentration (2014)



Source: On the Map: U.S. Census, Center for Economic Studies

while Health Care and Social Assistance increased by 1,864. Other growth industries include Public Administration (927 jobs); Administration & Support (866 jobs); and Management of Companies and Enterprises (576 jobs).

Figure 12. Jobs by Industry Sector - Golden Triangle/Cherry Hill Mall

	2014		2008		2002	
	Count	Share	Count	Share	Count	Share
Retail Trade	5,191	25.8%	3,521	24.7%	2,555	21.3%
Health Care and Social Assistance	2,949	14.6%	799	5.6%	1,085	9.0%
Accommodation and Food Services	2,775	13.8%	1,710	12.0%	1,089	9.1%
Administration and Support	2,209	11.0%	1,999	14.0%	1,343	11.2%
Professional, Scientific, and Technical Services	1,480	7.3%	1,527	10.7%	1,165	9.7%
Public Administration	1,300	6.5%	377	2.6%	373	3.1%
Manufacturing	671	3.3%	707	5.0%	784	6.5%
Finance and Insurance	667	3.3%	876	6.1%	916	7.6%
Information	595	3.0%	339	2.4%	760	6.3%
Other	2,305	11.4%	2,398	16.8%	1,944	16.2%
	20,142		14,253		12,014	

Source: On the Map: U.S. Census, Center for Economic Studies

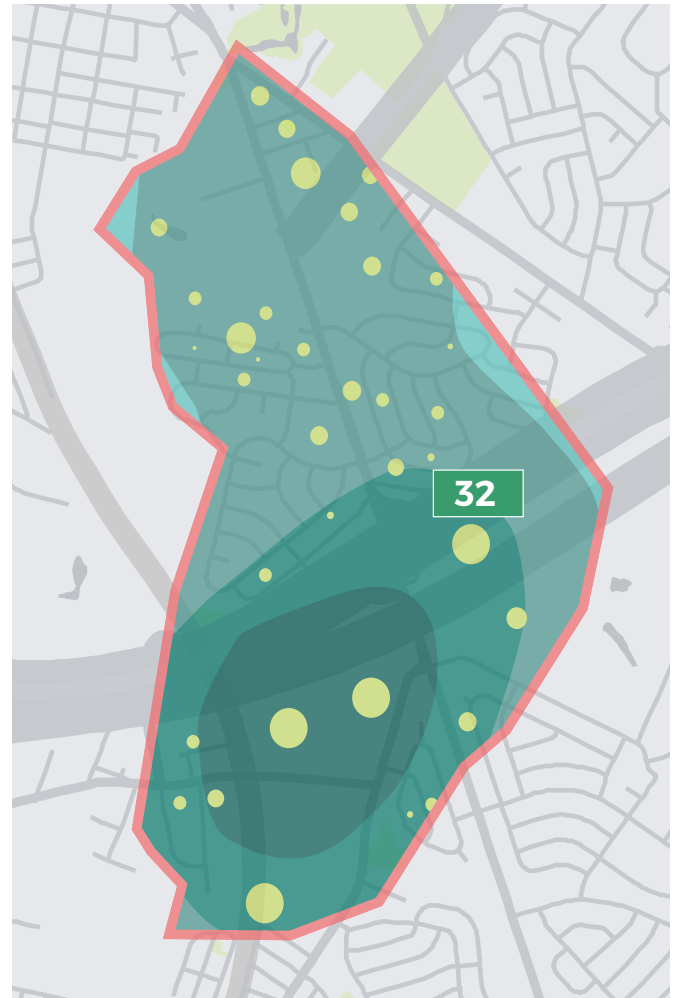
Ashland/Woodcrest Area

The Ashland/Woodcrest Area employment node encompasses the Woodcrest PATCO station and the adjacent Woodcrest Corporate Center. It also extends to the north and west along Haddonfield-Berlin Road (see [Figure 13](#)).

The largest jobs sector in the Ashland/Woodcrest Area in 2014 was Professional, Scientific & Technical Services, with 1,199 workers (28.8% of employment) (see [Figure 14](#)). At about half this size were the Transportation and Warehousing sector (475 jobs, or 11.4% of employment); Administration & Support (438 jobs, or 10.5%); and Information (424 jobs, or 10.2%).

Employment in the Ashland/Woodcrest Area grew by 31.9% between 2002 and 2014 to 4,165 jobs. Between 2002 and 2014, the Ashland/Woodcrest Area gained 1,008 jobs, with Professional, Scientific & Technical Services gaining 1,059 jobs, Transportation and Warehousing increasing by 444 jobs, and Administration and Support growing by 275 jobs. Growth in these sectors balanced losses in the Information and Health Care and Social Assistance sectors.

Figure 13. The Ashland/Woodcrest Area Employment Concentration (2014)



Source: On the Map: U.S. Census, Center for Economic Studies

	2014		2008		2002	
Figure 14. Jobs by Industry Sector - Ashland/Woodcrest	Count	Share	Count	Share	Count	Share
Professional, Scientific, and Technical Services	1,199	28.8%	189	4.3%	140	4.4%
Transportation and Warehousing	475	11.4%	34	0.8%	31	1.0%
Administration and Support	438	10.5%	102	2.3%	163	5.2%
Information	424	10.2%	2,328	53.0%	759	24.0%
Manufacturing	379	9.1%	245	5.6%	468	14.8%
Retail Trade	315	7.6%	305	6.9%	328	10.4%
Health Care and Social Assistance	197	4.7%	297	6.8%	446	14.1%
Other Services (Excluding Public Administration)	142	3.4%	129	2.9%	148	4.7%
Finance and Insurance	128	3.1%	324	7.4%	105	3.3%
Accommodation and Food Services	125	3.0%	108	2.5%	116	3.7%
Other	343	8.2%	333	7.6%	453	14.3%
	4,165		4,394		3,157	

Source: On the Map: U.S. Census, Center for Economic Studies



COMMERCIAL CORRIDORS

Background and Existing Conditions

Three commercial corridors—Route 38, Route 70, and Haddonfield Road—serve as regional commercial spines traversing Cherry Hill. The quality of the physical environment and the conspicuous prosperity of commercial activity along the 12 miles of these roadways contributes to the regional perception of Cherry Hill Township as the commercial core of South Jersey. Despite the commercial nature of these corridors, the uses and overall aesthetics of each corridor vary substantially.

Uses and roadway frontage characteristics vary substantially throughout these three corridors.

Large Developments: About one-third of the frontage in these corridors is occupied by the edges of large developments with long frontages and large lot depths that reach deeply off the corridors. These larger developments that “edge” the corridors include:

- Major retail/mixed-use complexes such as the Cherry Hill Mall, the Garden State Park development, Garden State Pavilions, the Walmart complex on Route 38, the Hillview Shopping Center, the Ellisburg Shopping Center, and the Plaza at Cherry Hill.
- Multi-building office complexes such as Commerce Center, Liberty View, Cherry Tree Corporate Center, Woodland Falls Corporate Park, Executive Mews, and 51-57 Haddonfield Road,
- Cemeteries, athletic fields, the footprints of grade separated intersections, and other open space.

In general, these “edge” uses have limited entrance and egress from the roadways and present a positive image for the corridors due to quality landscaping and uniform maintenance.

Non-Commercial Uses: Another 6% of frontage consists of the “highway edge” of larger non-commercial uses, such as apartment complexes, multi-building residential developments, entrances to single-

family neighborhoods, senior health care facilities, houses of worship, and educational facilities. Again, the limited entrance and egress from the roadways and the positive image of these properties due to quality landscaping and maintenance contribute positively to the appearance of, if not activity on, these corridors.


Individual Homes: An additional 6% of frontage consists of freestanding current or former residences, many of which have been converted to commercial uses. These properties often present specific concerns. Ingress and egress to these smaller sites means a significant number of turning movements on roads with a high rate of speed. Façade appearance and signage is inconsistent, leading to a lack of any sense of place. Finally, sufficient parking is often difficult to provide on smaller lots that have been converted to businesses, leaving customers parking on side streets often in residential neighborhoods.

Commercial Frontage: The remaining 55% of frontage involves commercial properties with active frontage along these three corridors. The variety of circumstances found among these properties has very important impacts on the functioning and appearance of these corridors, as discussed below.

Opportunities and Challenges with Commercial Frontage Properties

Cherry Hill has benefited substantially from both long-term and recent investments in many of these commercial frontage properties, which presents a number of opportunities for the Township. However, there are also several challenges that impact the success of these commercial corridors.

Large Single-Use Facilities: Numerous larger parcels are occupied by single use facilities—hotels, individual multi-story office buildings, new automobile dealerships, larger multi-specialty medical office hubs, movie complexes, and large full-service restaurants—both national chain and independent/regional. In most cases, these facilities are well-maintained and appear prosperous.



High-Value Freestanding Retail Facilities: There has been and continues to be significant investment in high-value freestanding retail facilities—drug stores, convenience stores with gas service, and fast food outlets. These operations generate very high volumes of sales and have encouraged reinvestment in the Haddonfield Road corridor between Garden State Park and Cherry Hill Mall and at key traffic signal-controlled intersections along all three corridors. These modern retailers seek high traffic locations and ease of entrance and exit in both directions. Because of the high volumes of sales generated by these specific retailers, they can afford to support higher site purchase prices than many other uses. Therefore, we should not be surprised that these uses dominate development at these high access locations.

The volumes of sales generated by these specific retailers derive in part from their generally rigid site requirements: visible standardized signage, highly accessible and visible parking, and often drive through window service. However in general, these retailers can present attractive and appropriate corridors for higher-speed, high volume corridors due to quality landscaping and limited entrance and egress. They also provide substantial benefits for their host communities by adding significantly to the tax base and by projecting a sense of modern prosperity.

Smaller Strip Shopping Centers: There are a number of smaller strip shopping centers, of which most are in strong condition, but a few of which need reinvestment. In general, the businesses in these smaller shopping centers benefit from shared parking and more easily recognized ingress and egress from the high speed traffic on Routes 38 and 70.

Individual Commercial Properties/Automotive Service Uses: While smaller properties near traffic signal controlled intersections are proving attractive for valuable restaurant and drug store outlets, small commercial properties away from these intersections have less easy access and do not display such signs of reinvestment. Urgent care facilities have successfully utilized some of these properties, but many others are for sale, vacant, or marginally used.

Many of these more marginal properties are occupied by automotive service facilities such as car washes, truck rental, auto repair, and tire sales and service. The quality of landscaping, screening, façade maintenance, and storage of vehicles varies widely for these automotive uses and in many cases negatively impacts the appearance of the commercial corridor.

Automobile Dealership Frontages & Car Storage: We should also note that, while the highly valuable automobile dealerships have invested heavily in attractive buildings, the parking lot edges of these businesses along the corridors do not reach the same high standard.

These dealerships also generate a high demand for convenient off-site auto storage resulting in the current use of some corridor properties—especially on Haddonfield Road—for that purpose.

Corridors in Need of Revitalization

There are scattered locations requiring rejuvenation along these corridors—the former Lone Star Steakhouse on Route 38 is a prime example—but these negative conditions tend to cluster in certain locations.

Route 70 Between Union Avenue & Hampton Road: There is a significant area of vacancy and marginal business use on the north side of Route 70 between Union Avenue and Hampton Road. This situation is especially unfortunate because it occurs at the gateway to Cherry Hill from Philadelphia. The frontage runs for nearly 6,000 linear feet, one-third of which is the ramp system for Cuthbert Boulevard. Other than this ramp, the only active uses west of the Mikado Japanese restaurant are a car wash and a small auto body shop. This area abuts and fronts the Executive Campus office complex. There is significant opportunity for redevelopment of this entire stretch of Route 70 (see [Figure 15](#)).

