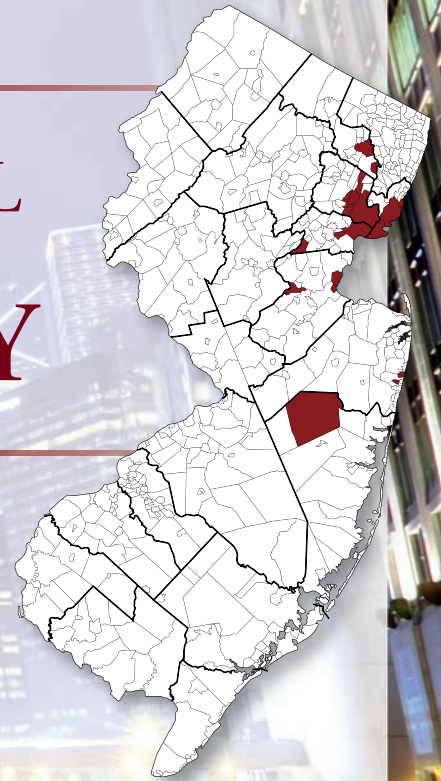


2015

Urban-Focused Comprehensive Economic Development Strategy (CEDS)

NORTH-CENTRAL REGION OF NEW JERSEY



P R E P A R E D B Y



**THOMAS EDISON
STATE COLLEGE**

THE JOHN S. WATSON INSTITUTE FOR PUBLIC POLICY

on behalf of
NJUMA (New Jersey Urban Mayors Association)

Funded by the U.S. Department of Commerce, Economic Development Administration, Philadelphia Regional Office

About Camoin Associates

Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. We specialize in real estate market analysis to evaluate the feasibility and impacts of proposed projects. Through the services offered, Camoin Associates has had the opportunity to serve EDOs and local and state governments from Maine to Texas; corporations and organizations that include Lowes Home Improvement, FedEx, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$600 million. Our reputation for detailed, place-specific, and accurate analysis has led to projects in twenty states and garnered attention from national media outlets including *Marketplace (NPR)*, *Forbes* magazine, and *The Wall Street Journal*. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. The firm currently has offices in Saratoga Springs, NY, Portland, ME, and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter @camoinassociate and on Facebook.

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EDA CEDS Requirements Checklist

Requirement	Where Compliance is Documented in this CEDS
(1) A background of the economic development situation of the Region with a discussion of the economy, population, geography, workforce development and use, transportation access, resources, environment and other pertinent information;	The background of the economic development situation is discussed in Section 1. Economic Background and supplemented with an economic base analysis attached as Appendix B .
(2) An in-depth analysis of economic and community development problems and opportunities, including: (i) Incorporation of relevant material from other government-sponsored or supported plans and consistency with applicable State and local workforce investment strategies; and (ii) An identification of past, present and projected future economic development investments in the Region covered	This analysis is discussed in Section 2. Economic and Community Development Analysis and provided through an economic base analysis attached as Appendix B. Alignment with other plans and strategies are discussed in Section 9. Integration with State Priorities and in Appendix B.
(3) A section setting forth goals and objectives necessary to solve the economic development obstacles of the Region;	Goals and objectives are listed in Section 3. Goals and Objectives along with a description of the development process.
(4) A discussion of community and private sector participation in the CEDS effort;	Section 4. Community and Private Sector Participation has a list of individuals who were interviewed, the meetings and public presentations that were held, and the list of invitees to those meetings including community stakeholders.
(5) A section listing all suggested projects and the projected numbers of jobs to be created as a result thereof	Job creation is shown in the Action Plan as well as Section 6. Proposed Projects .
(6) A section identifying and prioritizing vital projects, programs and activities that address the Region's greatest needs or that will best enhance the Region's competitiveness, including sources of funding for past and potential future investments;	Section 5. Project Priorities lists each activity, project, and program and the priority level and timeframe for each; the same information can be found in the Action Plan. Sources and needs for funding for investments are included in Section 6. Proposed Projects; the same information can be found in the Action Plan.

(7) A section identifying economic clusters within the Region, focusing on those that are growing or in decline

Section 1. Economic Background provides charts on the industry clusters in the region and the historical and projected growth rate of each.

The section also identifies the industries that are highly concentrated in the region relative to the rest of the state.

(8) A plan of action to implement the goals and objectives of the CEDS, including:

- o (i) Promoting economic development and opportunity;
- o (ii) Fostering effective transportation access;
- o (iii) Enhancing and protecting the environment;
- o (iv) Maximizing effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
- o (v) Promoting the use of technology in economic development, including access to high-speed telecommunications;
- o (vi) Balancing resources through sound management of physical development; and
- o (vii) Obtaining and utilizing adequate funds and other resources

The Action Plan and Section 7. Performance

Measures and Goals contain charts for each goal with specific actions/objective to achieve that goal and a description of tasks for each action/objective.

Each of the action plan items are designed to promote economic development and opportunity.

Transportation access is addressed explicitly in Item A.3 and in community-specific projects and in the **All Proposed Projects and Details Appendix** under initiative 1: Infrastructure Asset Enhancement: Expansion, Preservation & Resilience.

Enhancing and protecting the environment is addressed in the **All Proposed Projects and Details in the Appendix** under initiative 1: Infrastructure Asset Enhancement: Expansion, Preservation & Resilience and initiative 11: Economic and Weather Event Resilience and in community-specific projects.

The integration of applicable state or local workforce strategies is addressed in **Section 2: Economic and Community Development Analysis**. Workforce development and use is addressed primarily in the **Action Plan** under Goal: Training the Economic Engine and in community-specific projects.

Technology and high-speed telecommunications are addressed through several Actions/Objectives in the **Action Plan** and in community-specific projects.

Balancing resources through sound management of physical development is addressed in several places in the **Action Plan** under Goal: Infrastructure Asset Enhancement: Expansion, Preservation & Resilience and in several community-specific projects.

Obtaining and utilizing adequate funds and other resources is addressed in the through the identification of commitments for each action/objective in **Section 5. Project Priorities** and in the **Action Plan**.

(9) A list of performance measures used to evaluate the Planning Organization’s successful development and implementation of the CEDS, including but not limited to the following: - o (i) Number of jobs created after implementation of the CEDS; - o (ii) Number and types of investments undertaken in the Region; - o (iii) Number of jobs retained in the Region; - o (iv) Amount of private sector investment in the Region after implementation of the CEDS; and - o (v) Changes in the economic environment of the Region; and	Performance measures for each of the plan’s actions/objectives are addressed in Action Plan and in Section 7. Performance Measures and Goals.
(10) A section outlining the methodology for cooperating and integrating the CEDS with a State’s economic development priorities.	Section 10. Integration with State Priorities describes how the planning process integrated the CEDs with the state’s economic development priorities.



Executive Summary

Executive Summary

This Comprehensive Economic Development Strategy (CEDS) is the outgrowth of a long running effort by the John S. Watson Institute for Public Policy at Thomas Edison State College (Watson Institute) to support economic and community development in New Jersey with a particular focus on urban areas in need of revitalization. The Watson Institute was previously awarded a United States Economic Development Administration (USEDA) grant to complete an economic analysis of the North Central New Jersey Region. The USEDA approved that analysis and awarded additional funds to continue our work, culminating in this CEDS plan.

Several years ago, the Watson Institute recognized that there was an opportunity and need to engage in regional economic development planning and cooperation amongst members of the New Jersey Urban Mayors Association. Rapidly advancing technology and economies necessitate partnerships amongst local governments, non-profits, private firms, and universities to address broad economic development problems and reach long-term goals. Although many of the municipalities participating in the CEDS effort are not contiguous, they nonetheless share histories that have led to their current problems. Allowing geographic boundaries to limit the extent of opportunity is no longer a viable option for regions that want to see broad based and sustainable economic growth.

The purpose of a CEDS is to bring together the public, non-profit, and private sectors to establish a comprehensive framework for economic growth and revitalization in a region. In this case, the “Region” is defined as 19 specific municipalities within a seven-county area of the state, including: Asbury Park, Bayonne, Bloomfield, East Orange, Elizabeth, Hoboken, Irvington, Jersey City, Lakewood, Neptune, New Brunswick, Newark, Orange, Passaic, Paterson, Perth Amboy, Plainfield, Roselle and Woodbridge. The geographic composition of this CEDS is unique in that the Region is not strictly speaking contiguous. What binds our Region together are the threads of common issues, opportunities, constraints, and the hope that, collectively, the communities can create solutions that would otherwise not be obtained individually.

One of the most significant binding events of this region’s recent history is Superstorm Sandy. Minimizing disruption from natural disaster events is critical to any economic development goals and objectives of a community. There are a wide variety of reports and recommendations available to municipalities in helping them develop resiliency plans that are customized to meet the needs of their community.

Discussions regarding resilient infrastructure have been an ongoing theme during this urban focused CEDS, and is reflected in several projects and initiatives focused on resiliency as well as



Note: Map shows only Woodbridge Proper section of the Township

it being a theme in projects that are not necessarily resiliency focused, but incorporate resiliency elements to reduce the stress put on other systems. Two of the more forward thinking projects included as part of resiliency strategies in this CEDS are the City of Hoboken's flood wall and the Township of Woodbridge's plan for a township wide microgrid. Although discussion about resiliency in general tends to focus on natural disaster, this CEDS discussion on resiliency also encompassed a wide variety of activities and topics. When at all possible, resilience focused projects should incorporate other resiliency related elements

The steering committee met many times over the course of several years, for both the economic base analysis and for this CEDS plan. Steering committee members included representatives and officials from each community; non-profit organizations such as universities, community colleges, libraries and community-based organizations; and representatives of the private sector ranging from Fortune 100 corporations to small businesses. The steering committee's work culminated in the Action Plan. The Action Plan serves as the roadmap that the Watson Institute, together with the New Jersey Urban Mayors Association and the CEDS steering committee itself, will use to implement sustainable economic development in the Region's constituent municipalities.

The challenges faced by the steering committee in formulating the CEDS plan were commensurate with those faced by each of the communities. The goals and objectives include:

- Enhancing, preserving and making resilient critical infrastructure assets;
- Promoting small business development;
- Addressing persistent and complex workforce issues;
- Marketing effectively to attract new businesses, residents and tourists;
- Promulgating best practices in economic development across all 19 communities;
- Providing adequate implementation assistance to execute the CEDS plan.

The steering committee engaged in many planning exercises, including stakeholder and issues mapping, brainstorming, resource assessments, inventorying existing networks and programs, etc. The consulting team brought data, national economic development experience and certain stakeholder engagement techniques to elicit creative, non-linear thinking. The Watson Institute provided a Senior Fellow to meet and communicate with each community individually on multiple occasions to understand specific needs and encourage participation in the process. Following all these efforts, the steering committee agreed that, to be included in the CEDS plan, each action has to meet the following criteria:

1. It must address one of the critical goals/objectives identified above,
2. It must be realistic, clear and actionable,
3. It must either require few local resources to implement or have a funding source identified,
4. It must have a real and sustainable impact,

and,

5. It should be relatively short term to show progress and generate enthusiasm,

- 
6. It should be something that, if successful, can be quickly replicated across all 19 communities,
 7. It should have performance metrics that can be tracked and reported on.

These criteria weighed considerably on the process and the steering committee's deliberations. Unlike a "traditional" CEDS vested at the County or State level, with existing power structures and funding sources, this CEDS relies on the power of persuasion; the more effective utilization of existing resources; and the ability to realign stakeholders in a truly novel way.



Action Plan

Action Plan

Below is a summary list of the goals & actions that the CEDS steering committee is recommending for implementation.

Goal: Infrastructure Asset Enhancement: Expansion, Preservation & Resilience	
Action/Objective	Description / Tasks
A.1 Public Private Partnership (PPP) Infrastructure Enhancements	A. Encourage communities to include in their existing zoning codes the provision of zoning relief to fund PPP investments in infrastructure and/or zoning relief in the form of density bonuses for areas that have existing infrastructure capacity. Ensure that resilient infrastructure enhancements are particularly incentivized where applicable. Priority Level: Low. Timeframe: Long Term. Public Cost: Staff Time / Consultants. Job Creation: Indeterminate. Private Investment: \$100 million+. Lead Stakeholder: Planning dpt. Commitments: 1. New Jersey Institute of Technology - collaborate on design studios and research to provide graphics to help advance ideas. Funding needed for high quality work. 3. Perth Amboy. Pilot a new model through workforce partnership. 4. Meadowlink - transportation services. 5. OPA. Performance Measures: Number of communities that have rezoned to encourage PPP EDA Investment Priorities: Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (natural disaster mitigation and resiliency); Environmentally Sustainable Development.
A.2 Water Infrastructure Management	A. New Jersey Department of Environmental Protection (DEP) convenes stakeholders working in Brownfields, a wide variety of water resource managers, and other city officials to better determine needed investments. B. Similar initiative as described above to be used for cities with Combined Sewer Outflow (CSO) systems or with other significant infrastructure issues affecting economic development opportunities, particularly infrastructure deficiencies that affect business continuity. C. Establish Innovation Fund/Council to operate as a "Red Tape Commission" to advance new infrastructure initiatives. The group would be charged with navigating state roadblocks by applying best practices. D. Encourage the development of micro-grid systems that keep critical infrastructure operating during power outage events. E. Resources: New Jersey Business Action Center, Office of the Lieutenant Governor, Office for Planning Advocacy, New Jersey Economic Development Administration Energy Resilience Bank Case Study: City of Camden Priority Level: Mid. Timeframe: Long Term. Public Cost: Staff Time . Job Creation: n/a. Private Investment: None. Lead Stakeholder: DEP. Commitments: 1. Newark Clear Water Fund. 2. New Jersey Institute of Technology - collaborate on design studios and research to provide graphics to help advance ideas. Funding needed for high quality work 3. Perth Amboy 4. New Brunswick 5. East Orange. 5. EDA/ERV Energy Resilience Funding. 6. OPA.

A.3	Connecting Land Use and Regional Transit Planning	Performance Measures: Number of communities that have convened a water infrastructure group EDA Investment Priorities: Collaborative Regional Innovation; National Strategic Priorities (urban waters; natural disaster mitigation and resiliency); Environmentally Sustainable Development. A. NJ Transit works with municipalities to increase density along existing transit corridors and nodes to maximize benefit of current NJ Transit investments through land use planning review. B. NJUMA hosts educational sessions on this in conjunction with NJ Transit; effort would include looking for other opportunities to speak about transportation related issues. C. Resources: NJ Transit (Vivian Baker), North Jersey Transportation Planning Authority Planning for Emerging Centers Case Study: City of Perth Amboy
		Priority Level: High. Timeframe: Mid Term. Public Cost: Staff Time / Consultants / Grant Funding Available. Job Creation: n/a. Private Investment: \$100 million+. Lead Stakeholder: Planning dpt.
		Commitments: 1. New Jersey Institute of Technology - collaborate on design studios and research to provide graphics to help advance ideas. Funding needed for high quality work. 3. Perth Amboy 4. Elizabeth 5. NJTPA - offers Planning for Emerging Centers grants to land use vision plans 6. Housing & Community Development Network of NJ. 7. OPA. 8. Hudson TMA - transport issues.
		Performance Measures: Number of communities who have met with NJ Transit. Number communities that have adapted land use regulations for transit-friendly development.
		EDA Investment Priority: Environmentally Sustainable Development.

Goal: Small Business Development		
	Action/Objective	Description / Tasks
B.1	Increased Utilization of Existing Resources: Small Business Development Centers (SBDC)	A. Coordinate with SBDC throughout the state to help local governments connect their businesses to nearby SBDC. B. Partner with SBDC to transform the typical use of library space into an opportunity for entrepreneurship and innovative funding methods for businesses. C. Promote existing start-up networks in communities and the region. Example: One Million Cups initiative
		Priority Level: Mid. Timeframe: Short to Mid Term. Public Cost: Staff Time. Job Creation: 100+. Private Investment: Donations only. Lead Stakeholder: SBDC.
		Commitments: 1. Newark Clean Water Fund. 2. The Intersect Fund - funding for small businesses. 3. State Library/LLNJ. 4. Burlington City. 5. East Brunswick. 6. Housing & Community Development Network of NJ. 7. Meadowlink - transportation services. 8. Lincoln Tech 9. City of Passaic.
		Performance Measures: Number of communities who market small business development training. Number of new startups in each community.
		EDA Investment Priorities: Collaborative Regional Innovation; National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).
B.2	Creative Use of Special Improvement District (SID) Funds	A. Obtain expertise required to establish SID's as necessary in each community. B. Encourage existing and new SIDS to use funds for entrepreneurship and start-up related activities to revitalize buildings within improvement area. Case Study: Township of South Orange
		Priority Level: Mid. Timeframe: Mid Term. Public Cost: \$30-45k per Community. Job Creation: n/a. Private Investment: SID Assessment. Lead Stakeholder: Planning dpt.
		Commitments: 1. State Library/LLNJ. 2. Borough of Roselle. 3. Housing & Community Development Network of NJ. 4. NJCC SIDS Networking process 5. City of Passaic.
		Performance Measures: Number of new SIDs across the community. Number of new programs implemented by the SIDs.
		EDA Investment Priorities: Collaborative Regional Innovation; National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).