Route 38 Between Longwood Avenue & Haddonfield Road: The section of Route 38 between Longwood Avenue and Haddonfield Road runs for about 3,500 linear feet. Although there are modern food service

facilities at the traffic light controlled intersections (e.g., Longwood, Chapel) and successful freestanding destination retailers scattered along the corridor, vacant lots and more marginal business uses abound, offering the potential for redevelopment or reuse for an overall stronger corridor economy. Key opportunities include several vacant parcels, as well as current auto service facilities and a few vacant buildings (see [Figure 16](#)).

West Side of Haddonfield Road North of Route 38: Across Haddonfield Road from the Cherry Hill Mall is a series of smaller shopping centers, freestanding retailers, and a large number of auto service facilities. To achieve the maximum benefit from adjacency to the Mall, this area could benefit from a more uniform appearance. Some retailers have very positive facades and strong landscaping, while others—especially some

of the auto service facilities—have limited landscaping and active auto service activities visible from the street. There is also a highly visible vacant property on the northwest corner of Haddonfield and Church, which should be developed as an attractive retail use (See [Figure 17](#)).

Erlton Shopping Center: The Erlton shopping area on Route 70 presents a special case with the opportunity for a more “Main Street” type improvement effort that would integrate the many successful businesses there with new ones brought to fill the few, but visible vacancies. Shared parking and streetscape enhancements that both evoke the retro character of the district and are “readable” for Route 70 traffic could provide very significant benefits (see [Figure 18](#)).

Figure 15. Route 70 Between Union Avenue & Hampton Road

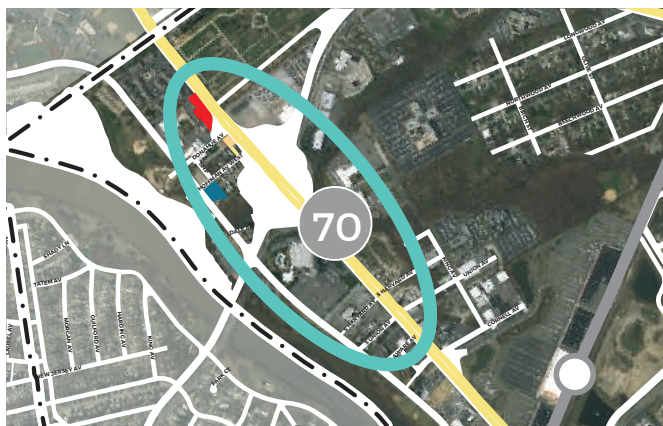


Figure 16. Route 38 Between Longwood & Haddonfield

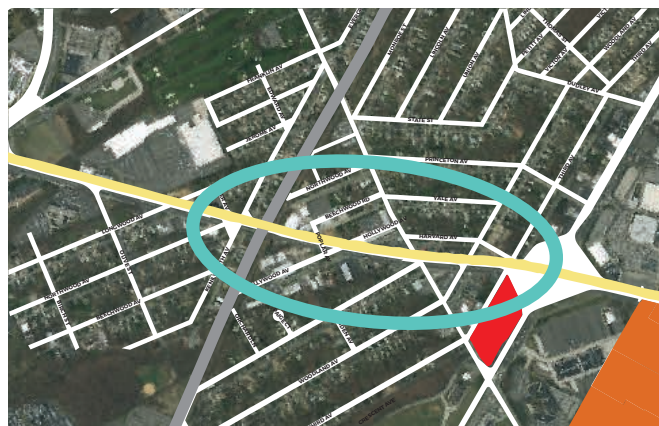


Figure 17. West Side of Haddonfield Road North of Route 38

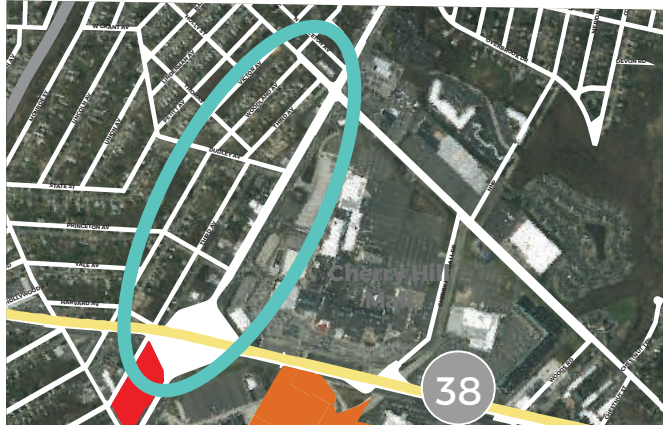
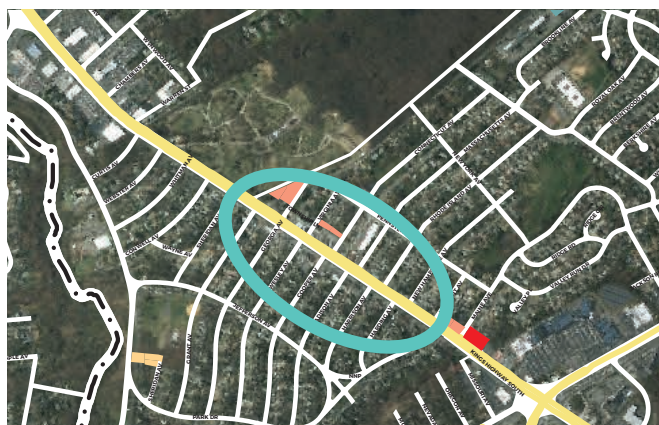


Figure 18. Erlton Shopping Center





Consideration for Next Steps

General Corridor Appearance

Entrances to Cherry Hill along all three corridors lack visible gateway characteristics such as welcome signage and attractive landscaped areas.

Homes converted to business uses along these corridors present inconsistent quality in use, façade appearance, and signage. Stronger standards and incentive programs could bring lagging properties up to desired appearance.

Automotive Facilities

Viable auto service businesses are both an important component of the Cherry Hill economy and service supports needed by Cherry Hill residents. However, many of these businesses—located in highly visible locations along key corridors—exhibit poor landscaping and inadequate screening. Some also store vehicles in locations that negatively impact adjacent residents and businesses. Consistently applied standards are necessary for these businesses to become better neighbors for other businesses along these corridors.

Cherry Hill’s many automobile dealerships are a distinctive component of the Cherry Hill economy which should be celebrated. A distinctive “Cherry Hill look” for these dealerships could enhance the appearance of the dealerships and of the corridors on which they are located.

These auto dealerships need appropriate locations for auto storage that do not include visible parking along the key commercial corridors.

Efficient Commercial Development

Smaller shopping centers along these corridors provide effective commercial locations. However, other small, single-use properties are less attractive and productive for these businesses. Collaboration among adjacent smaller properties on these corridors could generate more effective development patterns. This collaboration may be as dramatic as site

assembly and redevelopment, but lesser levels of collaboration could also be effective: common façade improvements, shared ingress and egress, shared parking, collaborative signage, etc.

The north side of Route 70 between Union and Hampton offers significant potential for redevelopment, perhaps in conjunction with a significant revitalization of the Golden Triangle overall.

Erlton offers the potential to act as a prototype for mini-revitalization efforts along the commercial corridors, if a concentrated, multi-component approach could be programmed for this location.


Other areas needing focused enhancement programs are Route 38 from Longwood to Haddonfield and the west side of Haddonfield Road north of Route 38.

COMMERCIAL MARKET TRENDS

Cherry Hill Township is a premier location for commercial development—predominantly office and retail—in the Philadelphia metropolitan area. Due to the magnitude of this development, it is a key component of the Township’s economy. Furthermore, real estate trends mirror the industry trends described above; employment growth often results in new development opportunities while job losses can create vacancies and the need for redevelopment. The following assessment, based on findings from WCRE in its “Q2 2017 – Southern NJ Office/Retail Market Update,” focuses on trends impacting Cherry Hill’s office and retail markets.

Office Market

Overall, as of July 2017, the office market was showing strong fundamentals for growth in South Jersey as demand for office space and leasing activity increased in the second quarter of 2017. Healthcare, insurance, technology, and service businesses increased their occupancy needs during this time. Small- to mid-sized tenants continue to show signs of expansion.



In Cherry Hill, leasing activity remained active. However, with the move of such companies as Subaru and American Water to Camden, significant spaces will be returning to the market, creating a potential spike in vacancy.

The investor/sales market was also showing signs of increased activity in Cherry Hill, where a higher level of vacancies were creating below-market opportunities favorable for purchasing. Some local business owners were therefore transitioning from rent-paying tenants into owner-occupant investors. It is expected that this trend will continue through 2017.

While occupancy data is not available for Cherry Hill Township at the municipal level, the vacancy rate for office space in Camden County dropped to 11.7% at the end of the second quarter of 2017 compared to 13.3% in the first quarter. Average rents for Class A and Class B office product continued to range from \$10.00 to \$14.50 per SF (for a NNN lease, one that passes through property taxes, property insurance, and common area maintenance fees to the lessee) or \$20.00 to \$24.50 per SF (for a gross lease) during the second quarter. This remained relatively unchanged from the first quarter of 2017.

Retail Market

Consumer confidence has continued to grow since the Great Recession, and retail sales were up 3.9% for the first half of 2017, according to WCRE. However, e-commerce continued to steal shares of these retail gains. It is expected that e-commerce sales will increase by 15% in 2017—compared to 13% in 2016—growing to 8.5% of the nation's total retail transactions (up from 3.2% in 2007). In-store sales will increase by 2%.

The vacancy rate for retail space in Camden County was 9.4% at the end of the second quarter of 2017, compared to 10.5% in Burlington County and 7.1% in Gloucester County, and well below the U.S. average of 12.5%. Retail rents in Camden County hovered around \$12.00 per SF during the second quarter.

Despite the growth in e-commerce, a report issued in

August 2017 by the IHL Group entitled “Debunking the Retail Apocalypse” suggests that more stores are opening than closing. The study revealed that chain retailers are opening 4,080 more stores in 2017 than they are closing; chains are opening a net 14,239 stores while closing 10,123 stores. The largest gains are in mass-merchandisers, including off-price and value chains, followed by convenience stores, and grocery retailers. The study also found that just 16 chains account for 48.5% of the total number of stores closing, and that five of the 16 represent 28.1% of the total closings. The bulk of retailers that are growing tend to have small and intermediate store spaces, while an important segment of the declining group—department stores—specifically Sears, Kmart, and JC Penney, tend to occupy large-format stores. The result is, while there's likely a net gain in retail square-footage, it is occurring in more numerous smaller stores, frequently on pad sites, while the stores that are closing are much larger and therefore more noticeable.

Nonetheless, these trends will have implications for malls and shopping centers, including those in Cherry Hill. As a means for protecting their real estate assets, future commercial development and redevelopment is trending toward mixed-use, particularly with a residential component. By building apartments or condos at larger retail and mall properties, retail-center landlords hope to insulate themselves by boosting their tenants' customer bases while generating income for themselves through the sale or rental of the associated dwelling units. Garden State Park is an example for this type of development.

Developers in Cherry Hill have concurred with these trends and anticipate gradual conversions of some of the Township's older traditional retail centers into places with a live, work, and play component. This philosophy is growing, and can be accommodated through mixed-use development. The millennial generation is reportedly seeking high-quality service-oriented businesses (restaurants, fitness centers, etc.), and wants to be able to walk there from their residences. Smaller residential units are increasingly acceptable as long as services and access are good.

Further supporting this mixed-use trend, according to developers, is that strictly retail developments are riskier, and enclosed malls in particular. An exceptional regional mall with quality retailers in a good location, such as Cherry Hill Mall, is likely relatively safe. However, other more marginally-performing centers with vacancies will need to be repositioned. The brick-and-mortar retail component is emphasizing an improved customer experience and high-service, including quality restaurants, high-end fitness centers, spas, and pet-related services. Entertainment is a growing trend as well, incorporating such things as zip lines, bowling, etc. into former retail space, which cannot be found online.

TAX BASE TRENDS

The strength of the Cherry Hill economy, as expressed in the Township's tax base—that is, in the value of the community's taxable real estate—is tracked from 2002 to 2017 in [Figure 19](#). The equalized value of Cherry Hill's tax base stood at \$5.1 billion in 2002 and grew to \$10.1 billion by 2009 before starting a period of decline through 2013 that reversed in 2014 and has since stabilized.