Goal: Training the Economic Engine	
Action/Objective	Description / Tasks
C.1 Pilot a New Model for Partnerships in Workforce Development	A. Identify a municipality to pilot the project. B. Convene a wide range of stakeholders in workforce development: Workforce Investment Boards, regional institutions of higher education, Small Business Development Centers, library officials, economic development professionals, local business representatives, faith-based organizations, community based organizations, local Boards of Education, and Metropolitan Planning Organizations. C. Develop approaches for identifying and meeting the needs current and future industries that will be experiencing high growth. D. Engage corporate partners and other businesses as sponsors, mentors, and supporters to develop a direct connection between employers and employees. E. Use library space, existing educational programs, and existing economic development resources in this effort rather than create something new. Case Study: Pathways in Technology High School in New York City; Borough of Roselle
	Priority Level: Mid. Timeframe: Mid to Long Term. Public Cost: Initially just staff time. Long term will require grants and public investment.. Job Creation: 100+.. Private Investment: Sponsorships. Lead Stakeholder: WIBs.
	Commitments: 1. Newark Clean Water Fund. 2. Woodbridge. 3. State Library/LLNJ.. 4. Plainfield. 5. Perth Amboy. 6. County of Union. 6. Elizabeth. 7. East Orange Construction Trades and healthcare. 8. NJUMA. 9. Disability community. 10. Housing & Community Development Network of NJ. 11. Lincoln Tech 12. City of Passaic.
	Performance Measures: Number of new workforce partnership programs & number of graduates of such programs.
	EDA Investment Priorities: Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (job driven skills development).

C.2	High-School-To-Work Initiative	This Action/Objective is a concrete example of a pilot project as outlined above; this action being formulated by the Workforce Taskforce of the CEDS steering committee. A. Identify a municipality: Paterson selected to pilot the “Paterson Educational Innovation Project”. B. Identify stakeholders: William Paterson University Small Business Development Center, Paterson Library System, Passaic County Workforce Development Center/Workforce Investment Board, Paterson Board of Education, Community Development Corporations, Passaic County Division of Economic Development, Healthcare facilities, i.e. St. Joseph’s Hospital Healthcare System, NJ Department of Labor C. Develop training program geared for high school senior and those in their 20’s that prepares them to enter the workforce without attending college. Training to focus on finance, technology, healthcare, manufacturing skills and include actual work experience through paid internships D. Engage corporate partners, sponsors, mentors, and supporters to create a direct connection between employers and potential employees E. Finalize program design to include soft skills, certificates, licenses, and apprenticeships as necessary; provide entrepreneurship assistance for business planning, budgeting, financing, and marketing. F. Seek workforce funding via grants, sponsorships, and foundations. Manufacturing
		Priority Level: Mid. Timeframe: Mid Term. Public Cost: Initially, staff time and seed funding of \$50,000. Long term program would need operations budget of \$250,000+ per year.. Job Creation: 100+. Private Investment: Sponsorships, Foundations. Lead Stakeholder: WIBs. Commitments: 1. State Library/LLNJ. 2. Plainfield. 3. East Orange - Construction Trades and Health Care. 4. Disability Community. 5. Housing & Community Development Network of NJ. 6. NJBCC. 7. Lincoln Tech 8. William Paterson University. 9. Paterson Public Library. 10. County of Passaic. 11. Third Power Market Development Inc. 12. NJ State Employment and Training Commission. 13. Jones Lang LaSalle. Performance Measures: Number of graduates of programs. EDA Investment Priorities: Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (job driven skills development).

Goal: Implementation Assistance - Office of NJUMA	
Action/Objective	Description / Tasks
D.1 CEDS Implementation	A. Assist each community in executing on low cost, existing resources, and best practice related actions. B. Create database of information to easily share data and knowledge across the CEDS region. C. Identify actions and tasks that municipalities can accomplish with little to no funding, within their own purview, and within a short timeframe to prepare them for more significant undertakings. D. Identify funding sources for this objective and assisting in implementation of others. E. Develop long – term communication plan from NJUMA to the region.
	Priority Level: High. Timeframe: Immediate. Public Cost: Staff Time. Job Creation: None. Private Investment: None. Lead Stakeholder: Watson Institute.
	Commitments: 1. NJTPA/Together North Jersey. 2. NJUMA. 3. Housing & Community Development Network of NJ.
	Performance Measures: Number of meetings with each community.
	EDA Investment Priorities: Collaborative Regional Innovation.
D.2 Local Business Attraction and Expansion through New Jersey Business Action Center	A. Ensure municipality is connected to New Jersey Business Action Center to allow for discussion around land/building availability in local municipalities. B. Resources: Gerry Scharfenberger, Business Action Center Case Study: City of Perth Amboy
	Priority Level: High. Timeframe: Immediate. Public Cost: Staff Time. Job Creation: None. Private Investment: None. Lead Stakeholder: Watson Institute.
	Commitments: 1. Housing & Community Development Network of NJ.
	Performance Measures: Number of communities who establish strong connection to the Business Action Center.
	EDA Investment Priorities: N/A

D.3	Learning and Using Redevelopment Powers	A. Encourage communities to complete designations of areas in need of redevelopment so that information and opportunities can be properly marketed to developers. B. Convene a roundtable with local planners to discuss redevelopment powers and strategies with each other as well as outside consultants. C. Better understand and utilize the Abandoned Properties Rehabilitation Act. Resources: Dave Roberts, Maser Consulting
D.4	Advocate for Coordination of CEDS Initiatives	Priority Level: Mid. Timeframe: Mid Term. Public Cost: Staff Time. Job Creation: 1,000+ Potential. Private Investment: \$100 million+. Lead Stakeholder: Watson Institute. Commitments: 1. New Jersey Community Capital - ways to support good processes for conveying good information on legal costs and model ordinances for redevelopment and revitalization. 3. Housing & Community Development Network of NJ 4. Irvington. Performance Measures: Number of events to promote redevelopment area use. Number of communities who implement and complete "Area in Need of Redevelopment" studies and plans. Number of new developments that are built in such areas. EDA Investment Priorities: N/A
		A. Water infrastructure planning B. Statebook marketing for business attraction C. Marketing to residential developers D. Transit friendly land use planning E. Innovative use of SID funds Resources: See relevant initiative
		Priority Level: High. Timeframe: Immediate. Public Cost: Staff Time. Job Creation: None. Private Investment: \$100 million+. Lead Stakeholder: Watson Institute. Commitments: 1. Housing & Community Development Network of NJ. Performance Measures: Number of initiatives that Office of NJUMA is able to catalyze in each community. EDA Investment Priorities: Collaborative Regional Innovation.
		A. Continue Senior Fellow position to guide implementation. B. Gather funding for other activities as necessary.
D.5	Write Grants for CEDS Activities	Priority Level: High. Timeframe: Short Term. Public Cost: Staff Time. Job Creation: None. Private Investment: None. Lead Stakeholder: Watson Institute. Commitments: 1. Housing & Community Development Network of NJ.

	Performance Measures: Dollars awarded.	
	EDA Investment Priorities: N/A	
D.6	Other CEDS Related Activity	A. Convene a Mayor's Academy on Resilience to cover both basic and state of the art resiliency planning. B. Create initiative to educate elected officials on operating across boundaries and how this benefits their local government. C. Technical assistance and grant writing/proposal development.
		Priority Level: Low. Timeframe: Mid Term. Public Cost: Staff Time. Job Creation: None. Private Investment: None. Lead Stakeholder: Watson Institute.
		Commitments: 1. Newark Clean Water Fund. 2. Housing & Community Development Network of NJ.
		Performance Measures: Number of meetings held with each community.
		EDA Investment Priorities: Collaborative Regional Innovation; National Strategic Priorities (natural disaster mitigation and resiliency).

Goal: Collective Modular Marketing Program		
	Action/Objective	Description / Tasks
E.1	Low Cost Business Attraction Marketing	A. Encourage realtors to post available commercial property on Choose NJ's website. B. Build Statebook profiles for all of the CEDS communities that will allow them to better control information available to site selectors about their community. C. Empower a SID to recruit target industries in the area they cover. D. Resources: Michael Henderson, Choose NJ Case Study: Irvington
		Priority Level: High. Timeframe: Immediate. Public Cost: Staff Time. Job Creation: 1,000+. Private Investment: \$100 million+. Lead Stakeholder: Planning dpt.
		Commitments: 1. Woodbridge 2. Borough of Roselle 3. New Brunswick 4. City of Passaic.
		Performance Measures: New businesses attracted to each community.
		EDA Investment Priorities: N/A

E.2	Developing a Housing Marketing Strategy	A. Convince own community stakeholders that there is opportunity for residential development B. Identify parcels that would be suitable for development. C. Engage in an internal audit on zoning, approval process, Brownfields, infrastructure, etc. to determine what community must do to make developments easier and more viable. D. Continue efforts that build relationships between municipality and developers and will allow developers to properly market new developments.
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Staff Time / Consultants. Job Creation: Construction jobs 1,000+, New retail and service jobs 1,000+. Private Investment: \$100 million+. Lead Stakeholder: Planning dpt. Commitments: Pending. Performance Measures: New residential units added to housing stock. EDA Investment Priorities: N/A
E.3	Marketing to Tourists/Visitors	A. Broach idea of hotel tax to primary stakeholders, i.e., local Chambers and hotel operators B. Through the chamber, conduct branding exercises and develop a marketing plan C. Adopt a hotel tax that is devoted solely to marketing strategy implementation. Case Study: City of Elizabeth
		Priority Level: Low. Timeframe: Mid Term. Public Cost: Staff Time / Consultants. Job Creation: 1,000+ New retail, hospitality, service jobs. Private Investment: \$100 million+. Lead Stakeholder: Planning dpt. Commitments: 1. East Orange - arts as an economic engine and trade with the Caribbean. 2. Woodbridge. 3. NJBICC. 4. Perth Amboy. Performance Measures: Number of communities that adopt a hotel tax and marketing policy. EDA Investment Priorities: Global Competitiveness

Asbury Park Specifics	
Action/Objective	Description / Tasks
F.1	Faith Based Initiative Group (FBIG), community based Elks IBPOEW organization, a community based Disabled American Veterans unit/veterans unit require a building renovated that will allow veterans to access job related training programs and services provided by FBIG. FBIG will also use the space to provide low to moderate incomes persons in Asbury Park and Neptune to administer New Jersey Department of Labor Best Foot Forward program.
	Priority Level: High. Timeframe: Short Term. Public Cost: n/a. Job Creation: <100. Private Investment: Up to \$350,000. Lead Stakeholder: FBIG, Inc. Faith Based Initiative Group.
	Commitments: Asbury Park.
	Performance Measures: Completion of building
	CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priority: National Strategic Priorities (job driven skills development); Economically Distressed and Underserved Communities
F.2	Faith Based Initiative Group (FBIG), community based Elks IBPOEW organization, community based Disabled American Veterans unit/veterans units require hardware, software, and internet based infrastructure improvements to better allow them to reach populations in need of job training and readiness program services.
	Priority Level: High. Timeframe: Short Term. Public Cost: n/a. Job Creation: <100. Private Investment: To be determined. Lead Stakeholder: FBIG, Inc. Faith Based Initiative Group.
	Commitments: Asbury Park.
	Performance Measures: Purchase and installation of equipment and software
	CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priority: National Strategic Priorities (job driven skills development); Economically Distressed and Underserved Communities
F.3	Faith Based Initiative Group (FBIG), community based Elks IBPOEW organization, community based Disabled American Veterans unit/veterans units require vehicles to facilitate the transportation of clients to job and education sites that are not sufficiently served by public transportation. Vehicles will also be used to transport veterans to Veterans Administration healthcare services.
	Priority Level: High. Timeframe: Short Term. Public Cost: n/a. Job Creation: <100. Private Investment: Up to \$75,000. Lead Stakeholder: FBIG, Inc. Faith Based Initiative Group.
	Commitments: Asbury Park.
	Performance Measures: Purchase of vehicle(s)
	CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priority: National Strategic Priorities (job driven skills development); Economically Distressed and Underserved Communities

F.4	Second Life Bikes' Girl-Powered Program	Improve the economic involvement of West-side females in Asbury Park business through networking, mentorship and internship programs with participating female entrepreneurs, expanding upon job skills acquired through Youth-Earn-a-Bike program. Connect young and underserved females with a stable and encouraging environment through goal-setting and realization workshops with other women and girls. Guide and encourage healthy habits of self-care; namely, eating, exercise and expression through our community garden, group bike rides and variety of workshops and showcases. Acquire French and Spanish language skills appropriate to communities in the area through immersive language experiences taught by women. Develop self-directed and self-realized projects downtown to create a sense of ownership and interaction with unused spaces. Reinstate relationship between west-side residents and the waterfront through water-based recreation activities in collaboration with RiverRats sailing club in Fair Haven, NJ and strengthened partnerships with Rocking the Boat in the Bronx and The University of Orange in New Jersey.
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: To be determined. Job Creation: <100. Private Investment: Up to \$227,000 (startup)/\$100,000 annual. Lead Stakeholder: Second Life Bikes.
		Commitments: Asbury Park.
		Performance Measures: Program enrollment; Internship and Job placements in City; rate of High School graduations
		CEDS Goals: Promoting small business development; Addressing persistent and complex workforce issues. EDA Investment Priority: Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (access to capital for small, medium sized, and ethnically diverse enterprises); Economically Distressed and Underserved Communities
F.5	Asbury Park Green Infrastructure Program	Asbury Park has suffered damage from Superstorm Sandy, and needs to drive resiliency projects that are inclusive to all residents, in particular historically marginalized groups in Asbury Park. These projects are focused on the shoreline, at the public access beach point, and further inland. They also represent excellent opportunities to connect underserved communities in Asbury to workforce training and other opportunities related to the beachfront economy. This is a critical time for AP, a City that is not just rebuilding after recent storms but is also working to incorporate and prioritize strategies for social and environmental resilience into the City's development and redevelopment. - Improve the resiliency of Asbury Park through green infrastructure projects - Connect underserved residents and youth to the beachfront economy and workforce development opportunities as they relate to resiliency projects and policies - Develop sustainable projects, practices and policies that can serve as models for other communities - Connect these projects to other plans, programs and funding models so that they are integrated into Asbury, in particular the Asbury Park Resilience Task Force - research, study, and disseminate best practices for economic, social, cultural, and ecological resilience;
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$5-\$7 million. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: City of Asbury Park.