A more accurate assessment of tax base trends adjusted for inflation is shown in the third column of [Figure 19](#) and is illustrated in [Figure 20](#). This approach measures each year's tax base in 2017 dollars. Viewed in that perspective, the tax base grew rapidly during the real estate boom years of 2002 to 2007, continued to grow modestly until 2009, but began a sharp decline of 31% in four years through 2013. During 2013, a brief period of growth occurred. Starting in 2014, the tax base declined modestly again through 2016 by an annual average of 1% to the 2016 equalized value of \$8.2 billion before increasing again slightly in 2017.

An examination of the three largest components of the Township's tax base—single-family residential property, apartments, and commercial/industrial property—provides a more detailed assessment of tax base trends (see [Figure 21](#)). While the graph illustrates growth trends from 2012 to 2013 for all three property

Figure 19. Tax Base Trends in Cherry Hill

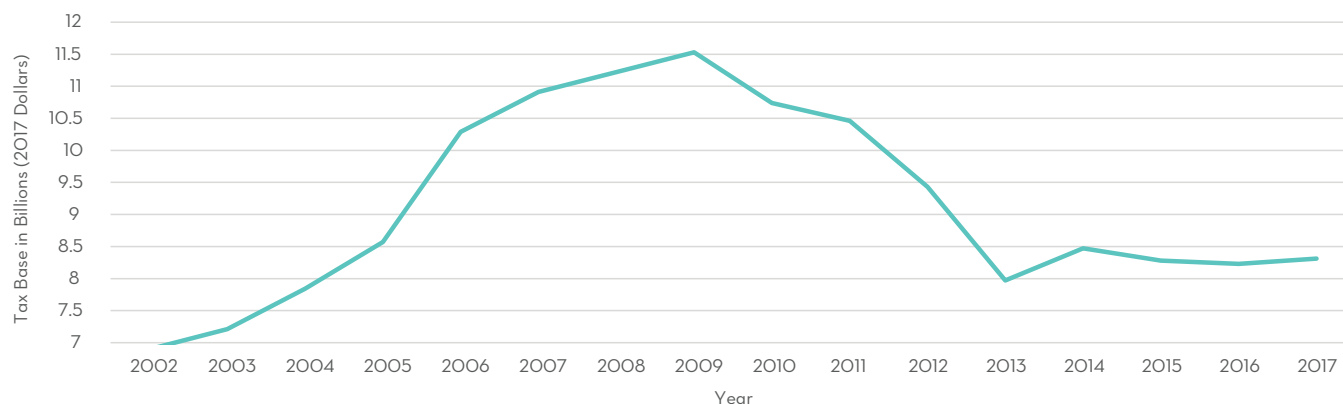
Year	Equalized Valuation Cherry Hill	Equalized Valuation (2017 Dollars)
2002	\$5,060,141,117	\$6,900,215,306
2003	\$5,407,516,193	\$7,206,683,257
2004	\$6,029,605,370	\$7,836,867,655
2005	\$6,903,594,015	\$8,571,117,562
2006	\$8,453,318,961	\$10,283,093,803
2007	\$9,214,981,750	\$10,909,072,765
2008	\$9,946,147,878	\$11,220,699,383
2009	\$10,086,207,691	\$11,526,967,741
2010	\$9,503,219,927	\$10,737,895,885
2011	\$9,612,304,593	\$10,456,652,404
2012	\$8,838,694,823	\$9,427,363,120
2013	\$7,564,599,160	\$7,973,926,005
2014	\$8,167,722,329	\$8,469,271,051
2015	\$7,980,976,889	\$8,278,622,097
2016	\$8,053,043,625	\$8,232,865,179
2017	\$8,310,281,257	\$8,310,281,257

Source: On the Map: U.S. Census, Center for Economic Studies

types, the apartment component of Cherry Hill's tax base grew by 13% compared to the 6 to 7% for commercial/industrial and single-family residential. Although data for 2014 was unavailable, the tax base for all three types declined by 2015, with single-family residential and commercial/industrial experiencing more severe losses in value than apartments. While those two property types continued a modest decline throughout 2015, the apartment tax base rebounded by 2016 by almost 7%. Apartments then stabilized throughout 2016 along with single-family residential property, while commercial/industrial property experienced a modest 4% gain by 2017.

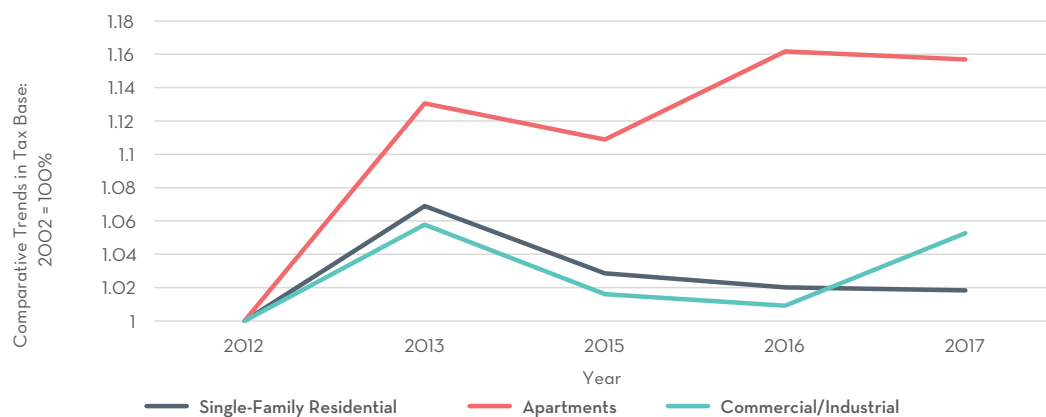
Another perspective on Cherry Hill's tax base is achieved by comparing trends in Cherry Hill's tax base to the overall tax base of all local jurisdictions in the State of New Jersey ([Figure 22](#)). As illustrated here, New Jersey communities as a whole have followed trends in tax base in a pattern similar to those encountered by Cherry Hill, with significant gains during 2002 to 2007, though Cherry Hill's growth continued until 2009 as the state's tax base declined during those two years. Both the state and Township experienced major losses between 2009 and 2013, and ultimately a recent slow pattern of stabilization and

Figure 20. Cherry Hill Tax Base: Equalized Valuation in 2017 Dollars



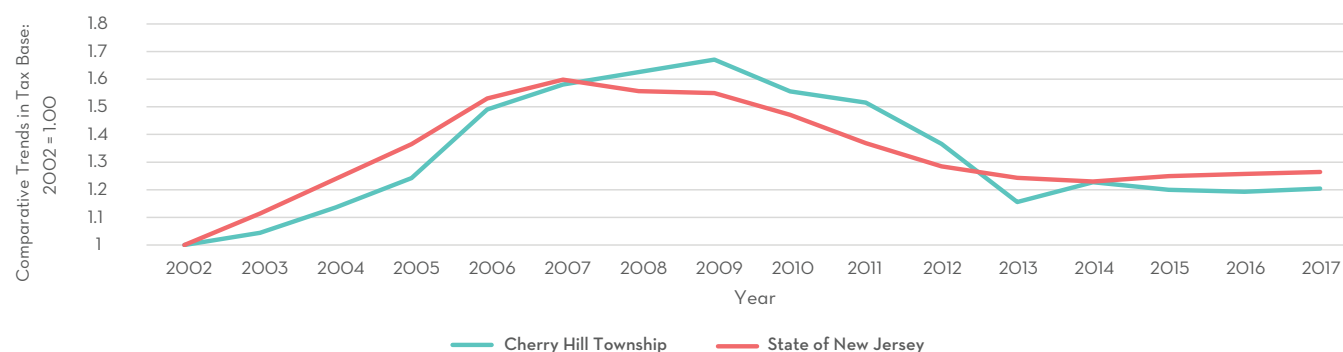
Source: On the Map: U.S. Census, Center for Economic Studies

Figure 21. Inflation-Adjusted Tax Base Trends by Major Land Use Component




Source: On the Map: U.S. Census, Center for Economic Studies

Figure 22. Cherry Hill and New Jersey Inflation-Adjusted Tax Base Trends



Source: On the Map: U.S. Census, Center for Economic Studies



moderate growth. However, the decline in tax base during the 2009 to 2013 period averaged only 20% statewide versus 31% in Cherry Hill, leaving Cherry Hill's tax base in a poorer condition than the average New Jersey local jurisdiction by 2017.

STATE TRENDS AND THE CHERRY HILL ECONOMY

Cherry Hill Compared To New Jersey Growth Trends

Between 2002 and 2014, Cherry Hill gained 8,300 jobs, most significantly in six sectors: administrative & support businesses (4,500 jobs); health care & social assistance (2,500); professional, scientific, & technical services; accommodations and food services; management services; and retail trade. In comparison, major growing sectors in New Jersey during this period were: health care & social assistance (117,000 jobs); educational services (83,000); accommodations and food services; and professional, scientific, & technical services.

Conversely, for New Jersey as a whole, manufacturing lost 121,000 jobs; wholesale trade lost 23,000; and the information sector lost 19,000. At the same time, Cherry Hill lost significant numbers of jobs in the information, wholesale trade, and finance and insurance sectors.


Comparing Cherry Hill trends with New Jersey as a whole, six items stand out:

1. Cherry Hill has followed state trends in the growth of the health care & social assistance, accommodations & food services, and professional, scientific, & technical services sectors, as well as in the decline of the wholesale trade and information sectors.
2. Cherry Hill was not impacted by the rapidly declining New Jersey manufacturing sector, because manufacturing was only a small share (5.3%) of the Township's economy in 2002. At 4.6% in 2014, the manufacturing sector of Cherry Hill's economy remains smaller than the reduced 6.2% share of manufacturing in the overall New Jersey economy.

3. Cherry Hill needs to be conscious of evolving trends in manufacturing. Manufacturing employment in the US declined from a peak of 19.5 million in 1979 to 11.5 million workers in 2010, as lower cost labor overseas replaced American workers. However, since 2010, manufacturing employment has grown by nearly one million workers (about 9% growth). Much of this employment expansion is in "advanced manufacturing." Both the spatial requirements of manufacturing spaces and the workforce requirements for advanced manufacturing differ from traditional manufacturing. The workforce needed for this "advanced manufacturing" model is much more productive, more highly skilled, and more highly compensated than traditional manufacturing workers—the machines make the products, the workers maintain and program the machines.
4. Cherry Hill has not participated in the substantial growth of educational services in the New Jersey economy.
5. While the administration & support sector has grown strongly in New Jersey (14.3%), Cherry Hill has seen explosive growth (92.2%).
6. Cherry Hill has grown the retail trade sector by 10.5% while New Jersey only grew by 1.8%.

Implications of State Economic Comparison for Cherry Hill

1. Cherry Hill has not participated in the growth of educational services that happened elsewhere in New Jersey. Adding post-secondary educational services may be both an opportunity and a necessity for further economic growth in Cherry Hill.
2. Cherry Hill has not been as heavily impacted by a declining traditional manufacturing sector as have other New Jersey communities. However, as a focus on advanced manufacturing returns to the U. S., Cherry Hill will want to participate in that evolution and will need to increase focus on the manufacturing sector.
3. The economic adjustment to a more "freelance" employment structure (contract employment, more transitory workforce, more diverse scheduling)



appears to have found a cutting edge in Cherry Hill with the dramatic growth in the administration and support sector suggesting that Cherry Hill is an administrative hub for a variety of temporary and contract employment organizations. Understanding Cherry Hill's advantage in this sector may provide an opportunity for further growth.

New Jersey State Economic Growth Trends

Two recent analyses of the New Jersey economy and factors that need to be exploited in the future can inform opportunities for the Cherry Hill economy. These reports were prepared by New Jersey Future and McKinsey's New Jersey Office (see *Spotlights on pages 34-40*).

Implications of State Economic Analyses for Cherry Hill

1. Cherry Hill faces the challenge of upgrading/updating aging retail concentrations. Earlier development patterns isolated these retail services and amenities from nearby single-family neighborhoods through limited street connections and "seas of asphalt." Potential state investment in walkable communities and transit-oriented development (TOD) can provide Cherry Hill with the tools to effectively connect these single family neighborhoods to retail concentrations and transit facilities via positive new and denser residential/business development that builds connections, rather than continuing isolation by substituting "walls of development" for the current parking lots.
2. The next wave of job growth in New Jersey is likely to focus on smaller companies, many in advanced manufacturing and business services.
3. Provision of technical training for the middle-skilled workforce is likely to become more critical to job growth and retention. Cherry Hill must consider how it can access such skilled training and trained workers for its businesses. This will have implications on home-work commuting patterns and on growing the current low level of post-secondary training resources

in Cherry Hill.

4. New state business financing mechanisms could provide additional resources for Cherry Hill to grow its job base. However, state incentive programs are likely to evolve. Cherry Hill must remain current on changing opportunities to support existing and new businesses.

METROPOLITAN AREA FORECASTS

Two key regional planning documents prepared by the Delaware Valley Regional Planning Commission suggest trends that will influence the Cherry Hill economy. *CONNECTIONS 2040* is the current regional plan document. In anticipation of updating this plan, the DVRPC has recently issued Greater Philadelphia *FUTURE FORCES*, which details key factors influencing the future. The key recommendations of these documents are highlighted on *pages 21 - 26*.

Implications of Regional Planning Forecasts for Cherry Hill

1. As a Metropolitan Subcenter, Cherry Hill has been prioritized for reinvestment, growth, and infrastructure investment.
2. Transportation investments and land use patterns must recognize the evolving technology of travel, and in particular the changes likely to occur through ride sourcing, micro transit, and driverless technology.
3. Cherry Hill employers need to access the growing technical workforce living in Center City Philadelphia.
4. Cherry Hill needs to exploit its position as one of six Metropolitan Subcenters in creating housing environments attractive to the millennial workforce.
5. Cherry Hill needs to expand post-secondary offerings, both to expand its technical workforce and to provide an innovation hub to support new business development.
6. Growth in small scale advanced manufacturing

provides an opportunity for business development in Cherry Hill.

7. Entrepreneurial business development needs to be supported in Cherry Hill through co-working spaces, sensitive regulation, and incubator facilities.

Implications of Economic Trends for the Future Cherry Hill Economy

Drawing together all the above analysis of the Cherry Hill economy and its current and future position within New Jersey and the Delaware Valley, we observe these factors that impact Cherry Hill's future:

1. **Cherry Hill's economic position has been and remains strong.** Employment grew by 18.1% between 2002 and 2014, which was significantly higher than New Jersey's growth rate of 6.6%. Cherry Hill remains a substantial center of employment concentration with 22,000 more jobs than employed persons, but 91% of jobs in Cherry Hill are filled by in-commuters.
2. **Cherry Hill's tax base was hurt more dramatically than most New Jersey communities** by the economic recession of 2007 to 2012. Cherry Hill needs to continue and accelerate its recent economic expansion.
3. Cherry Hill participated strongly in state trends in the **growth of the health care & social assistance, accommodations & food services, and professional, scientific, & technical services sectors.**
4. Cherry Hill has not participated in the growth of educational services that happened elsewhere in New Jersey. **Adding post-secondary educational services may be both an opportunity and a necessity for further economic growth in Cherry Hill**—both to expand its technical workforce and to provide an innovation hub to support new business development.
5. The next wave of job growth in New Jersey is likely to focus on **smaller companies, many in advanced manufacturing and business services.** Entrepreneurial business development needs to be supported in Cherry Hill through co-working spaces, sensitive regulation, and incubator facilities. Cherry Hill will want to participate in the return of advanced

manufacturing to the United States, as it offers an opportunity for business development in the Township.

6. **As a Metropolitan Subcenter, Cherry Hill has been regionally prioritized for reinvestment,** growth, and infrastructure investment. Cherry Hill must exploit that advantage by attracting transportation investments that recognize the evolving technology of travel; in particular, the changes likely to occur through ride sourcing, micro transit, and driverless technology.
7. Cherry Hill employers need to **access the millennial workforce,** especially the growing technical workforce living in Center City Philadelphia. Efforts must be made to both ease commuting to Cherry Hill for that workforce and for Cherry Hill to exploit its position as a Metropolitan Subcenter to create housing environments attractive to the millennial workforce.
8. The adjustment to a more **"freelance" employment structure (contract employment, transitory workforce, diverse scheduling) appears to have found a cutting edge in Cherry Hill** with the dramatic growth in the administration & support sector suggesting that Cherry Hill is an administrative hub for a variety of temporary and contract employment organizations. Understanding Cherry Hill's advantage in this sector may provide the opportunity for further growth.
9. Cherry Hill faces the challenge of **upgrading/ updating aging retail concentrations.** Potential state investment in walkable communities and transit-oriented development can provide Cherry Hill with the tools to effectively connect adjacent single family neighborhoods to retail concentrations and transit facilities via new residential/business development that builds connections.
10. This retail repositioning needs to incorporate Cherry Hill's visible, gateway retail corridors: **Routes 38 and 70 and Haddonfield Road.** Recent investments along Haddonfield Road should be only the beginning of re-imagining key segments of these corridors.

SMART GROWTH IS ECONOMIC GROWTH RESEEDING THE GARDEN STATE'S ECONOMIC GROWTH: A VISION FOR NEW JERSEY BY NEW JERSEY FUTURE (JULY 2017)

KEY RECOMMENDATIONS

Growing young businesses:

Young, fast-growing firms create most of the jobs in the United States. In New Jersey, only 5% of companies with 500 employees or more are less than 10 years old, compared with 11% across the United States. New Jersey attracts less venture capital per capita than peer states other states have created better environments for fast-growing young companies by improving access to capital through angel investing credits, setting up business incubators, and helping firms navigate state and local regulations.

Improving transportation infrastructure:

Aging transportation infrastructure and congestion are a drag on productivity, raise the cost of doing business, and restrict worker mobility across the region. To help address the infrastructure problem, New Jersey could consider shifting more funding to long-term improvements, adopting methods for optimizing infrastructure spending, encouraging transit-oriented development, and taking additional steps to rebalance traffic flows.

Addressing workforce imbalances:

The skills of the labor force in New Jersey are not well aligned with demand. There are more high- and low-skill workers in New Jersey than employers need, and more middle-skill jobs than qualified middle-skill applicants. The economy has shifted successfully from a heavy reliance on traditional manufacturing to services and advanced manufacturing (pharmaceuticals, for example), but relatively few of New Jersey's middle-skill workers (with less than a four-year post-secondary degree) are qualified for the middle-skill jobs that are available today, such as health technicians, construction



Figure 23. Reseeding Growth in the Garden State

Source: Reseeding Growth in the Garden State: McKinsey Global Institute

service workers, heavy vehicle maintenance, and retail managers. New Jersey could increase the supply of “job-ready” middle-skill workers by expanding access to vocational training, partnering with companies to tailor college curricula, and putting in place other measures to train workers in skills demanded by the private sector.

Tailoring incentives for growth:

New Jersey's capital outlays (for building construction, land alterations, and infrastructure expansion, etc.) and business development efforts have had a relatively modest impact on growth. In an average deal, New Jersey pays ~5x more for each job affected and ~6x more per dollar of investment attracted than peer states. Over 80% of incentive deals are geared to older domestic companies, even though younger firms and foreign companies, on average, invest more capital in operations and create more jobs. Other states have gotten higher returns by continuously monitoring the economic gains from their investment, enforcing claw-back provisions for incentives that do not produce returns, and focusing investment in industry clusters where young companies can blossom.

SMART GROWTH IS ECONOMIC GROWTH BY NEW JERSEY FUTURE (MARCH 2017)

KEY RECOMMENDATIONS

Invest Wisely In Infrastructure

Make smart, cost-effective investments in transportation and water infrastructure to increase New Jersey's competitiveness and support healthy communities.

Infrastructure development has tremendous potential to unlock economic growth in New Jersey. The age and increasing deterioration of our trains and buses, pipes and tunnels, roads and rails has led to growing equity, environmental, and safety concerns. Investment in these areas promises thousands of jobs with equitable wages and a better quality of life for New Jersey residents. The next governor has the opportunity to explore new and responsible ways to finance and oversee investments and operations that will open new avenues of growth for New Jersey:

- Refocus state transportation agencies on the mission of improving access to more destinations for more people.
- Fund transit operations and capital improvements adequately in order to restore NJ Transit's systems and make them long-term growth drivers.
- Pursue a "One Water" strategy to modernize inadequate drinking water, wastewater, and stormwater systems in ways that strengthen communities and support future growth.

Support Good Local Redevelopment

Empower cities and towns to take the bold and difficult steps needed to allow them to meet the demographic, economic, and environmental challenges of the next century.

Smart-growth development can provide fiscal and social benefits to the state and its municipalities. The next governor should seize the opportunity

to coordinate with municipalities in their efforts to create vibrant places to live and work. Indeed, economic growth in the state depends on this partnership:

- Provide technical and financial resources to cities and towns to promote compact, walkable development.
- Support transit-oriented development and redevelopment through targeted tax credits and coordinated state policies and investments.
- Adopt a comprehensive housing strategy, including inclusionary zoning practices and incentive programs to ensure individuals and families at all life stages and income levels have access to quality homes.

Incorporate Climate Risk Into Decision-Making

Prepare our communities for the consequences of climate change and sea level rise through long-term planning and education about the growing risk of flooding.

With the effects of climate change accelerating, New Jersey's coastal areas could face up to six feet of sea level rise early in the next century. The next administration must confront the significant economic & health risks associated with weather-related and tidal flooding, aggravated by intensive development.

- Integrate science-based sea level rise projections and other climate change risks into decision-making at all levels of government.
- Support regional and local approaches to managing increased flood risks through land-use changes.
- Expand real estate disclosure requirements to prospective buyers and renters to include details on flood risk.

Coordinate State Development Efforts

Provide leadership from the governor's office to direct state investments to ensure a prosperous, sustainable state and to support communities' efforts to create great places to live, work, and play.

Clear and high-profile policy direction from the next governor is necessary to achieve smart growth and sustainable development in New Jersey. Breaking down agency silos, creating a culture of innovation and collaboration, and instituting transparency and effective performance measurement should be high priorities for the next governor and cabinet.

- Implement an organized and strategic state planning process that guides state actions and aligns local and state efforts.
- Initiate better data collection and its dissemination, utilize performance measurement, and open reporting of results.
- Leverage new financing possibilities such as a state bank and public-private partnerships.