F.6	Asbury Park Transportation and Community Center	Commitments: Asbury Park. Performance Measures: Completion of infrastructure projects; Successfully connecting green infrastructure opportunities to workforce development programs. CEDS Goals: Enhancing, preserving, and making resilient critical infrastructure assets; Addressing persistent and complex workforce issues. EDA Investment Priority: National Strategic Priorities (natural disaster mitigation and resiliency); Environmentally Sustainable Development; Economically Distressed and Underserved Communities
		Asbury Park's transportation center sits at the crossroads of the east and west side of the city, a traditional dividing point in Asbury Park. In order to make this space more attractive to both residents and visitors, the city seeks to transform the transportation center into a space that can bridge the geographic, economic, and racial silos in Asbury Park. This will be accomplished by creating spaces for small business development, community space, multi – modal transportation opportunities, and retail opportunities. - Dynamic space for small business development - Creation of community activity space that encourages social and civic engagement - Creation of destination space and marketing - Developing a multi – modal space connecting bikes, trains, and car sharing
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$5-\$7 million. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: City of Asbury Park.
		Commitments: Asbury Park. Performance Measures: Renovation of space; Increase in traffic; Development of space for small businesses. CEDS Goal: Promoting small business development. EDA Investment Priorities: Collaborative Regional Innovation; National Strategic Priorities (access to capital for small, medium sized, and ethnically diverse enterprises); Environmentally Sustainable Development; Economically Distressed and Underserved Communities

F.7	Asbury Park Workforce Development Program The City of Asbury Park has a large underserved and underemployed workforce population that faces vulnerabilities in locating and obtaining stable employment, as well as a youth population often vulnerable to situations that lead into unemployment or the prison pipeline. Asbury Park seeks to develop a comprehensive youth-centered workforce development program and space that will allow many workforce needs to be met and take advantage of market opportunities unique to Asbury. These include access to and knowledge of education and training programs, mentoring programs, a safe space, and business incubator related services. - Expand opportunities for youth in workforce development, education, vocational training, skill building and mentoring. - Support the development of small Asbury based businesses that will increase economic activity and connect to youth - Connect existing and newly developed workforce programs to the population and each other, through better outreach and visibility - Improve work related education, vocational training and skill building - Empower and connect laborers from several different industries - Create an innovation lab and maker space for local entrepreneurs - Connect to green infrastructure and resiliency programs proposed for the waterfront and elsewhere
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: \$5 million. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: Designing the We.
	Commitments: Asbury Park.
	Performance Measures: Creation and implementation of program
	CEDS Goal: Promoting small business development; Addressing persistent and complex workforce issues. EDA Investment Priorities: National Strategic Priorities (job driven skills development); Economically Distressed and Underserved Communities

Irvington Specifics	
Action/Objective	Description / Tasks
G.1 The Irvington Economic Revitalization Initiatives	The economic revitalization initiatives in Irvington is a community wide comprehensive approach to revitalizing the township of Irvington New Jersey through a collaborative training and re-tooling efforts. A very important component of our efforts will address the needs of our youth through designing multiple youth enhancement programs in the targeted municipalities. a. STEM development and out of school enrichment programs are at the forefront of our mission to facilitate and promote urban interest in technology application. b. Service learning opportunities both for college students participating and serving as mentors and high school students benefiting from those enrichment opportunities. c. Environmental remediation through Brownfield Assessment and Green Technology development are two are of interest that will be focused on. d. Small Businesses/ Minority and Women Owned Business Enterprise advocacy will be the fourth component and will spur economic revitalization in the region.
G.2	Priority Level: High. Timeframe: Mid Term. Public Cost: n/a. Job Creation: 25 operations + up to 100 trained and placed into jobs. Private Investment: Up to \$13.5 million. Lead Stakeholder: World Synergies LLC. Commitments: Irvington.
	Performance Measures: Number of Individuals and Businesses Served
	CEDS Goal: Promoting small business development; Addressing persistent and complex workforce issues. EDA Investment Priorities: National Strategic Priorities (job driven skills development); Economically Distressed and Underserved Communities
	Irvington does not currently have significant resources devoted to assisting entrepreneurs/small business owners establish themselves in Irvington and employ Irvington residents. To foster a spirit of entrepreneurship and increase employment figures for its residents, Irvington plans to provide a space for entrepreneurs to utilize to start and develop their businesses. To maximize resource availability, Irvington is seeking to bring in a higher education and potentially a corporate partner(s) for the incubator. The incubator will also serve to assist existing small businesses in improving their business operations to stimulate growth.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$20,000. Job Creation: 10. Private Investment: To be determined. Lead Stakeholder: Irvington.
	Commitments: Irvington. Performance Measures: Completion of projects; number of businesses/persons benefitted

	CEDS Goal: Promoting small business development. EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (access to capital for small, medium sized, and ethnically diverse enterprises); Economically Distressed and Underserved Communities	
G.3	Increasing Sewer Capacity - Irvington	Due to Irvington's aging sewer infrastructure, the township regularly manages collapses throughout the sewage system. These unanticipated events not only require significant public investment, but also hamper Irvington's economic development efforts. Updating sewage infrastructure in critical areas will allow the township to better attract large employers and small business owners.
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$3 million. Job Creation: 30 full time during construction; 10 permanent full time. Private Investment: To be determined. Lead Stakeholder: Irvington.
		Commitments: Irvington (\$750,000 committed local funds).
		Performance Measures: Increased sewer capacity
		CEDS Goal: Enhancing, preserving, and making resilient critical infrastructure assets. EDA Investment Priorities: National Strategic Priorities (urban waters, natural disaster mitigation and resiliency); Economically Distressed and Underserved Communities
G.4	Irvington Urban Design	Irvington has several signature business centers that require significant aesthetic and functional improvements to ensure that the economic potential of these corridors are being maximized. These improvements will include sidewalk restructuring, safety paintings, repaving, parking, façade improvements, signage, landscaping, critical infrastructure (road, water, sewer, electric) repairs, complete streets remodeling, etc. These activities create beautiful public spaces that attract pedestrians, high density living, and retail spaces.
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$5 million. Job Creation: 50 full time Design and Construction; 20 permanent full time. Private Investment: To be determined. Lead Stakeholder: Irvington.
		Commitments: Irvington.
		Performance Measures: Jobs created; improvements made
		CEDS Goal: Enhancing, preserving, and making resilient critical infrastructure assets; Promoting small business development; Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: Environmentally Sustainable Development; Economically Distressed and Underserved Communities
G.5	Irvington Commuter Shuttle	In 2005 Irvington Township secured an FTA grant to operate a commuter bus shuttle from areas not well served by transit destined to the NJ transit Bus Terminal. It's a primarily auto driven corridor from Mill Road-Union Avenue to Clinton and Springfield avenues. The fixed route service ran at standing room capacity through 2013, when the Shuttle bus lost its engine. The heavily demanded service has not operated for 2 years. Riders signed a petition in 2011 to extend the hours and route of the Shuttle to take advantage of some new employment centers that opened along its route. In 2015 a \$12 million commercial mall will open near the Shuttle route. This mall will eventually comprise 77 stores on 6 acres along Chancellor Avenue near an I-78 interchange. In late 2015 a \$100 million phased mixed use project will begin at Chancellor Avenue producing traffic on the avenue where an expanded leg of the Shuttle is planned. Additionally, the route provides access to employment centers along and near this route.
		Priority Level: High. Timeframe: Short Term. Public Cost: Total Cost of \$300,000. Job Creation: 1-2 full time. Private Investment: To be determined. Lead Stakeholder: Irvington.

	Commitments: Irvington.
	Performance Measures: Project Completion; Jobs Created
	CEDS Goal: Enhancing, preserving, and making resilient critical infrastructure assets; Addressing persistent and complex workforce issues. EDA Investment Priorities: Environmentally Sustainable Development; Economically Distressed and Underserved Communities

Paterson Specifics	
Action/Objective	Description / Tasks
H.1 Commercial Driver's License (CDL) Program	Students are prepared for a Chauffeur Driver's License Permit. The CDL program will be scheduled for two sessions per quarter throughout the year. Each of the training sessions will be two weeks for three day per evening (Monday, Tuesday & Wednesday 6 pm to 8 pm). There is one instructor and the class size will range from 5 to 12 participants. Agency will provide referrals for those participants seeking employment.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: n/a. Job Creation: Job training and placement for 45/year. Private Investment: Up to \$10,500/year. Lead Stakeholder: Paterson Task Force for Community Action, Inc. .
	Commitments: Paterson.
	Performance Measures: Number of individuals trained and receive employment
	CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priority: National Strategic Priorities (job driven skills development); Economically Distressed and Underserved Communities
H.2 Furniture Refurbishing Program	This program will have three components, furniture refinishing, upholstery and woodworking. This hands-on program will give step-by-step instruction on the entire journey from beginning to end of refinishing, upholstery and woodworking. Participants will learn the necessary procedures and products used in each particular phase of the training. This hands- on training will include job shadowing. The training program will be offered in Spanish and English. The program will be held each Saturday of the month for four weeks and two hours of job shadowing.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: n/a. Job Creation: Job training for 60/year. Private Investment: Up to \$68,000/year. Lead Stakeholder: Paterson Task Force for Community Action, Inc. .
	Commitments: Paterson.
	Performance Measures: Number of individuals trained and receive employment
	CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priority: National Strategic Priorities (job driven skills development); Environmentally Sustainable Development; Economically Distressed and Underserved Communities
H.3 Wait Staff Training	"Serve for Life" will teach individuals the customer service skills and the basic skills of working in a restaurant or catering facility. Participants will be able to role-play and experiment among their peers without the risk of embarrassing themselves or getting into trouble with guest. Participants will learn in a supportive environment.

H.4	Paterson Armory Skills Training Facility	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: n/a. Job Creation: 200. Private Investment: Up to \$60,000/year. Lead Stakeholder: Paterson Task Force for Community Action, Inc. . Commitments: Paterson. Performance Measures: Number of individuals trained and receive employment CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priority: National Strategic Priorities (job driven skills development); Economically Distressed and Underserved Communities The City of Paterson seeks to rehabilitate and re-use the historic Paterson Armory as a workforce development center focusing on the following industries (per private commitments): carbon dioxide cleaning, 3D modeling and printing, hydroponics, building construction trade, and culinary arts film production. The workforce development center will both train and provide entrepreneurial activities for persons interested in those industries. The Paterson Armory needs significant rehabilitation that will preserve its historical character. This project will allow Paterson's workforce to not only be trained in emerging industries, but will also assist the city in training a workforce that will help the city retain its historic appearance via carbon dioxide cleaning.
		Priority Level: High. Timeframe: Short Term. Public Cost: \$1.2 million Committed. Job Creation: Immediate training for 50 persons. Private Investment: To be determined. Lead Stakeholder: City of Paterson. Commitments: Paterson. Performance Measures: Number of individuals trained and receive employment CEDS Goal: Promoting small business development; Addressing persistent and complex workforce issues. EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (job driven skills development; innovations in science and healthcare); Environmentally Sustainable Development; Economically Distressed and Underserved Communities
		This project will establish and train Six (6) Community Development Corporations in three (3) Redevelopment Areas to facilitate community empowerment, implement the Master Plan and complete Redevelopment Plans proposed for their neighborhoods by the Master Plan and Crime Prevention plans. Each CDC will coordinate resident, business, social and religious stakeholder's to implement local redevelopment projects and serve as a reviewer of projects or a developer of projects. Initial projects will include Asset Based Community Development Training as developed by the Asset Based Community Development Institute and the preparation of Requests for Proposals to construct (6) neighborhood place making projects.
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: \$672,000 Capital Cost. Job Creation: 8-16 temporary part-time construction; 36-50 permanent full-time jobs. Private Investment: To be determined. Lead Stakeholder: City of Paterson. Commitments: Paterson. Performance Measures: Establishment and training of CDCs CEDS Goal: Promoting small business development; Addressing persistent and complex workforce issues; Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priority: Collaborative Regional Innovation; Public Private Partnerships; Economically Distressed and Underserved Communities
H.5	CDC Training and Capacity Building	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: n/a. Job Creation: 200. Private Investment: Up to \$60,000/year. Lead Stakeholder: Paterson Task Force for Community Action, Inc. . Commitments: Paterson. Performance Measures: Number of individuals trained and receive employment CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priority: National Strategic Priorities (job driven skills development); Economically Distressed and Underserved Communities
		Priority Level: High. Timeframe: Short Term. Public Cost: \$1.2 million Committed. Job Creation: Immediate training for 50 persons. Private Investment: To be determined. Lead Stakeholder: City of Paterson. Commitments: Paterson. Performance Measures: Number of individuals trained and receive employment CEDS Goal: Promoting small business development; Addressing persistent and complex workforce issues. EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (job driven skills development; innovations in science and healthcare); Environmentally Sustainable Development; Economically Distressed and Underserved Communities
		This project will establish and train Six (6) Community Development Corporations in three (3) Redevelopment Areas to facilitate community empowerment, implement the Master Plan and complete Redevelopment Plans proposed for their neighborhoods by the Master Plan and Crime Prevention plans. Each CDC will coordinate resident, business, social and religious stakeholder's to implement local redevelopment projects and serve as a reviewer of projects or a developer of projects. Initial projects will include Asset Based Community Development Training as developed by the Asset Based Community Development Institute and the preparation of Requests for Proposals to construct (6) neighborhood place making projects.
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: \$672,000 Capital Cost. Job Creation: 8-16 temporary part-time construction; 36-50 permanent full-time jobs. Private Investment: To be determined. Lead Stakeholder: City of Paterson. Commitments: Paterson. Performance Measures: Establishment and training of CDCs CEDS Goal: Promoting small business development; Addressing persistent and complex workforce issues; Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priority: Collaborative Regional Innovation; Public Private Partnerships; Economically Distressed and Underserved Communities

H.6	Redevelopment Area - Neighborhood Based Marketing Studies	This project will use Neighborhood CDC's to procure consultant marketing studies to determine the opportunity for establishing job producing, growth industries within the City's Redevelopment Areas. They will specifically examine the following: • Food, chemical and textile industries, identified in the City's Master Plan. • Distributed manufacturing: The assembly of finished products from digital plans in local fabrication workshops. • Fusion Deposition Modeling (3-d Printing) • Recyclable Thermoset Plastics: Plastics that can be melted down and reshaped that will move us towards a circular economy to reduce landfill waste from plastics. • Hydroponics: Commercial Urban Farming • Carbon Dioxide Cleaning (CO2) – Historic Buildings and Machinery
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: \$450,000 Capital Cost. Job Creation: 12-18 part-time consultants. Private Investment: To be determined. Lead Stakeholder: City of Paterson.
		Commitments: Paterson.
		Performance Measures: Completion of Marketing Studies
		CEDS Goal: Promoting small business development; Addressing persistent and complex workforce issues. EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (job driven skills development; innovations in science and healthcare); Environmentally Sustainable Development; Economically Distressed and Underserved Communities

Perth Amboy Specifics		
	Action/Objective	Description / Tasks
I.1	Perth Amboy Model Aquaponics Production and Education Facility	Food deserts and the loss of farm land is a major issue our communities will face. The City of Perth Amboy, the Perth Amboy Board of Education and a private group would like to create a model aquaponics facility that will serve as an example of urban agriculture opportunities. The facility will also educate students about urban agriculture, sustainability, provide them with training in this field, as well as entrepreneurship in general. Additionally, the kitchen on site will expand on the County's Vocational School's outstanding program in the City. The resulting facility will provide grocery and dining opportunities for all residents. Tasks: 1. Fully flesh out the plan 2. Identify and acquire/build a facility
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$4 million. Job Creation: 56 FTE jobs. Private Investment: Up to \$4 million. Lead Stakeholder: City of Perth Amboy.
		Commitments: Perth Amboy.
		Performance Measures: Completion of building; Jobs created; People trained in hydroponic/aquaponics farming

		CEDS Goal: Promoting small business development; Addressing persistent and complex workforce issues. EDA Investment Priorities: Public Private Partnerships, National Strategic Priorities (job driven skills development; innovations in science and healthcare), Environmentally Sustainable Development
I.2	Combined Sewer Separation Case Study for City of Perth Amboy	The City needs to eliminate combined sewer overflows for the economic, environmental and social sustainability of the City. To do so, the City will need to study the most cost effective and technically feasible strategy to separate storm water runoff from sanitary sewerage. In addition, a strategy to address inflow and infiltration (I&I) would need to be developed to effectively reduce storm and ground water entering a very old system.
		Priority Level: High. Timeframe: Short Term. Public Cost: \$150,000-\$200,000. Job Creation: None. Private Investment: None. Lead Stakeholder: City of Perth Amboy.
		Commitments: Perth Amboy.
		Performance Measures: Completion of study
		CEDS Goal: Enhancing, preserving and making resilient critical infrastructure assets. EDA Investment Priorities: National Strategic Priorities (urban waters; natural disaster mitigation and resiliency); Environmentally Sustainable Development
I.3	Second Street Park Development	This project will create a park on an abandoned brownfield property that is a key linkage between redevelopment areas, the train station and the waterfront. The City is working to make a "transit corridor" from the train station to the waterfront that will attract visitors and spur economic investment in the areas between the train station and the proposed waterfront park. This park will be a major component in the newly created transit district and an important destination for the City. The City is seeking to attract offices and mixed use development along the transit corridor that will create jobs and revitalize the a core area of the City.
		Priority Level: Medium. Timeframe: Short Term. Public Cost: Up to \$4.9 million. Job Creation: 15 Design and Construction + 1 Permanent. Private Investment: To be determined. Lead Stakeholder: City of Perth Amboy.
		Commitments: Perth Amboy.
		Performance Measures: Site Remediation; Park Development
		CEDS Goal: Marketing effectively to attract new businesses. EDA Investment Priority: Environmentally Sustainable Development
I.4	Fayette Street Bridge Reconstruction	Replace the bridge over the train tracks on Fayette St. This is major truck route that services several major employers. At this time, we've had to restrict truck traffic on this road because of the bridge's condition. Forcing them on a pedestrian heavy parallel road. There will be significant investments in the train station. The other bridges are being replaced. This will allow the bridge to meet the needs of the improved station. Provide safe infrastructure to residents. Re-establish access to major and small employers in town for their trucks.
		Priority Level: High. Timeframe: Short Term. Public Cost: Up to \$5,704,600. Job Creation: 30 Construction. Private Investment: To be determined. Lead Stakeholder: City of Perth Amboy.
		Commitments: Perth Amboy.
		Performance Measures: Completion of Construction
		CEDS Goal: Enhancing, preserving, and making resilient critical infrastructure assets; Promoting small business development. EDA Investment Priorities: Global Competitiveness; Environmentally Sustainable Development