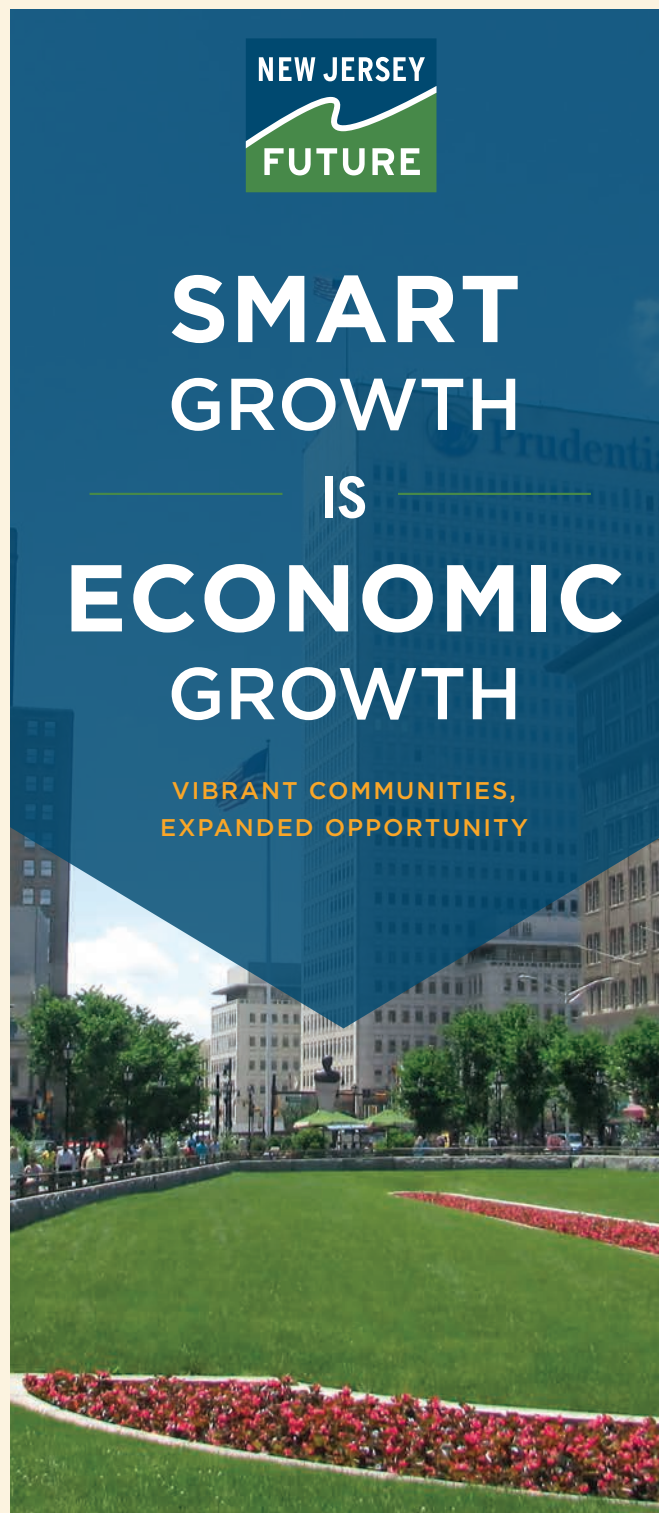


Figure 24. Smart Growth is Economic Growth

CONNECTIONS 2040 PLAN FOR GREATER PHILADELPHIA BY THE DELAWARE VALLEY REGIONAL PLANNING COMMISSION

CORE PLAN PRINCIPLES

Connections 2040 is built around four core principles to help achieve its vision:

- Manage Growth and Protect the Environment
- Create Livable Communities
- Build the Economy
- Establish a Modern Multimodal Transportation System

Principle: Manage Growth & Protect The Environment

Open space, natural areas, farmland, and historic resources are indispensable to our region and its residents. However, many of these resources are endangered by sprawling development patterns. *Connections 2040* recognizes that the continued loss of these resources is not sustainable, and the need to accelerate and coordinate growth management and resource protection activities is urgent.

Principle: Create Livable Communities

The region will gain over 630,000 residents and

318,000 jobs by 2040, an increase of 11% since 2010. If current trends continue, the majority of this growth will occur at the periphery of the region, which will increase suburban sprawl, create the need for expensive new infrastructure, underutilize existing facilities, and contribute to the further disappearance of our open space and the depletion of natural resources. Instead, these issues can be averted through focused investment and redevelopment to create more compact, mixed-use, livable communities within and around established Centers.

DVRPC's Centers-Based Philosophy:

- Livable communities can be found throughout the region: in Core Cities, their neighborhoods, older suburbs, and in town and rural Centers. The Plan identifies a Metropolitan Center (University City/Center City/Camden) and six Metropolitan Subcenters, including downtown Trenton, King of Prussia/Valley Forge, the International Airport, the Navy Yard/Sports Complex, Cherry Hill/Mount Laurel/Marlton, and the Route 1 Corridor (Mercer County).
- Livable communities can be created and supported by investing in and redeveloping Centers. *Connections 2040* envisions numerous thriving, compact, mixed-use Centers. Investing in Centers facilitates the most efficient use of infrastructure, conserves open space and natural resources,

Figure 25. *Connections 2040* core plan principles



strengthens local economies, and creates the densities to support walking, biking, and public transit.

Principle: Build The Economy

Philadelphia's regional economy, with an annual gross metropolitan product of over \$380 billion, ranks among the most diverse of the nation's major metro areas. Although not booming, the economy is resilient, protecting the region from extremes in growth or decline that economies dependent on one or two major industries often experience.

DVRPC's Economic Development Planning Philosophy:

- The *Connections 2040* Plan reiterates the goals and strategies of the adopted regional comprehensive economic development strategy (CEDS), the Commonwealth of Pennsylvania's Keystone Principles for Growth, Investment, and Resource Conservation, and the economic strategies advanced in New Jersey's State Strategic Plan.
- Invest in Centers, to facilitate the most efficient use of infrastructure; conserve open space and natural resources; provide employers with easy access to supplies, markets, and a qualified workforce; and create concentrations of "knowledge density."
- Support the growth of key economic sectors and locations within the region.

Principle: Establish A Modern Multimodal Transportation System

Connections 2040 envisions a seamless multimodal passenger and freight system that is safe; convenient; sufficient in its capacity; attractive and affordable to its users; accessible and equitable for all citizens and visitors to locations throughout the region; and incorporates sound growth management, urban revitalization, and environmental and economic

competitiveness planning principles. Greater Philadelphia enjoys a tremendous advantage by virtue of its location in the middle of the Northeast Corridor, but needs to address several challenges to continue to take advantage of this locational benefit in the future. Maintaining and improving key interstate and interregional highway and transit routes is imperative, as is upgrading the region's airport, port, and intercity rail facilities, which serve as our links to the rest of the nation and world.

DVRPC's Transportation Planning Philosophy:

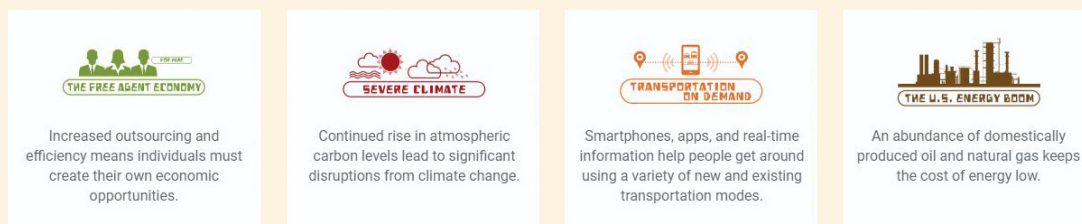
The transportation investment priorities are:

1. Preserve and maintain the existing transportation system and rights of way
2. Improve the operation of existing transportation facilities
3. Increase the capacity of the existing multimodal transportation system, limiting the addition of through travel lanes

The role of new technology in transportation must be recognized. Future improvements will lower costs, reduce emissions, improve safety, and make vehicles more efficient and reliable. In the future, vehicles may be powered by a variety of energy sources; remote sensors will impact adaptive traffic signals and the monitoring of bridge and road conditions and repair needs. Continued growth in telecommuting and e-commerce will greatly impact regional travel patterns. Connected cars will communicate with other vehicles and warn drivers of upcoming traffic conditions. This vehicle-to-vehicle communication will be used in driverless cars. As self-driving cars become more common, they will be able to travel closer together. Driverless cars could alter the vehicle ownership model, with a decrease in privately owned cars and an increase in shared vehicle ownership. This could revolutionize the carsharing model, and by removing the sunk costs of automobile ownership, other modes may benefit.

GREATER PHILADELPHIA *FUTURE FORCES* BY THE DELAWARE VALLEY REGIONAL PLANNING COMMISSION

Figure 26. Greater Philadelphia Future Forces



As a first step in updating its regional plan (*CONNECTIONS 2040*), DVRPC researched key forces likely to impact the Delaware Valley's future. Five forces were identified and some implications considered:

Enduring Urbanism

Millennials and empty-nesters moving back to walkable urban centers are the start of a long-term trend, as future generations show an even stronger desire for city living and walking, biking, and transit.

Implications:

- Young adults (20 - 34 years old) continue to flock to the region, and there are fewer persons per household.
- Population grows around dense regional centers but declines slightly in farther-out suburbs.
- An increase in walking, biking, and transit trips.
- A significant push to fully pedestrianize main streets, while adding protected bike and pedestrian infrastructure to all roads (except highways).
- The demand increases for new types of housing, such as micro apartments.
- Urban schools slowly closing the quality gap, reducing the push of families with children to the suburbs.

The Free Agent Economy

Individuals must create their own economic opportunities and contribute more toward their healthcare and retirement, as labor efficiency and the rising cost of full-time employees cause large companies to continue to reduce their workforces.

Implications:

- Population is more transitory, as people constantly move in search of economic opportunity.
- New development centers emerge around universities, which become the creators and incubators of new businesses.
- Fewer 9-to-5 work schedules harm transit agencies' ability to effectively deliver service.
- Strong desire for low-cost transportation options, pushing a move toward Complete Streets, which safely accommodate all users.
- Demand grows for co-working space.
- 3-D printing, automation, and robotics brings more local manufacturing back to the region.

Severe Climate

Increasing atmospheric carbon levels due to the continued global use of fossil fuels, lead to significant disruptions from climate change. The region must prepare for hotter and wetter weather, more frequent and intense storms, and rising sea levels.

Implications:

- The region receives some in-migration from other regions that are more severely impacted by climate change.
- More infill development and increased density in regional centers.
- Movement away from major rivers and floodplains.
- Slower growth in trade and goods movement.
- Extreme weather shortens transportation infrastructure lifespans and increases maintenance costs.
- The need to rebuild and make infrastructure more resilient limits other investments that can encourage economic growth.

Transportation on Demand

Smartphones, apps, and real-time information help people get around using a multimodal network of car sharing, taxis, ride sharing, transit, biking, bike sharing, walking, and new modes such as on-demand micro transit bus service and ride sourcing, where a vehicle is e-hailed for a point-to-point trip.

Implications:

- Technologies allow workers to live anywhere and work remotely.
- Mix of infill development that occurs near transit access and regional centers, and more traditional suburban development.
- New transportation services, such as ride sourcing and micro transit, become major travel providers.
- New technologies, such as 3-D printing, nanotechnology, and better asset management extend the lifespan of transportation infrastructure and lower its costs.
- A significant increase in zero-car households.
- Innovations in alternative energy sources lead to lower energy costs.

The U.S. Energy Boom

The region's economy grows with domestic natural gas extraction and distribution, and renewed manufacturing. An abundance of domestically produced energy keeps the cost of energy low and helps the region and the nation become more energy independent.

Implications:

- Population and jobs increase due to the energy hub and economic growth.
- Industrial growth reactivates the Delaware River waterfront, and spurs residential growth in areas with easy access to industrial jobs.
- Overall increase in freight moved by pipeline, train, and waterways.
- Low energy prices bring down the cost of building and maintaining transportation infrastructure.
- Fossil fuels remain the dominant energy source.



CONCLUSIONS: ECONOMIC OPPORTUNITIES AND CHALLENGES

Within the context of its employment and market trends, Cherry Hill Township enjoys numerous economic opportunities while facing some challenges.

Opportunities

Cherry Hill Train Station

Located behind the ShopRite at the Garden State Pavilions shopping center, Cherry Hill Station is an out-of-the-way and underutilized transit stop. While the station provides service to Philadelphia on NJ Transit's Atlantic City Line, train headways vary between an hour and two hours depending on the time of day. Travel time is a half hour to 30th Street Station. Vehicular access, parking, and signage for the station are limited.

The Cherry Hill Station is a significant transportation asset for the Township and presents a tremendous opportunity for improving connections between Cherry Hill Township and Philadelphia. Through the future use of autonomous vehicles with ridesharing companies, the station could become a transit hub that directly serves the Township's employment and residential nodes, effectively completing the "last mile" of the transit route with ride-hailing services (perhaps autonomous). In the meantime, a shuttle service could perform the same function. For this combined system to be successful, NJ Transit would need to increase its headways, at least during rush hour, to improve service between Philadelphia and Cherry Hill, though there may be some conflicts with freight trains that use the same rail line. The station should also be made more visible through site improvements and signage along S. Cornell Avenue.