I.5	Combined Sewer Separation	Separate storm and sanitary sewers in low lying area of city current flowing to State Street Pump Station. Area is defined by the following perimeter streets, High Street, State Street, James Street. This site has seen millions of dollars in investment in clean up and redevelopment and is expected to see millions more in the next couple of years.
I.6		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$2.4 million. Job Creation: 15 Construction + 250 Permanent. Private Investment: To be determined. Lead Stakeholder: City of Perth Amboy.
		Commitments: Perth Amboy.
		Performance Measures: Completion of Construction
		CEDS Goal: Enhancing, preserving and making resilient critical infrastructure assets. EDA Investment Priorities: National Strategic Priorities (urban waters; natural disaster mitigation and resiliency); Environmentally Sustainable Development
	Willow Pond Wetland Restoration	This pond is located at one of the most used parks in the City and will be next to the new high school. The pond has been taken over by phragmites and all native species/habitat have been choked out. This project will remove the phragmites and reestablish the natural habitat to be used for educational purposes.
I.7		Priority Level: Medium. Timeframe: Short Term. Public Cost: Up to \$10,000. Job Creation: 6 Construction. Private Investment: To be determined. Lead Stakeholder: City of Perth Amboy.
		Commitments: Perth Amboy.
		Performance Measures: Completion of Restoration
		CEDS Goal: Enhancing, preserving and making resilient critical infrastructure assets. EDA Investment Priorities: National Strategic Priorities (urban waters)
	1 MIC & Internet Café	1 MIC & Internet Café is a project of the Jewish Renaissance Foundation, a nonprofit Community Action Agency. 1 MIC is designed to serve young adults and the local artist community. The multi-purpose interactive creative space will provide; • A state of the art recording studio as a virtual classroom for members to be introduced to the various career opportunities in the recording industry. • A full service High School Equivalency (HSE) preparation component with the option of testing on site. • Space and equipment available and dedicated to the visual and performing arts. • An internet café that will serve light refreshments and offer a comfortable and creative atmosphere.
		Priority Level: High. Timeframe: Short Term. Public Cost: To be determined. Job Creation: 11 Permanent. Private Investment: To be determined. Lead Stakeholder: Jewish Renaissance Foundation.
		Commitments: Perth Amboy.
		Performance Measures: Persons completing HSE testing; number of youth engaging in recording industry training/opportunities.
		CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priorities: National Strategic Priorities (jobs driven skills development; access to capital for small, medium – sized, and ethnically diverse enterprises).

I.8	The Gateway Neighborhood Collaborative (GNC) The GNC will rely on information received by community members, businesses, and other stakeholders. This input has led to the realization that the neighborhood cannot succeed if its residents are not prosperous. This realization hinges on the neighborhood being a safe place where businesses have an opportunity to prosper and where people of all ages and backgrounds can live, work, and play. The following is a description of initiatives which will enhance the viability of the Gateway Neighborhood and improve the quality of life for its residents: 1. Work to ensure that the neighborhood is organized. 2. Enhance the mix of retail, entertainment, housing, and other prospects. 3. Integrate and link the Smith Street corridor west of the railroad with the transit-oriented development activity planned for the east side of the tracks. 4. There is a need to bring an identity and "sense of place" to the neighborhood. In addition to commercial investments, other approaches include the creation of more green space, places to converse and gather, and general beautification. The waterfront is a key asset for this strategy.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: To be determined. Private Investment: To be determined. Lead Stakeholder: Jewish Renaissance Foundation.
	Commitments: Perth Amboy.
	Performance Measures: Completion of Rehab; Number of individuals trained and receive employment
	CEDS Goals: Promoting small business development; Addressing persistent and complex workforce issues; Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: Collaborative Regional Innovation; National Strategic Priorities (jobs driven skills development; access to capital for small, medium – sized, and ethnically diverse enterprises); Environmentally Sustainable Development

Elizabeth Specifics	
Action/Objective	Description / Tasks
J.1	EDC's On-the-Job Training Program & Apprenticeship Initiative Training Facility for Industry Growth and Trade Employment Opportunities EDC is seeking \$562,000.00 in grants to gut rehab a 80 by 45 mix use property to include 4 low income rental units and restoring a dormant ground level commercial space that will be utilized to house a one-stop Apprentice training and job placement program to eligible applicants for pre-apprenticeship training that would be designed to prepare a diverse pool of individuals to enter and success by providing career specific training and readiness skills needed on the job by working directly with the Union Trades and growth sector employers.
	Priority Level: High. Timeframe: Short Term. Public Cost: To be determined. Job Creation: 20 Construction + 1 Part-Time + 2 FT + Job training and placement for 100. Private Investment: To be determined. Lead Stakeholder: Elizabeth Development Company (EDC).
	Commitments: Elizabeth.
	Performance Measures: Completion of Rehab; Number of individuals trained and receive employment

	CEDS Goals: Addressing persistent and complex workforce issues. EDA Investment Priorities: Public Private partnerships; National Strategic Priorities (jobs driven skills development); Environmentally Sustainable Development	
J.2	Groundwork Elizabeth's Hydroponics and urban Farming Research Facility Elizabeth Development Company (EDC) and with the support of the City of Elizabeth is requesting \$412,000.00 in federal grant to construct and operate a hydroponic and urban farming greenhouse in Midtown Elizabeth, inside the Oakwood Plaza housing project, which is currently being rehabilitated. This proposed hydroponic Farm will provide jobs to the local residents of this community by providing fresh organically grown produce. Hydroponic farming offers an efficient solution to growing produce in environmentally challenged sites because plants are not put directly into the soil but are instead submerge in a bath of oxygenated nutrients solution and this saves space, water and reduces pest infestation. We intend to use existing techniques for the majority of the space to grow produce for sale into local markets and distributors. We would put in-place agreements with non-local distributors to take excess produce at wholesale price points; this will mitigate the financial risk of the project. We will use space in the greenhouse to test new techniques that have the potential to increase production per square foot and publish the results of outcomes and share with community and investors. Finally this project will be managed and operated by Groundwork Elizabeth where they can build on their experience and success around improving the quality of life within challenged urban communities. Hydroponics and other forms of urban farming are part of a growing industry that will always need workers. This project would not only enhance the neighborhood but address vacant land associated to high risk crime and decaying landscape in this neighborhood and produce both jobs and job training to low to moderate income individuals utilizing resources of Elizabeth Development Company's OJT program. The CED's funds would provide the seed capital to get a structure and startup installation operational.	
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: 412000. Job Creation: 5 Construction + 2-3 Full-time. Private Investment: To be determined. Lead Stakeholder: Elizabeth Development Company (EDC).	
	Commitments: Elizabeth.	
	Performance Measures: Completion of Facility; Jobs created; Food produced	
	CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (jobs driven skills development; innovations in science and healthcare); Environmentally Sustainable Development	

J.3	StreetLight Mission - Restoring lives, families, & Communities!	Elizabeth Development Company (EDC), with the support of the City of Elizabeth is respectfully requesting \$ 1.8 million in federal grant funds to construct a new facility to accommodate StreetLight Mission to meet the growing population of people who are in need of help, restoring their dignity and improving their lives that will allow them to transition from a life of poverty to a life of independence. This new facility will provide the following additional features: 1. Handicapped Accessibility – two entrance ramps and an elevator 2. On-site Commercial Kitchen – Meals will be prepared onsite for those in need, our resident students as well as food for our community events. 3. Four Classrooms – The addition of new classrooms will allow us to host classes in employment readiness and life skills, mentoring activities and addiction recovery services meetings. Multiple classes will be held at one-time and our children will receive age appropriate curriculum. 4. Four Bedrooms and a Student Lounge – The residential component will allow StreetLight Mission to temporarily house eight residents who have made the commitment to restore their lives and turn the corner towards productivity and self-sufficiency. 5. Programming Areas – With a larger facility, StreetLight Mission will facilitate enhanced employment services programs utilizing 12 computer and five phone workstations. Showers and on-site career closet will be available to those going to interviews or beginning work. 6. Administrative Support – Our staff will now work from one location to oversee all operations for Streetlight Mission, including case management and educational programming. 7. Children's Area – StreetLight Mission children will now have a safe outdoor play area. 8. HVAC System – The new facility affords StreetLight Mission with better air quality than the current facility and will allow for a strong and efficient heat and cooling system. 9. Parking – our current facility has no off street parking. However, our new facility will allow our volunteers and staff 11 off-street parking spaces. This project is in-line with a well-documented Plan adopted by the New Jersey Department of Community Affairs's NRTC program by addressing three critical areas addressed by the community: Safe neighborhoods by enhancing the quality of life and promote stability and pride; family development, and enrichment by strengthening and improving the quality of life for families by providing accessible services and economic revitalization by creating and enhancing establishments into the community.
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: \$1.8 million. Job Creation: 50 Construction + 20 Full-time. Private Investment: To be determined. Lead Stakeholder: Elizabeth Development Company (EDC).
		Commitments: Elizabeth.
		Performance Measures: Completion of Facility; Number of individuals served
		CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priorities: National Strategic Priorities (jobs driven skills development)

J.4	Trinitas Medical Center Emergency Expansion, Renovation and Equipment Upgrade Project Elizabeth Development Company (EDC) with the support of the City of Elizabeth respectfully request \$2Million in federal grant funds to expand the size of the Trinitas Emergency Department and strategically upgrade its equipment in an effort to better accommodate its growing patient base of over 75,000 patients per year; which will enhance safety standards and improve the timeliness and quality of care with this cutting edge technology and lifesaving equipment to enhance the training of over 290 students per year. There is currently a shortage of practitioners in the field of emergency medicine and this project will help alleviate this shortage on a local level while providing training in this high demand, growth field.
	Priority Level: High. Timeframe: Short Term. Public Cost: \$2 million. Job Creation: 179 Construction + 40 to 50 Permanent. Private Investment: \$4 million. Lead Stakeholder: Elizabeth Development Company (EDC).
	Commitments: Elizabeth.
	Performance Measures: Project Completion; Number of individuals trained
	CEDS Goal: Addressing persistent and complex workforce issues, EDA Investment Priorities: National Strategic Priorities (jobs driven skills development; innovations in science and healthcare)

Roselle Specifics	
Action/Objective	Description / Tasks
K.1	The Borough is proposing to create an Arts and Culture Facility with a focus on workforce development and promoting entrepreneur opportunities in various arts. The proposed facility is a 2nd floor warehouse, in need of rehabilitation. The project would include space for an dance studio, gallery space, classrooms, photography room, audio and visual room, performance stage, and equipment for various programs.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: To be determined. Job Creation: 25-50 Construction + 8-12 self-employment opportunities. Private Investment: To be determined. Lead Stakeholder: Borough of Roselle.
	Commitments: Roselle.
	Performance Measures: Completion of Facility; People in entrepreneurship program; Arts businesses cultivated
	CEDS Goal: Promoting small business development; Addressing persistent and complex workforce issues. EDA Investment Priorities: National Strategic Priorities (jobs driven skill development); Environmentally Sustainable Development
K.2	The Borough is proposing to improve its downtown area by partnering with private entities to create various commercial opportunities. The proposed project will extend the downtown area by acquiring 4 residential units and creating more commercial space. In addition, the project will include a Façade Program for the main corridor and marketing of space.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: To be determined. Job Creation: 25-50 Construction +24-50 employment opportunities with new businesses. Private Investment: To be determined. Lead Stakeholder: Borough of Roselle.
	Commitments: Roselle.
	Performance Measures: Completion of Development; New commercial space; Improvements made.

	CEDS Goal: Promoting small business development; Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: Public Private Partnerships	
K.3	Victory Box Multi-Use Project	The Borough is proposing to partner with various entities and develop an 11 acre industrial site. This site will include a proposed advance manufacturing component with member based workshop facilities, hydroponic gardens, a retail component, and residential component. The Borough would be requesting funds for the industrial readiness and promotion aspect of the project. Priority Level: High. Timeframe: Short to Mid Term. Public Cost: To be determined. Job Creation: 75-100 Construction + 50-100 Permanent. Private Investment: To be determined. Lead Stakeholder: Borough of Roselle. Commitments: Roselle. Performance Measures: Completion of Development; Jobs Created CEDS Goals: Promoting small business development; Addressing persistent and complex workforce issues. EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (advanced manufacturing; job driven skills development); Environmentally Sustainable Development
K.4	Workforce Development and Education Facility	The Borough is proposing to acquire and renovate a vacant church located in a low-moderate census tract and create a workforce development and education facility that will focus on the 3 workforce initiatives of CEDS: High School Initiative, Coordination of Urban Workforce, and Training to Create an Economic Engine Priority Level: High. Timeframe: Short to Mid Term. Public Cost: To be determined. Job Creation: 25-50 Construction + 8-35 Permanent + 8-12 incubator businesses. Private Investment: To be determined. Lead Stakeholder: Borough of Roselle. Commitments: Roselle. Performance Measures: Completion of Facility; Number of jobs created; Number of incubator businesses CEDS Goal: Addressing persistent and complex workforce issues, EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (jobs driven skill development)
K.5	The Roselle - Food IV Thought	The Roselle is a private entity that envisions creating Food IV Thought which includes two workforce development components: culinary skills education and food entrepreneurialism. The culinary skills education component involves providing classes for the population at large in several culinary skill areas. This space will be utilized by Roselle First in culinary workforce development. The food entrepreneurship component involves renting time in a licensed fully equipped commercial production kitchen to food entrepreneurs starting or expanding their businesses. The Roselle will also reserve booth space at the Crossroads Farmers' Market for food entrepreneurs (clients) to sell their products ((test out / market test)) Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$6 million. Job Creation: 30 full-time and part-time; 25 construction. Private Investment: To be determined. Lead Stakeholder: Borough of Roselle Commitments: Roselle. Performance Measures: Remediation of Site; Number of people using commercial kitchen; Number of people enrolled in culinary skills development CEDS Goals: Promoting small business development; Addressing persistent and complex workforce issues; Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (jobs driven skill development)

Woodbridge Specifics		
	Action/Objective	Description / Tasks
L.1	Remediation of Alibani Property	This 0.34-acre, former gas station site is contaminated as a result of fuel tank leaks. The site is part of a larger redevelopment area along Port Reading Avenue, one of the main access roads to the Township. The site is on the New Jersey Department of Environmental Protection's List of Known Contaminated Sites.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$6 million. Job Creation: 30 full-time and part-time; 25 construction. Private Investment: To be determined. Lead Stakeholder: Township of Woodbridge.	
	Commitments: Woodbridge.	
	Performance Measures: Remediation of Site	
	CEDS Goals: Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: Environmentally Sustainable Development	
L.2	Avenel Arts Center	The Avenel Arts Center is a 10,000 square-foot multi-purpose performance space which is to serve as the centerpiece of the Avenel Arts Village. The Avenel Arts Village is a transit-oriented mixed-use redevelopment project consisting of 500 housing units and 25,000 square feet of retail and arts village support space.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$2 million. Job Creation: 50 full-time and part-time; 20 construction jobs. Private Investment: To be determined. Lead Stakeholder: Township of Woodbridge.	
	Commitments: Woodbridge.	
	Performance Measures: Completion of Development	
	CEDS Goals: Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: Environmentally Sustainable Development	
L.3	Children's Art & Activity Center	A 10,000 to 15,000 square-foot children's art and activity center. The project for the Children's Art & Activity Center (Museum) developed through the preparation of a Local Demonstration Project which focused on the presence of the local artist community and the many musical, cultural, and artistic events hosted by the Township. During the Local Demonstration Project, the presence of the local arts community and numerous children's after-school activities were recognized as special assets of the Township. The Children's Art & Activity Center (Museum) expands the current artistic and children's programs and be a destination point for the region.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$5 million. Job Creation: 40 full-time and part-time jobs; 25 construction. Private Investment: To be determined. Lead Stakeholder: Township of Woodbridge.	