Cherry Hill Mall

The Cherry Hill Mall is a very strong regional mall with its selection of upscale stores and restaurants. The most successful section of the mall is the

southern side facing Route 38. However, within the northern wing closest to Church Road, stores are not as upscale and successful. At the same time, the parking lot in this vicinity remains relatively vacant most of the year.

Area developers and brokers concur that an opportunity potentially exists to redevelop the area at the northern end of the mall. Adjacent parcels along Church Road could also be considered for redevelopment. This effort should be coordinated with improvements to the smaller properties on the west side of Haddonfield Road. The entire area could be proposed as a designated redevelopment area. Enhanced service to and from the Cherry Hill Station to the mall area would greatly benefit this development as well.

Visible Commercial Corridors

As noted above, three commercial corridors—Route 38, Route 70, and Haddonfield Road—serve as regional commercial spines traversing Cherry Hill where their visibility impacts the regional perception of Cherry Hill. Key portions of these corridors are in need of attention and offer the opportunity for both increased property values and improved overall perception of the economy of Cherry Hill. Segments that could be readily enhanced include:

- Route 70 Between Union Avenue & Hampton Road, where the only active uses are a car wash and a small auto body shop. This area abuts and fronts the Executive Campus office complex.
- Route 38 Between Longwood Avenue & Haddonfield Road where vacant lots and more marginal business uses abound, offering the potential for redevelopment or reuse for an overall stronger corridor economy. Key opportunities include several vacant parcels, as well as current auto service facilities and a few vacant buildings.
- The West Side of Haddonfield Road North of Route 38 where, to achieve maximum benefit from adjacency to the Mall, the area could benefit from a more uniform appearance.

- The Erlton Shopping Center on Route 70 which could have a more “Main Street” type improvement that would integrate the many successful businesses there with new ones brought to fill the few, but visible, vacancies. Shared parking and streetscape enhancements that evoke the retro character of the district.

More generally, these corridors would benefit Cherry Hill with visible gateways at the entrances to Cherry Hill, improved standards for uses, facades, and signage for homes converted to business use, as well as stronger standards for landscaping, screening, and auto storage for automotive businesses. This might include a distinctive “Cherry Hill look” that enhances the appearance of the valuable auto dealerships.

Key Redevelopment Sites

While some communities would consider vacant buildings or parcels a challenge, they instead present redevelopment opportunities in Cherry Hill Township due to its robust economy. Real estate brokers and developers seem to agree that buildings and parcels do not remain vacant in Cherry Hill for very long, and suggest that good buildings in good locations get filled or redeveloped relatively quickly. A successful example is Penn Medicine’s redevelopment of the former Sym’s store. Several key existing or future redevelopment opportunities in the Township include:

Subaru headquarters: Subaru has vacated its headquarters building and moved to Camden. This building has been discussed as market-rate rental housing and senior housing, but other viable options should be considered.

Route 70 parcels: In addition to the vacant parcels between Union Avenue and Hampton Road noted above, the vacant former Lockheed Martin building (recently purchased by Cooper Hospital) has additional redevelopment potential. This area—and the entire Golden Triangle—could take better advantage of its proximity to the Cherry Hill NJ Transit station for transit-oriented mixed-use development.

Executive Campus: Just off Route 70 at Cuthbert Boulevard, six dated office buildings (900,000 SF) comprise Executive Campus surrounded by additional developable land to the north and east that could supplement the above development opportunities along Route 70. Current space offerings at \$12-\$14 gross plus electric are at the very lowest end of the office market, as is the sale of 3 Executive Campus in the past three years for less than \$70 per SF.

Victory Refrigeration site: This large cleared parcel across from the Woodcrest Corporate Center is a significant TOD opportunity due to its proximity to the Woodcrest PATCO station and I-295. The parcel has a recently adopted redevelopment plan for apartments, as well as a mixed-use concept including a hotel as part of a TOD study of the station area.

University Satellite Campus

Of the 83,000 new education jobs created in New Jersey from 2002 to 2014, only 300 were in Cherry Hill Township. While Camden County College has a large facility in the Township, it is not considered to be a vibrant outpost. The Township has an opportunity to reposition itself as a center for education and training by recruiting an area higher-ed institution to establish a satellite campus in Cherry Hill. With the location and expansion of several hospitals in the Township, a university affiliated with one or more of the hospitals could be considered. Jefferson’s affiliation with the Kennedy Health System could offer particularly interesting opportunities given Jefferson’s recent merger with Philadelphia University.

Challenges

Industrial Park

The under-occupied industrial park flanking the New Jersey Turnpike and I-295 presents a challenge to the Township. While the park contains many thriving businesses, it has evolved into an eclectic mixture of uses, including the Garden State Discovery Museum, Cherry Hill Skating Center, the Amazing Escape Room, and the Gymnastics and Cheerleading Academy. Several vacancies exist in the park while rents have

AUTOMOBILE DEALERSHIP FRONTAGES & CAR STORAGE:

Cherry Hill's highly valuable automobile dealerships face several crucial competitive issues that impact land use concerns. First, these dealerships are under pressure from their manufacturers/ distributors to locate on highly visible and accessible sites that attract customers. As a result these facilities seek prominent locations along the Route 38, Route 70, and Haddonfield Road corridors and invest heavily in attractive buildings. On the other hand, observation of the parking lot edges of these businesses suggests that they have not applied the same high standards of appearance to those edges. Improved site conditions should be encouraged by the Township.

A second competitive condition is strongly impacting both the commercial corridors and adjacent blocks. Each dealership is under pressure to have immediate access to a range of vehicles—models, colors, accessory packages—in order to close transactions with potential buyers. To meet this demand, dealers now need to maintain broad auto inventories that are readily accessible from the dealership. These required inventories are often in excess of on-site storage capacities. As a result, nearby parking areas and vacant lots are being leased by dealers for off-site storage, which often creates “dead zones” on commercial corridors or conflicting with residential and community uses. A review of land use policies concerning such storage would be valuable for the Township to identify the best approaches to maintaining the value of the Township's auto dealerships while also minimizing the negative aspects of such off-site storage.

been flat at around \$5.00 per SF.

Township Identity

A common perception of Cherry Hill Township is that “there is no there-there,” or that the Township doesn't have a defined traditional downtown. The area most resembling a Main Street is Earlton in the area along Route 70 between Cooper Landing Road and Kings Highway. However, this area needs physical improvements to both the public and private realms for it to reach its potential as a defined place.

Car Dealerships

Cherry Hill Township is home to a substantial number of car dealerships. As sales increase for certain brands, some dealers are seeking additional land to expand their footprint, particularly for storing inventory close to their dealerships. In most cases, additional land simply does not exist in the Township to accommodate this expansion. Furthermore, some dealers have experienced conflicts with adjacent land owners, particularly homeowners in areas where dealerships abut residential areas.

Zoning

Zoning is also a challenge in the Township, according to developers. Some think zoning should be changed in specific locations to encourage development and redevelopment without requiring variances. One example includes 3rd Avenue near Haddonfield Road. The area is zoned Highway Business (B2). The residual industrial uses in that location are no longer permitted and will likely convert to other uses eventually.

Policy Toolkit

E C O D E V

The recommendations in the Economic Development Element are presented as a “toolkit.” Each “tool” (recommendation) is designed to serve a specific purpose. Like any good craftsman, however, the Township should not be rigid in the use of its tools. The goal is not to use the tool but instead to produce a good result, as expressed in the above vision. Should, over the course of implementation, the town find better tools or need to modify these to meet unexpected needs, they should do so with gusto. The emphasis must balance focus on implementation with maintaining a steady eye on the vision.



POLICY 01: ATTRACT GROWING INDUSTRIES TO CHERRY HILL

RELATIONSHIP TO MASTER PLAN GOALS AND OBJECTIVES

Land Use Objective 3: Cherry Hill will work to preserve and create streets, neighborhoods, and commercial centers that are inviting and attractive.

Economic Development Objective 1: Cherry Hill will continue to be a strong, growing business center in the region.

Economic Development Objective 3: Key vacant and underutilized commercial sites in Cherry Hill will be repurposed for new uses.

BACKGROUND

The **growth in the education and medical services industries** (“Eds and Meds”) has been a strong dynamic of the evolution of the national and state economy for the past 15 years. The medical service sector is characterized by almost continuous evolution in technology, systems, and facilities providing state-of-the-art services for patients. Cherry Hill has benefitted in the past several years from health care providers making these reinvestments, including the Kennedy Health System, Lourdes Health Care, Cooper University Health Care, Jefferson University, and Penn Medicine. The Township needs to remain actively engaged with the medical industry to encourage continued modernization and investment so that Cherry Hill retains its share of employment in this sector.

At the same time, however, **growth in educational services that occurred elsewhere in New Jersey over the past decade has not appeared in Cherry Hill**. Post-secondary educational services through a local four-year university, community college, and/or trade/technical school can be a significant opportunity for economic growth in the Township, both to expand the technical workforce and to provide an innovation hub to support new business development. Furthermore, students, faculty, and staff of these educational institutions are customers, as are their visitors, all of whom contribute significantly to the local economy. In addition, the indirect economic benefits of these institutions can include spin-off businesses affiliated with the colleges. Cherry Hill

Figure 27. Temple University's Suburban Campus in Ambler, PA



should seek some growth—on a catch-up basis—to benefit from the increasing importance of this sector. The recent affiliation of Jefferson Health with Kennedy Health System, coupled with the merger of Jefferson with Philadelphia University may provide a route to such Eds growth in Cherry Hill.

Another emerging industry with potential for Cherry Hill, particularly as it relates to post-secondary education, is “advanced manufacturing,” which uses robotics and information technologies to lower costs, increase quality, and provide flexibility in many manufacturing processes. In advanced manufacturing, a high-performance workforce extensively uses computer, high precision, and information technologies to make a diverse mix of products in small or large volumes with both the efficiency of mass-production and the flexibility of custom manufacturing, with the ability to respond quickly to changes in customer demand. The **workforce needed for this advanced manufacturing model is much more productive, more highly skilled, and more highly compensated** than traditional manufacturing workers. A post-secondary institution in Cherry Hill with an advanced manufacturing curriculum could provide a direct pipeline of employees for such an industry to emerge in the Township.

The following actions provide a set of tools that the Township can leverage to attract growing industries to Cherry Hill.

ACTIONS

Action 1: Maintain and expand relationships with existing medical institutions


Cherry Hill is home to several medical institutions, many of which have received significant recent investments. To help continue the success of the Meds industry in Cherry Hill, the Township should maintain and expand its relationship with these institutions to **remain a go-to location for state-of-the-art advances in the medical industry**.

Township representatives should identify key contacts at each medical facility with a presence in Cherry Hill and continue or initiate a line of communication and outreach. This could involve periodic meetings or phone calls to ensure a continued understanding of the needs, challenges, and expansion plans of each institution, so the Township is prepared to accommodate and facilitate growth in Cherry Hill.

Action 2: Establish new relationships with/recruit prospective post-secondary educational institutions

Cherry Hill is surrounded by a wealth of post-secondary institutions, any of which could be potential candidates for expansion to Cherry Hill. Furthermore, the recent trend of mergers between universities and hospitals could bode well for the expansion of Eds in the Township through an affiliation with one of its many medical facilities.

Similar to the existing institutions in the medical services industry, Township representatives should identify key contacts at each area educational institution and initiate a line of communication and outreach to establish a new relationship. This could involve periodic meetings or phone calls to identify needs, challenges, and expansion plans of each institution—and to gauge interest in Cherry Hill as a potential location—so the Township is prepared to accommodate any sort of expansion to Cherry Hill.



Where possible, key contacts at existing medical and/or educational institutions should be an individual that can link both institutions together.

Action 3: Market developable parcels for industries with growth potential

Redevelopment of key parcels that could accommodate growth industries should be encouraged to help create a more sustainable and diverse economy in Cherry Hill with new employment opportunities. The Township should **make land available for Eds, Meds, and advanced manufacturing**, assist these potential users with acquiring the land, and facilitate the land development process. This could include parcels adjacent to existing medical services uses, parcels appropriate for new post-secondary educational uses along major corridors, and parcels in the Springdale Industrial Area where advanced manufacturing could occur. This area would also be ideal to accommodate more traditional light industrial users as well as med/tech companies, small manufacturers, high-tech companies, and startups.

This effort should first involve creating and maintaining a searchable database of key sites available for development that can be easily accessed by prospective entities seeking locations to build a new facility. The Township should also actively market these sites to potential institutions, businesses, and developers through coordination with regional entities such as the New Jersey Business Action Center, the Greater Philadelphia Chamber of Commerce, and the Camden County Regional Chamber of Commerce. The **developable parcels should be well-advertised** to attract desired industries and firms and ensure the best projects. Furthermore, economic incentives (e.g., the Grow New Jersey Assistance Program and the Economic Redevelopment and Growth Grant Program) for commercial and industrial development should be promoted on the Township's website. This could also include the Township offering permitting incentives, such as fast-tracking the application and land development process, for preferred institutions seeking a Cherry Hill location (see **Provide Support Incentives in Land Use Policy 1**).

POLICY 02: COMBINE IMPROVED TRANSIT SERVICE WITH DRIVERLESS TRANSPORTATION TECHNOLOGY

RELATIONSHIP TO MASTER PLAN GOALS AND OBJECTIVES

Land Use Objective 1: Land uses in Cherry Hill will support and be supported by an integrated multi-modal transportation network.

Economic Development Objective 1: Cherry Hill will continue to be a strong, growing business center in the region.

Economic Development Objective 2: Cherry Hill will remain a regional retail center.

Economic Development Objective 4: Improved transportation service and technology will be leveraged to provide Cherry Hill's residents and workers better access to employment and regional services.

Transportation Objective 2: Encourage the use of “alternative” forms of transportation to improve the air quality and health of residents and ease traffic congestion.

BACKGROUND

A key economic factor impacting Cherry Hill is the millennial workforce and the Township's access to it, especially the **growing technical workforce living in Center City Philadelphia**. At the same time, planned developments at Philadelphia's 30th Street Station, with direct access to Cherry Hill via NJ Transit's Atlantic City Line, provide new potential employment opportunities for Cherry Hill residents. Currently, PATCO provides extensive 24-hour service to multiple stations convenient to portions of Cherry Hill. On the other hand, much more of Cherry Hill is located near the NJ Transit Cherry Hill station, but service is limited to 12 trains per day, with headways of one hour or more even during rush hour.

The **arrival of driverless transportation** technologies—expected within the next decade—can **significantly benefit the attractiveness of suburban communities as employment nodes**. To this point in the post-World War II era, employment locations have either had dense mass transit access, or they have been exclusively dependent on workers commuting by car. Cherry Hill currently falls heavily in the second category.

Easing the commute to Cherry Hill will help the Township exploit its position as a Metropolitan Subcenter. With this Metropolitan Subcenter status, Cherry Hill has been **regionally prioritized for reinvestment, growth, and infrastructure investment**, potentially offering an advantage in attracting transportation investments that recognize

WHAT IS DRIVERLESS TRANSPORTATION?

Driverless transportation is a field of technology that is advancing the evolution of autonomous vehicles. Autonomous or self-driving vehicles, which include driverless cars and trucks, use a combination of sensors, cameras, radar, and artificial intelligence to navigate and travel between destinations without human intervention.

According to the National Highway Transportation Safety Administration (NHTSA), fully autonomous vehicles will become a reality. These self-driving vehicles ultimately will integrate onto U.S. roadways by progressing through six levels of driver assistance technology advancements in the coming years. This includes everything from no automation (where a fully-engaged driver is required at all times), to full autonomy (where an automated vehicle operates independently without a human driver).

The NHTSA identifies many benefits to driverless transportation, including safety, economic and societal benefits, efficiency and convenience, and mobility.

Safety

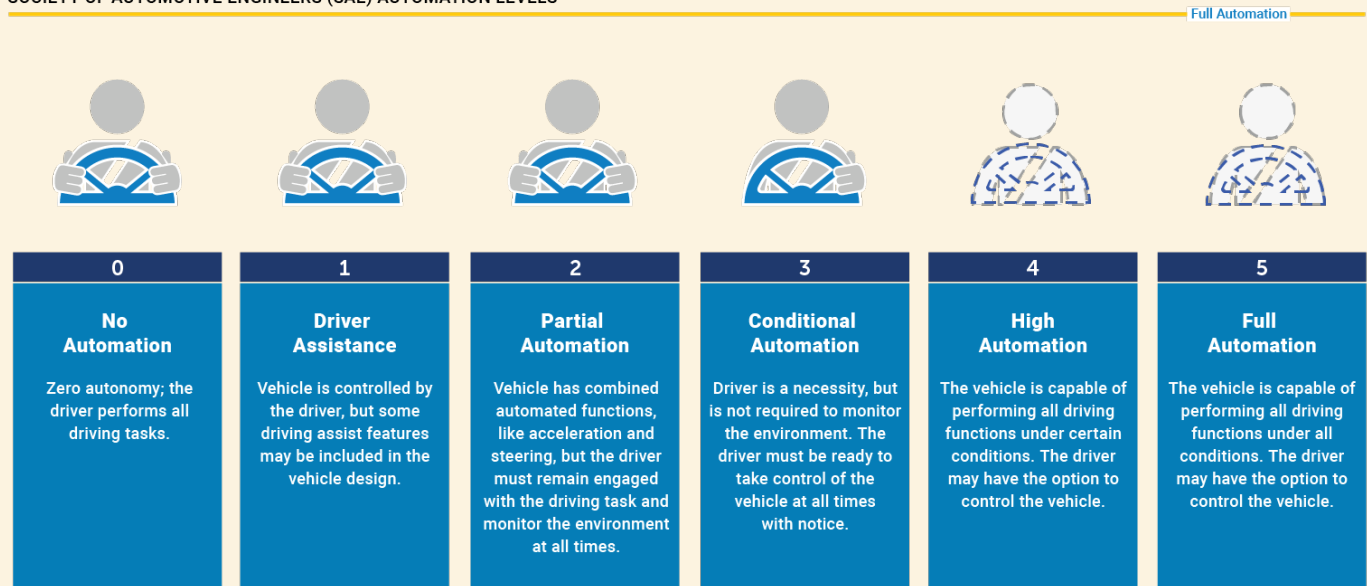
The safety and lifesaving benefits of automated vehicles are paramount. Automated vehicles' potential to save lives and reduce injuries is rooted in one critical and tragic fact: 94 percent of serious crashes are due to human error. More than 35,092 people died in motor vehicle-related crashes in the U.S. in 2015. Automated vehicles have the potential to remove human error from the crash equation, which will help protect drivers and passengers, as well as bicyclists and pedestrians.

Economic and Societal Benefits

Automated vehicles could deliver additional economic and additional societal benefits. An NHTSA study showed motor vehicle crashes in 2010 cost \$242 billion in economic activity, including \$57.6 billion in lost workplace productivity, and \$594 billion due to loss of life and decreased quality of life due to injuries. Eliminating the vast majority of motor vehicle crashes could erase these costs.

Figure 28. Driverless Transportation Flowchart

SOCIETY OF AUTOMOTIVE ENGINEERS (SAE) AUTOMATION LEVELS



Efficiency and Convenience

Roads filled with automated vehicles could also cooperate to smooth traffic flow and reduce traffic congestion. Americans spent an estimated 6.9 billion hours in traffic delays in 2014, cutting into time at work or with family, increasing fuel costs and vehicle emissions. With automated vehicles, the time and money spent commuting could be put to better use. A recent study stated that automated vehicles could free up as much as 50 minutes each day that had previously been dedicated to driving.

Mobility

While its full societal benefits are difficult to project, the transformative potential of automated vehicles and their driver assistance features can also be understood by reviewing U.S. demographics and the communities these technologies could help to support.

For example, automated vehicles may also provide new mobility options to millions more Americans. Today there are 49 million Americans over age 65, and 53 million people have some form of disability.

In many places across the country employment or independent living rests on the ability to drive. Automated vehicles could extend that kind of freedom to millions more. One study suggests that automated vehicles could create new employment opportunities for approximately 2 million people with disabilities.

Sources:

“What Is Self-driving Car (autonomous Car or Driverless Car)? - Definition from WhatIs.com.” SearchEnterpriseAI. Accessed November 02, 2018. <https://searchenterpriseai.techtarget.com/definition/driverless-car>.

Lynberg, M. “Automated Vehicles for Safety.” NHTSA. October 30, 2018. Accessed November 02, 2018. <https://www.nhtsa.gov/technology-innovation/automated-vehicles-safety>.

the evolving technology of travel. As technically skilled younger workers have chosen to live in downtowns and other dense urban environments, auto-dependent suburban employers have been negatively impacted, some to the point of relocating to downtowns. The only perceived solution for older suburban communities has been to seek massive transportation infrastructure investment in fixed rail services. The high costs of these investments have generally precluded or delayed a positive response from federal, state, and regional sources.

Driverless transportation technology, however, promises to offer a third path—coupling driverless vehicles with existing transit hubs to provide inexpensive service for the last three to five miles (informally referred to as the “last mile”). Future systems mating driverless vehicles with expanded frequency of service along existing rail lines can effectively reposition Cherry Hill to capture businesses benefitting both from the Cherry Hill location and from access to a technical workforce arriving by mass transit from Center City and other locations. In the meantime, however, ride-hailing services such as Lyft and Uber could be exploited now **to complete the first or last mile** while driverless transportation technology research and testing advance toward implementation.

The following actions provide a set of tools that the Township can leverage to combine current and improved transit service with driverless technology.

Figure 29. An autonomous vehicle being tested for the “Last Mile” outside Denver, CO





ACTIONS

Action 1: Work with NJ Transit to improve rail service to Cherry Hill station

Currently, NJ Transit rail service to the Cherry Hill station is limited. NJ Transit should increase service to at least two trains per hour during rush hour to better serve Cherry Hill residents traveling to Philadelphia for work and vice versa.

Township representatives should coordinate with NJ Transit long-range planners to articulate the need for **increased rail service that will serve residents and employees**. This could involve periodic meetings or phone calls to ensure a continued understanding of needs, challenges, and plans of both the Township and NJ Transit. The Township should also consider creating a coalition with representatives of other jurisdictions along the Atlantic City Line, such as Hammonton and Atlantic City, to build coordinated support among the municipalities served for increased service.

Action 2: Coordinate and promote ride-hailing services at the Cherry Hill station to complete the “last mile”

While ride-hailing services are on-demand through smartphone apps, commuters and regular users of the Atlantic City Line would benefit from the knowledge of ride-hailing services **as a realistic means for completing the “last mile” of their journey home or to work**. At the same time, Cherry Hill would benefit from a public perception that the rail station is easily accessible, service is reliable, and that Cherry Hill is a transit-friendly community. The success of this multi-modal system would be further solidified if ride-hailing companies were familiar with its operation in Cherry Hill.

The Township should coordinate ongoing communication with the municipal liaison at each ride-hailing service company to identify and champion

the concept for the Cherry Hill station. The Township should establish designated centralized pick-up and drop-off locations in or near residential areas, such as apartment complexes and underutilized shopping centers, and coordinate with companies such as Uber or Lyft Shared to encourage ridesharing to reduce the number of single-passenger trips. To highlight its access to reliable transit through the use of ride-hailing services, the Township should consider a promotional campaign. This could be done in coordination with NJ Transit and the Cross County Connections Transportation Management Association.