	Commitments: Woodbridge.	
	Performance Measures: Completion of Development	
	CEDS Goals: Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: Environmentally Sustainable Development	
L.4	Cutters Dock Road Bridge	This project is the replacement of the existing Cutters Dock Road Bridge. The Cutters Dock Bridge is an overpass over railroad right-of-way which provides the only access to businesses at the end of Cutters Dock Road. The properties which depend on the bridge are part of the Pennval Road Redevelopment Area, the Township's progressive and ambitious plan to redevelop the area into a "Green Technology Park."
	Priority Level: High. Timeframe: Short Term. Public Cost: Up to \$5 million. Job Creation: 40 construction jobs; 150 full-time and part-time jobs. Private Investment: To be determined. Lead Stakeholder: Township of Woodbridge.	
	Commitments: Woodbridge.	
	Performance Measures: Completion of Project	
L.5	CEDS Goals: Enhancing, preserving, and making resilient critical infrastructure assets; Promoting small business development. EDA Investment Priorities: National Strategic Priorities (Innovations in science and health care).	
	Road Milling and Resurfacing	This project entails the milling and resurfacing of the Township's roads. Woodbridge Township has an area of over 24 square miles with an extensive road network.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$6 million. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: Township of Woodbridge.	
	Commitments: Woodbridge.	
	Performance Measures: Number of Miles Completed	
	CEDS Goals: Enhancing, preserving, and making resilient critical infrastructure assets; Promoting small business development. EDA Investment Priorities: N/A	
L.6	Woodbridge River Re-Dredging	The project is for the re-dredging of the Woodbridge River and relining of the tributaries to the Woodbridge River, such as Heards Brook. The Woodbridge River is a tidal river which flows into the Arthur Kill and has multiple tributaries. In 2011, Hurricane Irene dropped a tremendous amount rain on the Township (statewide rainfall maxima of 11.27 inches) and caused widespread flooding. Re-dredging the Woodbridge River and relining of the tributaries to the Woodbridge River, such as Heards Brook, will alleviate flooding in the future during major rainstorm events.
	Priority Level: High. Timeframe: Short Term. Public Cost: Up to \$6 million. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: Township of Woodbridge.	
	Commitments: Woodbridge.	
	Performance Measures: Completion of Project	
	CEDS Goal: Enhancing, preserving, and making resilient critical infrastructure assets. EDA Investment Priorities: National Strategic Priorities (urban waters; natural disaster mitigation and resiliency)	

L.7	Restore Wetlands in Flood-Prone Areas	The project is for the restoration of wetlands to properties bought by the State of New Jersey for the Blue Acres buyout program. Hurricane Irene and Super Storm Sandy flooded numerous homes in Woodbridge Township. Following Super Storm Sandy, the State identified properties which would be eligible for the State's Blue Acres program. These properties are in the AE flood zone and are adjacent to wetlands. As of February 2015, 176 property owners have applied for the buyout program. Purchased properties will be turned into open space. Restoring these properties to their pre-development state as wetlands will mitigate future flooding.
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$3.5 million. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: Township of Woodbridge.
		Commitments: Woodbridge.
		Performance Measures: Number of Properties/Acres converted to open space
		CEDS Goal: Enhancing, preserving, and making resilient critical infrastructure assets. EDA Investment Priorities: National Strategic Priorities (urban waters; natural disaster mitigation and resiliency)
L.8	Township Smart Parallel Electrical Micro-Grid	This project is to create a Township-wide smart parallel electrical micro-grid to make electricity available to Township residents, businesses, and emergency personnel during power outages. Super Storm Sandy caused wide-spread power outages throughout the state for days. Long lines occurred at the few open gas stations where people waited to gas their vehicles or to take gas home for home electric generators. A Township-wide smart parallel electrical micro-grid would allow the Township to continue to have electricity during power outages. The smart parallel electrical micro-grid is a recommendation in the Township's Strategic Recovery Planning Report (May 2014).
		Priority Level: High. Timeframe: Mid to Long Term. Public Cost: \$50 million total capital cost. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: Township of Woodbridge.
		Commitments: Woodbridge.
		Performance Measures: Design and Construction of Microgrid
		CEDS Goal: Enhancing, preserving, and making resilient critical infrastructure assets; promoting small business development. EDA Investment Priorities: National Strategic Priorities (natural disaster mitigation and resiliency); Environmentally Sustainable Development

Hoboken Specifics	
Action/Objective	Description / Tasks
M.1 Hoboken Resiliency Center and Boat House	In the aftermath of Superstorm Sandy, a comprehensive water management “Resist, Delay, Store, Discharge” strategy was developed to protect Hoboken from flooding due to storm surges and flash flooding as part of Housing and Urban Development (HUD) sponsored Rebuild by Design competition. The comprehensive urban water strategy deploys programmed hard infrastructure and soft landscape for coastal defense (resist); policy recommendations, guidelines, and urban infrastructure to slow rainwater runoff (delay); a circuit of interconnected green infrastructure to store and direct excess rainwater (store); and water pumps and alternative routes to support drainage (discharge). As a first project for the implementation of the resist strategy, the City has designed a Resiliency Center and Boathouse that not only makes the facility itself flood-proof, it also incorporates the flood wall and berm into the design. When the full resist strategy is built out in conjunction with this facility, the north end of the City will be protected from storm surges. The idea of storm surge protection on the Hudson River waterfront is not only to protect the City, but to do so using both soft and hard elements. Rather than blocking the community off from the waterfront in order to protect it from storm surges, this design incorporates the resist strategy into a continuous waterfront park and access and activates the space throughout the year. This Resiliency Center and Boathouse expands residents’ access to the Hudson River with such activities as non-motorized boating, kayaking, and sailing. The lower level boathouse is within the floodplain and is designed to be “wet-proofed,” where it is intended to safely flood during major storm events. The upper level is elevated above the base flood elevations so that it would not flood in a storm event. The upper level space is intended to be a community meeting space, with interpretive information to explain the facility’s resiliency and sustainability components. This building and the associated berm that provides the ADA access to the upper level will be tied into a larger “resist” strategy flood barrier system along the waterfront. The west wall of the building and the berm will function as a flood wall, yet aesthetically will be seen as public amenities and active space. As well, to minimize the maintenance and reduce demands on infrastructure, the City has incorporated several power saving and rainwater capturing concepts into this design. Thus, it is important for this facility to have signage to educate the public as to the multiple major roles this building serves.
	Priority Level: High. Timeframe: Short Term. Public Cost: Up to \$4,406,095 (Up to \$250,000 from City through Hoboken Open Space Trust Fund). Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: City of Hoboken.

M.2	Hoboken Innovation Center	Commitments: Hoboken; Hudson County Open Space Grant; Green Acres. Performance Measures: Completion of Project; Job creation CEDS Goals: Enhancing, preserving, and making resilient critical infrastructure assets. EDA Investment Priorities: National Strategic Priorities (urban waters; natural disaster mitigation and resiliency); Environmentally Sustainable Development.
		The City is considering a community center as part of a redevelopment project in Hoboken. The project would include 12,000 square feet of community space, which would be designed with community input. Given some of the great things happening in Hoboken, the idea is to create an Innovation Center that could be programmed to introduce children, teens and adults to technology and maker spaces. This could be done in partnership with the NJ Tech meetup, Stevens Institute of Technology, local schools, and the Hoboken Library, which has already created a successful technology program for children but needs more space. Adjacent to the space would be a recording studio business that could be tied into the programming of the community space.
		Priority Level: High. Timeframe: Short Term. Public Cost: To be determined. Job Creation: 2-5 full time jobs; additional job training. Private Investment: To be determined. Lead Stakeholder: City of Hoboken. Commitments: City of Hoboken. Performance Measures: Completion of Center; Number of people engaged in makerspace and technology program. CEDS Goals: Promoting small business development; Addressing persistent and complex workforce issues. EDA Investment Priorities: Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (advanced manufacturing).

Newark Specifics	
Action/Objective	Description / Tasks
N.1 Green Cleaning Worker Cooperative - Newark	Like many neighborhoods, the Ironbound faces the challenge of unemployed and under-employed residents. However, as a neighborhood with a high concentration of immigrants, many Ironbound residents face increased barriers to employment, such as language, legal status, lack of educational experience, or lack of skills. For these reasons, a primary industry that residents, largely women, can access is domestic work, and housekeeping in particular, because of the low skill and resources it requires and its often informal nature. However, even when immigrant women find employment as house cleaners they may not be working in good conditions and their income often does not make them financially secure. The isolated and informal nature of housecleaning puts the workers at high risk of exploitation, since there is no formal contract between the worker and the employer. The lack of formal recognition of the employer makes it difficult to enforce labor protections and rights, such as minimum wage, unemployment, overtime, worker compensation, and sick days. There are also health risks, as most house cleaners are exposed to toxic cleaning products. Housekeeping does not have to occur in undesirable conditions and in the right context, housekeeping can be an opportunity to create good jobs for those who will have difficulty obtaining them otherwise. To take advantage of this opportunity and create a scalable, long-term mechanism which will improve conditions for those working as housekeepers and generate employment for those who need it, ICC will incubate an eco-friendly housecleaning worker cooperative. The cooperative will create a more transparent marketplace for housecleaning and allow members to collectively increase their financial security, and become entrepreneurs.
	Priority Level: High. Timeframe: Short Term. Public Cost: Up to \$60,500/year (4 years needed). Job Creation: 1 full-time equivalent. Private Investment: To be determined. Lead Stakeholder: Ironbound Community Corporation.
	Commitments: Newark.
	Performance Measures: Completion of Project; creation of businesses; creation of jobs CEDS Goals: Promoting small business development; Addressing persistent and complex workforce issues. EDA Investment Priorities: Public Private partnerships; National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).

N.2	Ballantine Revitalization Project Located within the culturally vibrant Ironbound neighborhood of Newark, NJ, the 22-acre site of the former Ballantine beer brewery is a pocket of industrial and warehouse buildings situated along East Ferry Street in a predominantly residential neighborhood. The site is currently home to uses that generate heavy trucking through neighborhood streets, but little street activity or jobs for Ironbound residents. The large buildings, windowless at the street, create a distinct physical divide in the neighborhood. Working together with the Ballantine property owner, the Ironbound Community Corporation and the City of Newark, a new vision for the site was designed to encourage investment and development activity supportive of both the economic objectives of the property owners, and the socio-economic and revitalization goals of the broader community.
	Priority Level: High. Timeframe: Short Term. Public Cost: To be determined. Private Investment: To be determined. Lead Stakeholder: Ironbound Community Corporation. Commitments: Newark. Performance Measures: Completion of Project CEDS Goals: Promoting small business development; addressing persistent and complex workforce issues; marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: Public Private Partnerships; Environmentally Sustainable Development.
N.3	Urban Farm Implementation Plan Building on its past planning and implementation efforts, ICC will be developing the property as a mixed-use space that can host a community farmer's market, public programming, and year-round gardening opportunities. Specific components of this space will be: • Space for farmers to sell fresh produce and healthy food in a community that is a food desert • Raised beds and a large scale hoop-house style greenhouse that will allow neighborhood residents to learn how to grow produce all year long and can serve as a pilot and/or research space for urban agriculture • A seating area with picnic tables and benches for residents to enjoy the new amenity • Space for community education workshops and festivals about green living, healthy eating, and urban agriculture • Potted trees and flower boxes to green the space • Signage and murals to beautify the space Now, to realize its vision, ICC is seeking funds to hire a full-time, season site manager and provide stipends for a green jobs training program that would complete the build out of the site.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: To be determined. Job Creation: 1 full-time, 1 seasonal. Private Investment: To be determined. Lead Stakeholder: Ironbound Community Corporation. Commitments: Newark. Performance Measures: Urban agriculture research innovations; Jobs created; Food produced. CEDS Goals: Addressing persistent and complex workforce issues. EDA Investment Priority: Public Private Partnerships; Environmentally Sustainable Development.

N.4	Newark Central Steel Drum Site Development	NCEDC is seeking remediation funding for this site while it works to identify end users.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: \$20-\$30 million Capital Cost. Job Creation: 200 permanent, 400 construction. Private Investment: To be determined. Lead Stakeholder: Newark Community and Economic Development Corporation. Commitments: Newark. Performance Measures: Remediation of Site CEDS Goals: Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: Environmentally Sustainable Development.	
N.5	Commercial Kitchen and Co-Packing Facility	As part of its small business expansion and real estate development efforts, Newark Community and Economic Development Corporation (NCEDC) is actively pursuing the development of a commercial kitchen incubator in Newark. A commercial kitchen is used for preparing food for sale to the public or membership in an organization that uses the kitchen; a commercial kitchen usually must have an inspection by the local health department authority before it is used for commercial purposes. A private kitchen does not require an inspection unless a person using it plans to sell food to the public. Members of a commercial kitchen rent blocks of time and storage space for their food.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: \$540,00 Capital Cost. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: Newark Community and Economic Development Corporation. Commitments: Newark. Performance Measures: Completion of Facility; Number of people using commercial kitchen. CEDS Goals: Promoting small business development. EDA Investment Priorities: National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).	
N.6	Morris Blanchard Site Development	The Morris Blanchard site is a collection of city and privately owned property. Morris Companies, the redeveloper, is currently assembling these parcels in the hope of building a 700k SF distribution/warehouse facility.
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: \$75 million Capital Cost. Job Creation: 250 permanent; 700 construction. Private Investment: To be determined. Lead Stakeholder: Newark Community and Economic Development Corporation. Commitments: Newark. Performance Measures: Site Development; Jobs created CEDS Goals: Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: Environmentally Sustainable Development.	
N.7	White Chemicals/Frenkel/Fidelco Site Development	NCEDC plans to assemble a city-owned site on this property with two adjoining privately owned parcels to create a 13.45 acre industrial development site. NCEDC seeks to develop up to 250k SF of industrial warehouse space specifically to serve port/airport business needs.
	Priority Level: High. Timeframe: Mid Term. Public Cost: \$35 - \$40 million Capital Cost. Job Creation: 200+ permanent and construction jobs. Private Investment: To be determined. Lead Stakeholder: Newark Community and Economic Development Corporation. Commitments: Newark. Performance Measures: Site Assembly; Remediation; Construction; Job Creation	

		CEDS Goals: Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: National Strategic Priorities; Environmentally Sustainable Development.
N.8	Community Storefront Program	The Community Storefront Program (CSP) provides an actual “real-world” retail business incubator for entrepreneurs that will combine classroom instruction with hands-on retailing to give participants the practical training and experience necessary to learn to market their self-produced products. Participants will “set up shop” in a shared-space strip retail location and experience the full business lifecycle, concept to market. They will also gain working knowledge of bookkeeping, corporate infrastructure, insurance, leases and contracts during their training. Priority Level: High. Timeframe: Short to Mid Term. Public Cost: \$5,000 Total Capital Cost/ \$330,000 Total Annual Operating Cost. Job Creation: 15 minimum; 25 maximum. Private Investment: To be determined. Lead Stakeholder: Newark Community and Economic Development Corporation. Commitments: Newark. Performance Measures: Number of graduates; Jobs created CEDS Goals: Promoting Small Business Development. EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).
N.9	Boys and Girls Club Urban Farm STEM Education Initiative	The Newark Boys and Girls Club seeks to build a commercial sized urban hydroponics farm to provide training to their middle and high school aged clients. The Boys and Girls Club will utilize the innovative technology as part of their full STEM education center. Full scale production will allow the Boys and Girls Club to provide business development related educational opportunities in addition to teaching children how to farm. The organization hopes to partner with Essex County Community College to leverage future hydroponic farming educational opportunities with their farming facilities. Priority Level: High Timeframe: Mid to Long. Public Cost: \$1.5 million Job Creation: 10 Full Time Equivalence. Private Investment: To be determined. Lead Stakeholder: Newark Boys and Girls Club Commitments: Newark Boys and Girls Club Performance Measures: Number of children engaging in hydroponic farming education and business development; number of children graduating from Essex County Community College with a certificate CEDS Goals: Addressing persistent and complex workforce issues. EDA Investment Priorities: Collaborative Regional Innovation; Public Private partnerships; National Strategic Priorities; Environmentally Sustainable Development
N.10	Green Infrastructure Installation	This project would be the first public space green infrastructure project undertaken by the City of Newark. It would transform a large traffic triangle situated at the bottom of the hill on a major commercial corridor from a storm water and urban heat island liability into an asset by removing concrete and installing curb cuts and water-retentive landscaping. The project also includes a public plaza to incorporate the residents that currently use the traffic triangle as a mini-park. Newark has submitted an application for an Environmental Infrastructure Trust loan to the NJ Dept. of Environmental Protection. This loan has a 50% forgiveness component because the project calls for green infrastructure. The City will need to identify the balance of the funds (approx. \$125k).

	Priority Level: High Timeframe: Short to Mid Public Cost: \$125k Capital Cost. Job Creation: N/A. Private Investment: To be determined. Lead Stakeholder: City of Newark
	Commitments: City of Newark
	Performance Measures: Completion of project
	CEDS Goals: Enhancing, preserving, and making resilient critical infrastructure assets. EDA Investment Priorities: National Strategic Priorities (Natural disaster mitigation and resiliency)

Orange Specifics	
Action/Objective	Description / Tasks
O.1 Full Service Community Schools	(See Workforce Initiative.) Economically disadvantaged children and their families throughout the CEDS region face challenges that their Economically advantaged neighbors do not. These challenges can range from lack of access to: basic needs, healthcare, academic support, or adult learning opportunities. Urban school teachers often serve not only the role of teacher, but must fill multiple roles in order to best help their students and families succeed. Unfortunately, teachers are often not properly equipped to perform several roles. In Urban communities, there are often a wide variety of organizations that can better address the needs of the student and family population that many in the community are unaware of. Recognizing that schools are the center of communities and that all residents interact with them, community schools seek to develop partnerships with community organizations, institutions of higher education, local businesses, and corporate partners to provide the social services necessary for students and their families to succeed academically, develop a sense of community cohesiveness, and provide opportunities for Economically disadvantaged children and families to rebuild their neighborhoods from within.
	Priority Level: High. Timeframe: Mid-Term. Public Cost: To be determined. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: Orange.
	Commitments: Orange.
	Performance Measures: Job placement; educational attainment; public – private partnerships developed
	CEDS Goals: Addressing persistent and complex workforce issues. EDA Investment Priorities: Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (jobs driven skill development).
O.2 Making a Healthy Orange	The mission of the Healthy Orange Coalition is to build and sustain a culture of health by creating an informed and educated citizenry and a supportive infrastructure of housing, employment, health care and cultural activities. The Coalition has operated in the City of Orange since 2009. Core members include Orange Public Schools, Montclair State University, ValleyArts, and the University of Orange. -Developing workforce preparation classrooms
	Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$500,000/year. Job Creation: 2-3 Fulltime, 15-20 part time. Private Investment: To be determined. Lead Stakeholder: Healthy Orange Coalition.

		Commitments: Orange. Performance Measures: High school graduation rates; number of students attending college; reduced absenteeism rates; improved participation in out of school time programs; participation in extracurricular programs; pregnancy and STD rates; number in uninsured; obesity rates and related illness CEDS Goals: Addressing persistent and complex workforce issues. EDA Investment Priorities: Collaborative Regional Innovation; Public Private Partnerships.
O.3	Fiber Optics	High speed internet services delivered over broadband networks are critical to maintaining competitive advantages in a global economy. A strong correlation exists between quality broadband access and economic growth, such as in Gross Domestic Product, employment and property values. The increasing digital society has had economic and social impact that deepens current levels of poverty and isolation, while increasing large gaps in education and access to opportunity for the low-skilled labor force that is considered low skilled. Significant gaps regarding access to broadband connection exists in low wealth communities. Through fiber optics urban and rural communities will have access to an information technology infrastructure that provides opportunities for expand growth and IT participation.
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$3 million. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: Orange.
		Commitments: Orange. Performance Measures: communities/homes/businesses served by broadband internet CEDS Goal: Enhancing, preserving, and making resilient critical infrastructure assets. EDA Investment Priorities: Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (information technology infrastructure).
O.4	ORNG Ink Youth Entrepreneur Program	The City of Orange has a large youth population with limited opportunities to grow their creativity and entrepreneurial capacity. ORNG Ink has been providing a space for young artists and designers who lack afterschool programming to access opportunities to develop creative skills and participate in a larger creative community. Building on this success, ORNG Ink proposes a youth entrepreneur program to allow participants to make and sell their design work, as well as connect with local businesses that can benefit from these services. With this program, young people in Orange can collaborate in developing the local creative economy, while developing necessary business skills for their own economic independence. - Visioning and convening of stakeholders - Expanding and renovating of a building in Orange - Program development and evaluation
		Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Up to \$500,000. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: ORNG Ink.
		Commitments: Orange. Performance Measures: Project completion; Number of youth served

	CEDS Goals: Promoting small business development. EDA investment Priorities: National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).
O.5	Orange NJ Entrepreneur and Workforce Center The City of Orange has a large underserved and underemployed workforce population that faces vulnerabilities in locating and obtaining stable employment, as well as addressing safety concerns in the workplace. This population includes immigrants, youths, and other traditionally labor marginalized groups. To address this issue, Orange seeks to develop a comprehensive work center that will allow many workforce needs to be met and take advantage of market opportunities unique to Orange. These include access to and knowledge of education and training programs, child care, safe space, and business incubator related services. - Visioning and convening of stakeholders - Beginning some of these activities in some existing sites - Locating and renovating a building in Orange - Program development and evaluation on site
	Priority Level: High. Timeframe: Short Term. Public Cost: Up to \$5 million. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: University of Orange. Commitments: Orange. Performance Measures: Completed renovation; residents served CEDS Goals: Promoting small business development; Addressing persistent and complex workforce issues. EDA Investment Priorities: Collaborative Regional Innovation; National Strategic Priorities (jobs driven skill development).

Plainfield Specifics	
	Action/Objective
P.1	Train Side Plaza at Plainfield Approx. 55,000 square foot supermarket anchored shopping center. Affordable high quality food, improved streetscape will be catalyst for further economic development, employment opportunities for low income residents Priority Level: High. Timeframe: Short to Mid Term. Public Cost: To be determined (\$13.5 million total cost). Job Creation: 50-80 permanent; 75-100 construction & part time. Private Investment: To be determined (total cost of \$13.5 million). Lead Stakeholder: Pike Development Corporation. Commitments: Plainfield. Performance Measures: Project completion; jobs created CEDS Goal: marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priority: Environmentally Sustainable Development).
P.2	Foreclosure Prevention The City of Plainfield is facing a unique foreclosure crisis and has a need to support homeowners who are facing foreclosure or abandoning their properties. The city hopes to develop a program that assists homeowners as they miss a payment to guide them through, and hopefully out of, the foreclosure process. Plainfield hopes to partner with the Department of Housing and Urban Development

		Counseling and Legal Advocacy. The program should include budget and credit counseling, mortgage advocacy and education, alternative options for those facing foreclosure, and legal services in the event of foreclosure.
	Priority Level: High. Timeframe: Short to Mid Public Cost: Staff Time; Indeterminate financial cost. Job Creation: N/A. Private Investment: To be determined. Lead Stakeholder: City of Plainfield Commitments: Plainfield; Faith Bricks and Mortar Performance Measures: Development and implementation of program; number of foreclosures prevented; number of homeowners guided through legal process CEDS Goal: Promulgating best practices in economic development across all 19 communities. EDA Investment Priority: Public Private Partnerships	
P.3	Moderate to Median Income Housing Rehabilitation Program Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Staff time, indeterminate additional cost. Job Creation: N/A. Private Investment: To be determined. Lead Stakeholder: City of Plainfield Commitments: Plainfield Performance Measures: Number of homes rehabbed that would not have been able to be rehabbed previously CEDS Goal: Promulgating best practices in economic development across all 19 communities EDA Investment Priority: Environmentally Sustainable Development	Moderate to median income families often lack the resources necessary to make critical home repairs. Utilizing the Council on Affordable Housing regional income limits, the City of Plainfield hopes to expand the number of homeowners that can be helped by the city. In an effort to increase opportunities for homeownership and the number of homeowners in Plainfield, the city hopes to implement a program that will allow people with resolvable credit problems, employment issues, or liquid capital issues to lease a property that they intend to buy and be able to purchase it when they are ready to do so. While the properties are being leased, developers would be responsible for the property and the City would provide the necessary training, counseling, and assistance to resolve the barriers to homeownership and make the homebuyer a responsible owner.
P.4	Lease Purchase Program Priority Level: High Timeframe: Short to Mid Public Cost: Staff time; indeterminate additional cost Job Creation: N/A Private Investment: \$100 million+ Lead Stakeholder: City of Plainfield Commitments: Plainfield Performance Measures: Number of leasers who eventually purchase a home CEDS Goal: Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priority: Public Private Partnerships	The Greater Plainfield Habitat for Humanity, in conjunction with the City of Plainfield, is seeking to open a Habitat Restore. The Restore is a retail store that sells new and gently used goods from manufacturers, distributors, dealers, and individuals primarily focusing on home goods. Habitat for Humanity has committed itself to utilizing the store as an opportunity to train people coming out of jail/prison to enter the workforce through volunteering in a variety of positions that are available in a Restore.
P.5	Habitat for Humanity Restore	The Greater Plainfield Habitat for Humanity, in conjunction with the City of Plainfield, is seeking to open a Habitat Restore. The Restore is a retail store that sells new and gently used goods from manufacturers, distributors, dealers, and individuals primarily focusing on home goods. Habitat for Humanity has committed itself to utilizing the store as an opportunity to train people coming out of jail/prison to enter the workforce through volunteering in a variety of positions that are available in a Restore.

	Priority Level: High Timeframe: Short to Mid. Public Cost: To be determined Job Creation: 4 Full Time Equivalence. Private Investment: To be determined. Lead Stakeholder: Greater Plainfield Habitat for Humanity
	Commitments: Plainfield
	Performance Measures: Number of unemployed or persons in re-entry trained and placed in a job.
	CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priority: Public Private Partnerships

East Orange Specifics	
	Action/Objective
Q.1	East Orange Arts Incubator and Artist Live/Work Spaces
	The City of E. Orange seeks to develop an arts incubator and create live/work artist space in order to support the arts as an economic development engine within the transit village designated area.
	Commitments: East Orange; In kind technical and professional support from EO Departments of Public Works, Planning and Recreation including additional support from local nonprofit partners including the Arts Council of East Orange, the East Orange Historical Society, the Police Athletic League of East Orange and the East Orange YMCA..
	Commitments: East Orange; In kind technical and professional support from EO Departments of Public Works, Planning and Recreation including additional support from local nonprofit partners including the Arts Council of East Orange, the East Orange Historical Society, the Police Athletic League of East Orange and the East Orange YMCA..
	Performance Measures: New incubator space and live/work units developed.
	CEDS Goals: Promoting small business development; Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).
Q.2	Traffic & Safety Improvements to intersections and overpasses along Freeway Drives East & West
	Freeway Drive is a critical area in E. Orange, permitting access to I-287 and essential business districts. Freeway Drive also unfortunately separates parts of E. Orange, resulting in economic access issues for many residents. Traffic and safety improvements for Freeway Drive will result in a more cohesive E. Orange, traffic flow that will feed the transit village areas, and allow residents to safely access parts of E. Orange that are currently effectively inaccessible.
	Priority Level: High. Timeframe: Short Term. Public Cost: \$1.6 million Total Capital Cost. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: City of East Orange.
	Commitments: TCSP (\$250,000), 2013 Transit Village Grant (\$250,000), NJDOT Improvement Initiative (\$750,000).
	Performance Measures: Completion of improvements
	CEDS Goals: Enhancing, preserving, and making resilient critical infrastructure assets; Promoting small business development. EDA Investment Priorities: Environmentally Sustainable Development
Q.3	East Orange Public Art Installation Project
	As part of its Transit Village activities, the City of E. Orange plans to incorporate a significant public art element into any transit village plans and developments. The city plans to significantly utilize public art installations as catalysts for economic development through the stimulation of traffic that will attract business activities to E. Orange.

	Priority Level: High. Timeframe: Short Term. Public Cost: \$20,000 Total Capital Cost; \$20,000 Annual Operating Cost. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: City of East Orange.	
	Commitments: East Orange.	
	Performance Measures: Implementation of Project; new traffic and business inducement	
	CEDS Goal: Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: Environmentally Sustainable Development.	
Q.4	East Orange Transit Village Parking Study and Vision Plan	The City of East Orange has a large transit area, stretching from East orange station across the street from City Hall to the historic Brick Church station. The City was recently granted transit village designation. This designation solidifies a commitment from the State of NJ to assist E. Orange in redeveloping its transit village corridor. In order to ensure the long-term viability, support, and success of the transit village, it is necessary that certain studies and planning activities are undertaken.
	Priority Level: High. Timeframe: Short Term. Public Cost: \$100,000 Capital Cost. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: City of East Orange.	
	Commitments: In kind technical and professional support from EO Departments of Public Works, Planning and Recreation including additional support from local nonprofit partners including the Arts Council of East Orange and NJAPA.	
	Performance Measures: Completion of Study	
	CEDS Goal: Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priority: Environmentally Sustainable Development.	

Regional Projects		
	Action/Objective	Description / Tasks
R.1	Urban Auxiliary Police Program	Training opportunities for young adults to enter law enforcement careers are nearly non-existent in many communities, despite this career field offering well-paying, stable employment opportunities. A police auxiliary program provides all of the training that a full time police officer receives, with the exception of firearms training. This training makes auxiliary police officers attractive candidates for employment in other public law enforcement agencies, performing a variety of duties, as well as in private security. An ideal police auxiliary program will involve a workforce development component that actively connects auxiliary police officers to full time employment opportunities. Case Study: Perth Amboy
		Priority Level: High. Timeframe: Mid Term. Public Cost: To be determined. Job Creation: 10 trained per year. Private Investment: To be determined. Lead Stakeholder: Individual municipalities.

		Commitments: To be determined. Performance Measures: Number of individuals trained and receive employment CEDS Goals: Addressing persistent and complex workforce issues; Promulgating best practices in economic development across all 19 communities. EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (jobs driven skill development).
R.2	VIE Youth Entrepreneurship and Investing	To introduce 7th to 12th grade students to entrepreneurship and investing through interactive, facilitated discussion and service learning. Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Est. operating cost of \$240,000. Job Creation: 1 full time, 8 part-time. Private Investment: To be determined. Lead Stakeholder: Vondor Institute for Entrepreneurship and Financial Literacy. Commitments: To be determined. Performance Measures: Number of Youth served CEDS Goals: Promoting small business development; Promulgating best practices in economic development across all 19 communities. EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).
R.3	Urban Farming Initiative	The purpose of the initiative is to expand urban farming throughout the 19 cities based on the successful model developed in the City of Orange by City-Hydroponics. The Initiative will lead to sustainable urban farming through the redevelopment of unused areas or underutilized structures in urban centers. It will bring together food resources, social services, job training and eco-education to city residents. New urban farms will provide an invaluable opportunity to provide worker training in the burgeoning "Urban Farming" Industry. The system to be implemented in each City will feature a synergistic system including farm, product distribution, fresh produce market, and training facility. Tasks: - Develop new urban farms of approximately 5,000 square feet in each City Priority Level: High. Timeframe: Short to Mid Term. Public Cost: Total cost of each farm = \$1.2 million. Job Creation: 6-10 jobs per farm; plus part-time seasonal workers. Private Investment: Up to \$850,000 (total cost per farm). Lead Stakeholder: Individual Municipalities Commitments: To be determined. Performance Measures: Number of new farms; number of jobs created CEDS Goals: Promoting small business development; Addressing persistent and complex workforce issues; Promulgating best practices in economic development across all 19 communities. EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (jobs driven skill development; innovations in science and healthcare); Environmentally Sustainable Development.