Action 3: Monitor pick-up and drop-off area at the Cherry Hill station

With an eventual increase in service and ridership on the Atlantic City Line as well as associated ride-hailing trips for the “last mile,” the Cherry Hill station will need to accommodate the increase in passenger pick-ups and drop-offs. While the station currently has such an area, it may need to be expanded as ridership increases. The Township should monitor the existing loading area at the station and consider expanding it or creating additional loading areas should the demand arise.

POLICY 03: CREATE ADDITIONAL CENTERS OF ECONOMIC AND CIVIC ACTIVITY

RELATIONSHIP TO MASTER PLAN GOALS AND OBJECTIVES

Community Facilities and Utilities Objective

1: Maintain and improve existing facilities and utilities to meet the growth and change of the community.

Community Facilities and Utilities Objective 2:

Support growth and redevelopment with adequate infrastructure, without creating an adverse impact upon the natural environment.

Land Use Objective 3: Cherry Hill will work to preserve and create streets, neighborhoods, and commercial centers that are inviting and attractive.

Economic Development Objective 1: Cherry Hill will continue to be a strong, growing business center in the region.

Economic Development Objective 3: Key vacant and underutilized commercial sites in Cherry Hill will be repurposed for new uses.

BACKGROUND

A common perception of Cherry Hill is that “**there is no there-there,**” or that the Township doesn’t have a defined traditional downtown or cohesive sense of place. Unlike the nearby communities of Haddonfield and Collingswood, for example, which have pedestrian-oriented main streets lined with locally-owned shops, Cherry Hill grew around the automobile and is more known for its presence of large national chain stores easily accessible by car.

Further contributing to this lack of cohesive place is a **lack of a prominent center of government** and civic activity, which is often located in a traditional downtown. The Township Municipal Building is currently hidden on a side street surrounded by a residential neighborhood. At the same time, the municipality is outgrowing its current facility, which is an inefficient and aging structure with increasing maintenance issues.

The following action provides a set of tools that the Township can leverage to create additional centers of economic and civic activity.

Figure 30. A Performing Arts Center as part of a New Municipal Complex in Suburban Atlanta



ACTIONS

Action 1: Develop a new municipal complex

If Cherry Hill wishes to remain the most desirable place to live in the region, it will be necessary to create a center of civic activity that exemplifies that it is a community on the cutting edge and a leader that is moving the region into the future. To this end, the Township should develop a new state-of-the-art government complex in a central part of the Township that is easily accessible by all residents. The location should be an area that is currently underutilized—and in need of redevelopment—that would benefit from new jobs and economic activity, could complement adjacent commercial uses and spur future growth, and has the space to accommodate such a development. The new complex should include Township offices, a court building, police headquarters, and a public space, such as a plaza and/or amphitheater.

To undertake this initiative, the Township should first identify its space and facility needs to determine how they might be accommodated by a new complex. The Township should then select the desired location. Once a potential location is determined for the complex, the Township would need to negotiate with existing property owners to begin acquiring and assembling parcels. The Township could consider declaring the potential site an area in need of redevelopment to facilitate the process (see *Designate Some Commercial Centers as Areas in Need of Redevelopment in Land Use Policy 1*).

POLICY 04: REPURPOSE DECLINING RETAIL CENTERS

RELATIONSHIP TO MASTER PLAN GOALS AND OBJECTIVES

Land Use Objective 3: Cherry Hill will work to preserve and create streets, neighborhoods, and commercial centers that are inviting and attractive.

Economic Development Objective 1: Cherry Hill will continue to be a strong, growing business center in the region.

Economic Development Objective 3: Key vacant and underutilized commercial sites in Cherry Hill will be repurposed for new uses.

BACKGROUND

One of the most pertinent considerations for land use and economic development in Cherry Hill is the future of brick-and-mortar retail. Although economists do not predict the total replacement of brick-and-mortar retail by online sales, the physical side of the retail market is adapting to a **growing percentage of online sales and online research prior to purchase**. News of major anchor stores, in particular, closing physical stores and the struggle of shopping malls to remain viable in an online shopping environment is increasingly common.

As a result, besides the normal ebb and flow of retailers, there will be entire portions of retail real estate that will have to be converted to alternate use. Low-quality, aging malls and shopping centers are the most vulnerable, and many will be downsized or repurposed in the next 10-20 years. Cherry Hill should expect that the trend of retailers **evolving their brick-and-mortar models** will continue in the Township. The Township will likely see an increased demand for redevelopment that includes mixed-uses as property owners face the need to replace their large format retail stores.

The following actions provide a set of tools that the Township can leverage to repurpose declining retail centers.

Figure 31. The Repurposed, Mixed-Use Voorhees Town Center



ACTIONS

Action 1: Position Township to exploit likely demand for redevelopment

To address the impending need to repurpose various declining retail centers, the Township should first inventory and identify the centers already impacted by this trend or those most vulnerable for change based on store types and formats (e.g., department stores, furniture stores, etc.). Examples include the Woodcrest Shopping Center, Shoprite Plaza at Haddonfield/Berlin and Brace roads, and Garden State Pavilions. The Township will then have to define what these struggling shopping centers should become when retail is no longer viable. Likely this will be a form of mixed-use development that involves some degree of **higher-density housing, and potentially entertainment uses**, that can enliven the retail component that remains (see **Create Commercial Center Redevelopment Guidebook in**

Land Use Policy 1). The Township could consider declaring the potential site an area in need of redevelopment to facilitate the process (see **Designate Some Commercial Centers as Areas in Need of Redevelopment in Land Use Policy 1**). In addition, rezoning would likely be required. This initiative will also require the Township to contact and work with the owners and developers of these repurposed sites to facilitate the redevelopment process. Potential state investment in walkable communities and transit-oriented development could provide the Township with the tools to effectively connect adjacent single-family neighborhoods with retail concentrations and transit facilities via this new mixed-use residential/business development (see **Connect Commercial Areas and Residential Neighborhoods and Connect Commercial areas to Multi-modal Transportation in Land Use Policy 3**).

POLICY 05: GUIDE HOUSING MARKETS TO CREATE DIVERSE PRODUCTS THAT APPEAL TO NEW HOME BUYERS

RELATIONSHIP TO MASTER PLAN GOALS AND OBJECTIVES

Population and Housing Objective 1: Preserve and enhance the existing housing stock.

Community Facilities and Utilities Objective 2: Support growth and redevelopment with adequate infrastructure, without creating an adverse impact on the natural environment.

Land Use Objective 1: Land uses in Cherry Hill will support and be supported by an integrated multi-modal transportation network.

Land Use Objective 2: Adequate housing choice will be provided to maintain Cherry Hill's residential base as demographics in the region continue to change.

Land Use Objective 3: Cherry Hill will work to preserve and create streets, neighborhoods, and commercial centers that are inviting and attractive.

Economic Development Objective 3: Key vacant and underutilized commercial sites in Cherry Hill will be repurposed for new uses.

Economic Development Objective 4: Improved transportation service and technology will be leveraged to provide Cherry Hill's residents and workers better access to employment and regional services.

Economic Development Objective 5: New residents will be attracted to Cherry Hill and provided with diverse homeownership options.

BACKGROUND

There has been extensive documentation of the evolution in lifestyle for the millennial generation. These changes to some extent underlie the urban renaissance, but they also **have implications for suburban communities** such as Cherry Hill. The millennial lifestyle is characterized by smaller households; flexibility in employment arrangements including freelance employment and even occasional participation in co-working spaces; retail, exercise, and community facility environments that provide easy access to social networks; and lifestyle support

through a variety of service-oriented businesses such as spas, animal services, etc.

However, recent analysis has shown that **millennials now represent 34% of the entire home buying market** and 66% of first-time homebuyers. Fully 50% of all millennials already live in the suburbs. For Cherry Hill to regenerate its middle class, it must provide an attractive environment for millennials, and desirable housing in particular. While amenity-rich, low-maintenance housing that is close to shopping, dining, entertainment, and transit is valuable to millennials, it should not only occur in the form of

Figure 32. A Typical Single-Family Home in the Erlton Neighborhood



high-rise or high-density buildings as part of an urban-scale mixed-use development.

As an alternative, various existing single-family neighborhoods within the Township that are close to commercial amenities and transit—even more so by ride-hailing—could be reinvented and targeted to millennials. As current owners of homes in these neighborhoods continue to age and look to sell their homes, the **potential exists for these homes to be modernized**, or “flipped” in a controlled fashion, to appeal to millennials and their lifestyle preferences.

The following actions provide a set of tools that the Township can leverage to guide housing markets to create diverse products that appeal to new home buyers.

ACTIONS

Action 1: Support the development of new housing close to transit

New housing can be controversial due to its perceived impacts on traffic and schools. However, new housing that is developed densely and with smaller units often appeals more to singles and couples. Furthermore, new housing built near existing services and particularly transit (rail and bus lines) can have **significantly less of an impact on traffic generation** than housing built far from amenities that forces residents to rely solely on the automobile.

As Cherry Hill’s need for new housing evolves, the Township should support such housing that occurs near transit and in locations that can foster the redevelopment of underutilized commercial areas (see *Repurpose Declining Retail Centers*). For these types of developments, the Township should provide support incentives to encourage this type of housing as market opportunities arise. This should include offering tax incentives, seeking architectural support services, identifying preferred developers, and reducing or eliminating fees for developments of this type (see *Provide Support Incentives in Land Use Policy 1*).

Action 2: Encourage the repurposing of existing housing stock in strategic areas to appeal to millennials

Cherry Hill’s existing single-family neighborhoods that are close to commercial amenities and transit fall into three basic prototypes: **dense older neighborhoods** with pre-WWII housing (such as Kenilworth, Still Park, Hinchman, and Ashland), **small lot 1950s neighborhoods** with smaller homes (such as Erlton and North Erlton, Kingston, and Downs Farm), and **larger-lot neighborhoods** with small post-war housing (such as Woodcrest, Barclay Farms, and Willowdale) that could be more intensively developed with infill housing, likely in the form of townhomes or condominiums (see *Land Use Policy 5*). All these scenarios offer interesting communities with



residences appropriate for smaller households.

In each scenario, it would be critical for homes offered for sale to be **attractive for immediate occupancy**—fully repaired; updated kitchens, baths, and appliances; and energy-efficient with such features as solar panels and programmable thermostats. Similarly, easy exterior maintenance arrangements—mowing, snow removal, painting, repairs, etc.—need to be offered as conveniently available services or by homeowners’ associations.

As with new housing near transit, the Township should **provide support incentives to encourage this type of repurposed housing** in its traditional neighborhoods. This should include extensive outreach programs, tax incentives, architectural support services, identifying and securing preferred contractors and developers with experience in quality rehabilitation, and reducing or eliminating permit fees for improvements of this type by neighborhood (see *Provide Support Incentives in Land Use Policy 1*). Programs offered through federal and state entities or utility companies (such as energy efficiency programs through PSE&G) should also be encouraged. This initiative will also require the Township to work with the interested owners of these properties, developers, and contractors to facilitate the rehabbing process, and would likely be a slow and evolving procedure compared to a new-construction development.

Action 3: Market diverse home ownership options to new buyers

Diverse home ownership options would benefit both Cherry Hill residents—providing opportunities to purchase homes for people of many income levels and lifestyle preferences—and the Township itself by maintaining or improving the residential tax base while advancing Cherry Hill as a leader in innovative housing solutions. Once these ownership options become available, the Township should undertake a **marketing campaign** that highlights and explains them to prospective buyers. This could be done in

coordination with area developers and realtors and promoted on the Township’s website.

Action 4: Offer home-ownership financial incentives in these neighborhoods

As a means of encouraging home buying in these repurposed neighborhoods, the Township should offer financial incentives, particularly for first-time purchasers. These could include low-interest loans, more flexible loan application criteria, down payment assistance, and tax abatements to prospective homeowners. The Township should establish partnerships with local banks or other preferred financial institutions to sponsor/underwrite this program. These incentives should be promoted on the Township’s website.



IMAGE CITATIONS

Structure of the Cherry Hill Economy

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Smart Growth is Economic Growth New Jersey Future

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CHERRY HILL MASTER PLAN

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