R.4	Urban Solar System Installation and Management Training for Long term unemployed and Non-violent ex-offenders	In urban areas in general there is a lack of expertise in the construction and maintenance of solar and renewable energy facilities. This industry is projected to grow substantially for the foreseeable future in one form or another. As such, this is a job area that will be missed by those who don't have the training. Our program would seek to fill that training gap in non-violent ex-offenders, the long term unemployed, and any other low income individuals with an interest in the field. Our program would be unique in that we would build new, or purchase/ lease operating solar systems of various styles and locations within the state to offer trainees the most comprehensive training possible in solar installations. This would also make their skill sets the most marketable within and outside of New Jersey. We have interest from at least two existing solar installations willing to make their systems available, with general interest from others. We also have interest from Lincoln Technical institute to provide training expertise and infrastructure. Lincoln Tech also has an exemplary track record in job placement after training is complete.
		Priority Level: High. Timeframe: Mid Term. Public Cost: Total capital cost = \$205,000; Annual Operating Cost = \$105,000. Job Creation: 15-20 jobs per year. Private Investment: Private group has agreed to owner finance operating solar equipment if necessary during start up. Lead Stakeholder: Independence: A Family of Services.
		Commitments: Private financing during start up.
		Performance Measures: Number of individuals trained and employed
		CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priorities: Public Private Partnerships; National Strategic Priorities (jobs driven skill development); Environmentally Sustainable Development.
R.5	Customized Employed and Supported Education Initiative for persons with mental health disabilities	Customized employment is a flexible process designed to personalize the employment relationship between a job candidate and an employer in a way that meets the needs of both. It is based on an individualized match between the strengths, conditions, and interests of a job candidate and the identified business needs of an employer. Supported Education provides supports to assist people with psychiatric disabilities to take advantage of skill, career, education and interpersonal development opportunities within a normalizing academic environment. Supported Education Programs are community partnerships made up of mental health consumers, their network of supporters, agencies, providers and colleges and universities with the intention of pooling resources to maximize educational opportunities and employment outcomes for persons with psychiatric disabilities.
		Priority Level: High. Timeframe: Mid- to Long Term. Public Cost: To be determined. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: Discover a New Future.
		Commitments: To be determined.
		Performance Measures: Number of individuals served
		CEDS Goal: Addressing persistent and complex workforce issues. EDA Investment Priorities: Economically Distressed and Underserved Communities.

R.6	Redevelopment Ready Communities	Urban communities often face difficulties in redevelopment due to outdated plans, zoning ordinances, and development practices. As the trend towards urban living and redevelopment gets stronger, communities that have been active in making their communities amenable and friendly towards redevelopment will prosper more quickly than communities who have not updated the various plans and ordinances needed to make meaningful development occur. Encouraging cities to adopt best practices in redevelopment will signal to developers, citizens, and investors that a community and its leadership are ready and serious about transforming their community.. 1. Determine what entity will lead the redevelopment process and programming 2. Bring together a coalition of redevelopers, municipalities, real estate professionals, municipalities, and various economic development organizations to determine the practices 3. Publicize the initiative and solicit input from communities who are willing to participate in the process 4. Identify the professionals willing to assist in determining if communities have made themselves redevelopment ready. Case Study: Michigan Economic Development Corporation already has program in place.
		Priority Level: High. Timeframe: Mid- to Long Term. Public Cost: To be determined. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: Watson Institute
		Commitments: To be determined.
		Performance Measures: Increase in redevelopment activity in certified redevelopment ready communities; ordinances passed related to recommendations; number of municipalities participating in the process CEDS Goals: Promoting small business development; Marketing effectively to attract new businesses, future residents, and tourists. EDA Investment Priorities: Collaborative Regional Innovation.

R.7	Supporting Manufacturing Businesses and Employment	Economic and workforce development opportunities related to manufacturing present a strong opportunity for New Jersey to create innovative partnerships between public entities and private manufacturers that provide employment opportunities and give manufacturers tools to be able to expand their business. New Jersey's manufacturing history and infrastructure assets make it a competitive location for manufacturing opportunities. Tasks: 1. Determine workforce development needs and develop partnerships that will be able to address those needs. Interfacing with potential employers, training providers, middle schools, high schools, and post – secondary institutions. 2. Develop a curriculum that successfully integrates educational needs and practical experience. 3. Understand the non – workforce related needs of manufacturers so that strategies can be developed to support new and existing manufacturers, 4. Provide site selectors and entrepreneurs the tools needed to make informed decisions about locating their company in specific areas. 5. Bring together a group of people knowledgeable about makerspaces to understand how much opportunity exists for these efforts in the various areas served by the CEDS.
	Priority Level: High. Timeframe: Mid- to Long Term. Public Cost: To be determined. Job Creation: 100+. Private Investment: 100 million+. Lead Stakeholder: Watson Institute	
	Commitments: New Jersey Manufacturing Extension Partnership	
	Performance Measures: Increase in students enrolled in manufacturing related programming through high school, post – secondary institutions, and workforce development programs; Increased remediation of potential manufacturing sites; Creation of makerspaces in the CEDS region; Implementation of marketing strategies around potential manufacturing properties as well as manufacturing as a potential career field. CEDS Goals: Promoting small business development; Addressing persistent and complex workforce issues; Promulgating best practices in economic development across all 19 communities. EDA Investment Priorities: Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (advanced manufacturing; jobs driven skill development).	

R.8	Leveraging Resilient Infrastructure and Economic/Community Development	Ensuring that communities are resilient to natural disasters and other system shocks is an essential aspect of economic development activities within any municipality. Currently, critical infrastructure throughout New Jersey is susceptible to failure during natural disasters. This susceptibility presents direct costs for municipalities and individuals, as well as indirect costs associated with the loss of business activity, and thus general neighborhood vitality, due to failing infrastructure. Ensuring that as many projects and initiatives as possible meet goals related to both infrastructure resiliency, business continuing, and neighborhood revitalization will allow for the most effective and efficient use of resources. Resilience initiatives that can be combined with revitalization and business continuity include but are not limited to green infrastructure, coastal infrastructure (where applicable), ecology based hazard mitigation, and coordinated and supported community planning efforts. Tasks: 1. Encourage cities to understand how climate change will affect each community in the CEDS. 2. Increase knowledge and awareness of resiliency opportunities and connect municipalities to resources 3. Conduct vulnerability assessments to understand the resiliency needs of each community and guide them on feasibility of initiatives 4. Convene resource persons/knowledge on resiliency and revitalization that are knowledgeable of both coastal and non-coastal communities 5. Identify opportunities for infrastructure projects that address resiliency concerns and achieve other economic or community development objectives where applicable.
		Priority Level: High. Timeframe: Mid- to Long Term. Public Cost: 100+ million Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: Individual Municipalities; Watson Institute Commitments: To be determined. Performance Measures: New jobs created; economic activity generated; resilience projects implemented CEDS Goal: Enhancing, preserving, and making resilient critical infrastructure assets; Marketing effectively to attract new businesses, future residents, and tourists; Promulgating best practices in economic development across all 19 communities. EDA Investment Priorities: Collaborative Regional Innovation; National Strategic Priorities (urban waters; natural disaster mitigation and resiliency); Environmentally Sustainable Development.

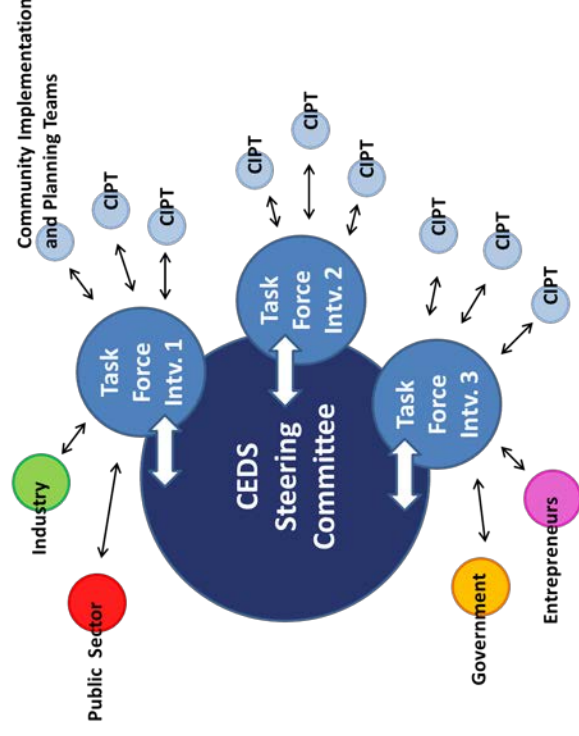
R.9	Access to International Trade Opportunities	Educating and providing resources to facilitate trading strategies for small to mid-sized businesses in the region is a critical component of creating an environment for successful and thriving businesses. Businesses in the United States who do not have the immediate resources available to them to navigate the international trade process participate in trade at very low rates compared to businesses in other countries. This lack of participation in international markets leaves out the vast majority of world consumers and causes businesses to fail or struggle to grow, as well as hamper their ability to contribute employment and investments in the region. Providing resources and opportunities for small and mid-sized businesses to learn about and engage in international trade will grow businesses in the region, decrease the United States' overall trade deficit, and encourage more foreign investment in our communities. Tasks: - Organize a steering committee and essential working groups - Develop a market analysis - Ensure the development of the exporting strategy is an essential aspect of the regions strategies (present in newly developed/revised plans, secured by-in from elected officials, etc.) - Develop the export plan that outlines specific strategies and action items - Implement the plan - Continue to work to ensure that exporting is an integral part of the economic development strategies of all organizations participating in economic development in the region
	Priority Level: High. Timeframe: Mid- to Long Term. Public Cost: To be determined. Job Creation: To be determined. Private Investment: To be determined.	Lead Stakeholder: Watson Institute
	Commitments: To be determined.	
	Performance Measures: Percentage of businesses in region engaging in export activities; business development and entrepreneurship programs developed around export and/or exports integrated into existing programs	
	CEDS Goals: Promoting small business development; Marketing effectively to attract new businesses, future residents, and tourists; promulgating best practices in economic development across all 19 communities. EDA Investment Priorities: Collaborative Regional Innovation; National Strategic Priorities; Global Competitiveness.	

R.10	Leveraging Resources for Regional Prosperity	Through simultaneous large scale planning efforts occurring through the John S. Watson Institute and the North Jersey Transportation Planning Authority, New Jersey has a unique opportunity to build the relationships and partnerships necessary to effect positive developments for economic opportunity in our distressed communities. Ensuring that both organizations build and present a united front on complementary economic development work will allow New Jersey to maximize its funding opportunities. This partnership should have a particular focus on two of New Jersey's most difficult areas to address: economic resiliency and infrastructure investments.
		Priority Level: High. Timeframe: Mid- to Long Term. Public Cost: To be determined. Job Creation: To be determined. Private Investment: To be determined. Lead Stakeholder: Watson Institute and North Jersey Transportation Planning Authority.
		Commitments: To be determined.
		Performance Measures: Number of projects funded; number of jobs created
		CEDS Goals: Enhancing, preserving, and making resilient critical infrastructure assets; Providing adequate implementation assistance to execute the CEDS plan. EDA Investment Priorities: Collaborative Regional Innovation; National Strategic Priorities (urban waters; natural disaster mitigation and resiliency).

Implementation Framework

As noted below, this CEDS is unique in that it is focused on 19 specific municipalities within a seven-county area. It is removed from the usual nesting in county government and instead allows local government to be the driver and implementor. Therefore, part of our process was to define an implementation framework that is sustainable and effective.

The graphic below illustrates how the planning process has been integrated with the implementation process. At the center is the CEDS Steering Committee, together with the various task forces that the committee appointed to focus on specific topics (such as workforce, infrastructure, marketing, etc.) Members of the larger public were invited to the table, such as representatives of state and local government as well as business leaders and entrepreneurs. Each objective/action was identified by the task forces and approved by the CEDS Steering Committee before becoming part of the CEDS Plan.



On the implementation side, community representatives in each of the 19 communities were identified as part of local “Community Implementation and Planning Team” or CIPT. The purpose of each CIPT is two-fold: (1) to bring specific projects to light that fit into the objectives/actions of the CEDS Plan and to share them with the task forces and steering committee, and (2), once the CEDS plan



was adopted, to facilitative the implementation of actual projects within their community that conform to the recommendations of the CEDS plan. A list of the CIPTs can be found in the body of the report.

Finally, one of the major goals of this CEDS is the establishment of an “Office of NJUMA” to be supported by a fellow at the Watson Institute. This Office of NJUMA will interface regularly with each CIPT chairperson to ensure continuous implementation and feedback from each community.



Economic Background

1. Economic Background

This section is meant to provide background on the economic development situation of the Region with a discussion of the economy, population, geography, workforce development and use, transportation access, resources, environment and other pertinent information. 13CFR303.7(b)(1)

Community and Regional Profiles

Much of this section is contained in the Economic Base Analysis previously prepared, submitted and approved by USED.A. A summary of that Economic Base Analysis is included in Appendix B.

It can also be found here:

http://www.tesc.edu/watson/institute/documents/Economic_Analysis_North_Central_Region_NJ-Final.pdf

During that process, each of the 19 subject municipalities was profiled in great detail, such profiles including:

- Mapping
- Population, housing and commutation
- Educational attainment and poverty rates
- Industry size, growth, projected growth
- Competitiveness factors such as location quotient and shift share analyses
- Occupation trends, growth, projected growth
- Workforce preparedness
- Commutation patterns
- Retail analysis regarding availability of goods and services
- Traffic counts
- Market segmentation profile
- Community revenue profile
- Extensive qualitative analysis from interviews with community representatives, including additional local, regional and state plans referenced and provided by each community.

These individual profiles can be found at: <http://www.camoinassociates.com/tescprofiles.aspx>

Also included is an extensive industry sector analysis on the innovation economy and, specifically, the “Cleantech” industry cluster.

2014 Data Update

As a complement to the above extensive profiling, we provide summary statistics on the Region as laid forth below.

Largest Industries

The relative size of each industry is determined by looking at industry employment data for 2-digit and 4-digit NAICS codes. Each industry is ranked from largest to smallest by the number of jobs in 2014. The percent of total employment that this industry represents within the region is shown as well. This data is used to identify the largest industries and industry sectors, based on the number of individuals employed in that sector, within each community. It is also used to evaluate the distribution of employment by industry.

The general industrial makeup of the region's economy is provided in the table below. The top five largest industries by employment are highlighted in blue. The two largest 2-digit industry sectors employ over 288,000 jobs each and include *Government* and *Health Care and Social Assistance*. *Retail Trade* is the third largest 2-digit industry, with almost 246,000 jobs available. This is followed by the *Professional, Scientific, and Technical Services* industry, which has over 189,000 jobs in the region. Rounding out the top five largest industries in the region is *Finance and Insurance*, which has 170,000 jobs.

Largest 2-digit Industries				
NAICS Code	Description	2014 Jobs	% of Total Workforce	Wages
90	Government	307,163	12.8%	\$ 59,862
62	Health Care and Social Assistance	288,215	12.0%	\$ 45,806
44	Retail Trade	245,876	10.2%	\$ 29,109
54	Professional, Scientific, and Technical Services	189,141	7.9%	\$ 76,114
52	Finance and Insurance	170,068	7.1%	\$ 86,699
	Administrative and Support and Waste Management and Remediation Services	153,193	6.4%	\$ 31,289
72	Accommodation and Food Services	140,960	5.9%	\$ 18,954
81	Other Services (except Public Administration)	134,603	5.6%	\$ 25,874
48	Transportation and Warehousing	132,603	5.5%	\$ 48,844
53	Real Estate and Rental and Leasing	128,424	5.3%	\$ 27,642
31	Manufacturing	110,483	4.6%	\$ 68,399
23	Construction	99,690	4.2%	\$ 46,953
42	Wholesale Trade	98,940	4.1%	\$ 68,601
61	Educational Services (Private)	55,828	2.3%	\$ 29,184
71	Arts, Entertainment, and Recreation	50,305	2.1%	\$ 20,123
51	Information	45,463	1.9%	\$ 81,204
55	Management of Companies and Enterprises	31,570	1.3%	\$ 141,312
22	Utilities	6,852	0.3%	\$ 107,399
99	Unclassified Industry	6,104	0.3%	\$ 31,464
11	Agriculture, Forestry, Fishing and Hunting	3,761	0.2%	\$ 27,427
21	Mining, Quarrying, and Oil and Gas Extraction	1,896	0.1%	\$ 116,158
	Total	2,401,138	100%	\$ 56,591

Source: EMSI

Below are the Top 25 industries at the 4-digit NAICS code level for the region. The largest 4-digit NAICS code industry is *Education and Hospitals (Local Government)*, which makes up approximately 5.1% of the total workforce in the region and has over 123,000

jobs¹. *Local Government, Excluding Education and Hospitals*, is the second largest industry in the region making up 3.3% of the entire workforce.

Largest 4-digit Industries				
NAICS Code	Description	2014 Jobs	% of Total Workforce	Wages
9036	Education and Hospitals (Local Government)	123,165	5.1%	\$ 57,743
9039	Local Government, Excluding Education and Hospitals	79,282	3.3%	\$ 63,346
6221	General Medical and Surgical Hospitals (Private)	62,007	2.6%	\$ 59,218
5311	Lessors of Real Estate	61,236	2.6%	\$ 34,045
5239	Other Financial Investment Activities	55,772	2.3%	\$ 59,198
5613	Employment Services	55,458	2.3%	\$ 25,944
7221	Full-Service Restaurants	54,792	2.3%	\$ 19,272
9026	Education and Hospitals (State Government)	49,255	2.1%	\$ 51,984
7222	Limited-Service Eating Places	48,191	2.0%	\$ 16,303
4451	Grocery Stores	45,717	1.9%	\$ 25,212
5617	Services to Buildings and Dwellings	40,247	1.7%	\$ 22,211
6211	Offices of Physicians	40,095	1.7%	\$ 80,530
5415	Computer Systems Design and Related Services	38,547	1.6%	\$ 96,781
6244	Child Day Care Services	32,717	1.4%	\$ 18,089
5511	Management of Companies and Enterprises	31,570	1.3%	\$ 141,312
5313	Activities Related to Real Estate	31,334	1.3%	\$ 21,555
8121	Personal Care Services	30,026	1.3%	\$ 17,654
2382	Building Equipment Contractors	29,539	1.2%	\$ 56,356
5419	Other Professional, Scientific, and Technical Services	28,699	1.2%	\$ 41,841
5416	Management, Scientific, and Technical Consulting Services	28,266	1.2%	\$ 55,398
5312	Offices of Real Estate Agents and Brokers	27,741	1.2%	\$ 13,817
9011	Federal Government, Civilian	27,434	1.1%	\$ 77,958
5242	Agencies, Brokerages, and Other Insurance Related Activities	26,832	1.1%	\$ 74,080
4841	General Freight Trucking	26,825	1.1%	\$ 40,865
Total		1,074,745	45%	

Source: EMSI

¹ This NAICS code (i.e. 9036) is a data enhancement by EMSI, which breaks down general reporting of governmental employment into finer levels of detail. Education and Hospitals (Local Government) includes any hospital or school that is classified under local government. This includes Elementary and Secondary Schools; Colleges, Universities, and Professional Schools; All Other Schools and Educational Support Services; Hospitals.

Fastest Growing Industries 2002-2012

It is important to look at past changes in employment by industry to identify which industries have experienced rapid growth/decline. This information can be used to detect industries that might be struggling or, on the other hand, those that are thriving. To identify the fastest growing industries in the region, the historic change in employment is presented by the number of employees lost or gained and the percent change within each industry over the last ten years (2004-2014). The top five fastest growing industries in the region are highlighted in darker blue in each of the data tables.

At the 2-digit level, the fastest growing industry over the past ten years was *Health Care and Social Assistance*. This industry added over 50,600 jobs in the region, which was a 21% increase. The second and third fastest growing industries were in the FIRE sector with *Finance and Insurance* ranking second and *Real Estate and Rental and Leasing* ranking third in job growth.

Fastest Growing 2-digit Industries (2004-2014)					
NAICS Code	Description	2004 Jobs	2014 Jobs	2004-2014 Change	2004-2014 % Change
62	Health Care and Social Assistance	237,595	288,215	50,620	21%
52	Finance and Insurance	132,370	170,068	37,698	28%
53	Real Estate and Rental and Leasing	93,170	128,424	35,254	38%
72	Accommodation and Food Services	107,365	140,960	33,595	31%
81	Other Services (except Public Administration)	110,689	134,603	23,914	22%
54	Professional, Scientific, and Technical Services	172,017	189,141	17,124	10%
	Administrative and Support and Waste Management and Remediation Services	140,510	153,193	12,683	9%
61	Educational Services (Private)	43,320	55,828	12,508	29%
48	Transportation and Warehousing	120,531	132,603	12,072	10%
71	Arts, Entertainment, and Recreation	39,643	50,305	10,662	27%
55	Management of Companies and Enterprises	21,962	31,570	9,608	44%
44	Retail Trade	239,366	245,876	6,510	3%
21	Mining, Quarrying, and Oil and Gas Extraction	927	1,896	969	105%
11	Agriculture, Forestry, Fishing and Hunting	4,031	3,761	(270)	-7%
22	Utilities	7,276	6,852	(424)	-6%
99	Unclassified Industry	8,216	6,104	(2,112)	-26%
51	Information	51,971	45,463	(6,508)	-13%
42	Wholesale Trade	106,542	98,940	(7,602)	-7%
23	Construction	108,534	99,690	(8,844)	-8%
90	Government	318,705	307,163	(11,542)	-4%
31	Manufacturing	166,484	110,483	(56,001)	-34%
	Total	2,231,225	2,401,137	169,914	8%

Source: EVSI

The Top 25 fastest growing 4-digit industries in the region over the past 10-years (2004-2012) include *Other Financial Investment Activities, Lessors of Real Estate, Full-Service Restaurants, and Management, Scientific, and Technical*

Consulting Services. Below is a list of the Top 25 growing industries (4-digit NAICS code) over the last ten years, sorted by the job change number.

Fastest Growing 4-digit Industries (2004-2014)					
NAICS Code	Description	2004 Jobs	2014 Jobs	2004-2014 Change	2004-2014 % Change
5239	Other Financial Investment Activities	55,772	23,601	32,171	136%
5311	Lessor of Real Estate	61,236	38,123	23,113	61%
7221	Full-Service Restaurants	54,792	38,046	16,746	44%
8121	Personal Care Services	30,026	17,082	12,944	76%
5416	Management, Scientific, and Technical Consulting Services	28,266	17,160	11,106	65%
7222	Limited-Service Eating Places	48,191	37,390	10,801	29%
5511	Management of Companies and Enterprises	31,570	21,962	9,608	44%
5313	Activities Related to Real Estate	31,334	22,145	9,189	41%
6241	Individual and Family Services	19,998	11,022	8,976	81%
6213	Offices of Other Health Practitioners	24,163	15,599	8,564	55%
6116	Other Schools and Instruction (Private)	18,298	10,195	8,103	79%
8129	Other Personal Services	24,385	16,707	7,678	46%
6244	Child Day Care Services	32,717	25,500	7,217	28%
5613	Employment Services	55,458	48,256	7,202	15%
9026	Education and Hospitals (State Government)	49,255	42,089	7,166	17%
5415	Computer Systems Design and Related Services	38,547	31,761	6,786	21%
5242	Agencies, Brokerages, and Other Insurance Related Activities	26,832	20,350	6,482	32%
6216	Home Health Care Services	22,025	15,815	6,210	39%
6211	Offices of Physicians	40,095	34,512	5,583	16%
7223	Special Food Services	19,904	15,024	4,880	32%
5419	Other Professional, Scientific, and Technical Services	28,699	24,224	4,475	18%
8141	Private Households	6,616	10,974	4,358	66%
6231	Nursing Care Facilities	20,915	25,233	4,318	21%
4521	Department Stores	22,295	26,476	4,181	19%
5611	Office Administrative Services	7,276	11,190	3,914	54%
Total		798,663	600,435	231,771	29%

Source: EMSI

Projected Industry Growth 2014-2024

Projected changes in employment from 2014 to 2024 are presented in the following tables. At the 2-digit level, *Health Care and Social Assistance* is expected to have the greatest job growth in the region, adding 42,000 jobs (15% increase) over the next ten years. The second largest growing industry in the region is expected to be Finance and Insurance. It is projected that this industry will add over 36,000 jobs (21%) increase.

Projected Growth: Fastest Growing 2-digit Industries (2014-2024)					
NAICS Code	Description	2014 Jobs	2024 Jobs	Change	% Change
62	Health Care and Social Assistance	288,215	330,649	42,433	15%
52	Finance and Insurance	170,068	206,389	36,321	21%
54	Professional, Scientific, and Technical Services	189,141	216,537	27,396	14%
53	Real Estate and Rental and Leasing	128,424	155,181	26,757	21%
81	Other Services (except Public Administration)	134,603	159,220	24,617	18%
	Administrative and Support and Waste Management and Remediation Services	153,193	176,844	23,650	15%
44	Retail Trade	245,876	264,544	18,669	8%
23	Construction	99,690	118,045	18,355	18%
72	Accommodation and Food Services	140,960	158,531	17,572	12%
48	Transportation and Warehousing	132,603	147,799	15,196	11%
61	Educational Services (Private)	55,828	64,321	8,493	15%
71	Arts, Entertainment, and Recreation	50,305	58,337	8,033	16%
42	Wholesale Trade	98,940	104,794	5,854	6%
55	Management of Companies and Enterprises	31,570	34,370	2,800	9%
22	Utilities	6,852	7,848	996	15%
21	Mining, Quarrying, and Oil and Gas Extraction	1,896	2,741	845	45%
11	Agriculture, Forestry, Fishing and Hunting	3,761	3,546	(215)	-6%
51	Information	45,463	44,511	(951)	-2%
90	Government	307,163	302,438	(4,726)	-2%
99	Unclassified Industry	6,104	1,338	(4,766)	-78%
31	Manufacturing	110,483	95,968	(14,515)	-13%
	Total	2,401,137	2,653,951	252,815	11%

Source: EYSI

The table below shows the Top 25 growth industries in the region at the 4-digit level. *Other Financial Investment Activities* is projected to add nearly 23,000 jobs making it the industry with the greatest expected number of new jobs, and the fastest projected growing industry at 41% projected growth.

Projected Growth: Fastest Growing 4-digit industries (2014-2024)					
NAICS Code	Description	2014 Jobs	2024 Jobs	Change	% Change
5239	Other Financial Investment Activities	55,772	78,766	22,994	41%
5311	Lessors of Real Estate	61,236	79,739	18,503	30%
5613	Employment Services	55,458	69,512	14,054	25%
8121	Personal Care Services	30,026	39,950	9,923	33%
2382	Building Equipment Contractors	29,539	38,048	8,510	29%
5415	Computer Systems Design and Related Services	38,547	46,697	8,150	21%
5416	Management, Scientific, and Technical Consulting Services	28,266	35,890	7,624	27%
6244	Child Day Care Services	32,717	40,131	7,414	23%
7221	Full-Service Restaurants	54,792	61,995	7,203	13%
6216	Home Health Care Services	22,025	28,538	6,513	30%
6241	Individual and Family Services	19,998	26,005	6,007	30%
5313	Activities Related to Real Estate	31,334	37,041	5,707	18%
2361	Residential Building Construction	17,872	23,534	5,663	32%
6211	Offices of Physicians	40,095	45,723	5,628	14%
6213	Offices of Other Health Practitioners	24,163	29,716	5,554	23%
8129	Other Personal Services	24,385	29,585	5,199	21%
5617	Services to Buildings and Dwellings	40,247	45,380	5,133	13%
6116	Other Schools and Instruction (Private)	18,298	23,246	4,948	27%
7222	Limited-Service Eating Places	48,191	53,096	4,905	10%
4481	Clothing Stores	24,700	29,441	4,741	19%
5419	Other Professional, Scientific, and Technical Services	28,699	33,261	4,563	16%
5242	Agencies, Brokerages, and Other Insurance Related Activities	26,832	30,815	3,984	15%
6231	Nursing Care Facilities	25,233	29,193	3,960	16%
5221	Depository Credit Intermediation	25,667	29,448	3,781	15%
5611	Office Administrative Services	11,190	14,868	3,679	33%
	Total	815,280	999,619	184,340	23%

Source: EMSI

Concentrated Industries: Location Quotient

Location Quotient (LQ) analysis compares a specific geographic region to a larger reference area by quantifying how concentrated a particular industry, demographic group, or other variable is as compared to the larger geography. In this section, employment by industry in the region is compared to the State and U.S. to identify which industries are more highly concentrated in the region than at the state or national level.

LQ is calculated by dividing the percent of jobs within each industry locally by the percent of jobs in the same industry at the state or national level. For example, if the finance and insurance industry accounts for 2% of jobs in a community and at the national level this industry has 1% of the total jobs, the community has an LQ of 2.0 ($0.02 \div 0.01 = 2$). In this example, the local community

employs twice as many individuals in the industry as expected based on national employment patterns. Typically, only values above 1.20 or below 0.80 are considered “significant” findings for in LQ analysis. Industries with a high LQ and high employment numbers are assumed to produce more than what is needed locally (i.e. a surplus) and export their products and services.

The following tables contain the results of the state and national LQ analysis for the region’s industries. For the 2-digit level, industries found to be significant at the state LQ analysis level are shaded in a darker blue.

2-digit LQs Sorted by State LQ			
NAICS Code	Description	2014 National LQ	2014 State LQ
48	Transportation and Warehousing	1.70	1.37
81	Other Services (except Public Administration)	0.99	1.10
90	Government	0.99	1.06
51	Information	1.06	1.05
22	Utilities	0.92	1.04
62	Health Care and Social Assistance	1.07	1.02
	Administrative and Support and Waste Management and Remediation Services	1.00	1.01
52	Finance and Insurance	1.25	1.01
44	Retail Trade	1.03	1.00
23	Construction	0.83	0.99
53	Real Estate and Rental and Leasing	1.14	0.97
71	Arts, Entertainment, and Recreation	0.93	0.97
21	Mining, Quarrying, and Oil and Gas Extraction	0.10	0.95
61	Educational Services (Private)	0.95	0.94
31	Manufacturing	0.67	0.93
72	Accommodation and Food Services	0.81	0.92
54	Professional, Scientific, and Technical Services	1.14	0.91
42	Wholesale Trade	1.19	0.91
99	Unclassified Industry	2.47	0.84
55	Management of Companies and Enterprises	1.06	0.76
11	Agriculture, Forestry, Fishing and Hunting	0.08	0.35

Source: EMSI

Below are the Top 25 highest LQs in the region at the 4-digit NAICS level compared to the State of New Jersey.

Top 25 4-digit LQs Sorted by State LQ		
NAICS Code	Description	2014 State LQ
4811	Scheduled Air Transportation	2.08
4883	Support Activities for Water Transportation	1.97
3159	Apparel Accessories and Other Apparel Manufacturing	1.90
3112	Grain and Oilseed Milling	1.83
4851	Urban Transit Systems	1.82
3311	Iron and Steel Mills and Ferroalloy Manufacturing	1.79
4832	Inland Water Transportation	1.68
2121	Coal Mining	1.67
3361	Motor Vehicle Manufacturing	1.67
3379	Other Furniture Related Product Manufacturing	1.66
3161	Leather and Hide Tanning and Finishing	1.65
3133	Textile and Fabric Finishing and Fabric Coating Mills	1.64
4831	Deep Sea, Coastal, and Great Lakes Water Transportation	1.58
3221	Pulp, Paper, and Paperboard Mills	1.57
9026	Education and Hospitals (State Government)	1.57
4869	Other Pipeline Transportation	1.57
4882	Support Activities for Rail Transportation	1.56
3326	Spring and Wire Product Manufacturing	1.56
4852	Interurban and Rural Bus Transportation	1.56
4881	Support Activities for Air Transportation	1.54
3132	Fabric Mills	1.53
4885	Freight Transportation Arrangement	1.53
3152	Cut and Sew Apparel Manufacturing	1.51
3274	Lime and Gypsum Product Manufacturing	1.49
3241	Petroleum and Coal Products Manufacturing	1.42

Source: EMSI

The next table shows the Top 25 LQs in the region at the 4-digit NAICS compared to the nation. Those industries in bold typeface in the table below do not appear in the Top 25 LQs using the state as the basis for comparison.

Top 25 4-digit LQs Sorted by National LQ		
NAICS Code	Description	2014 National LQ
4852	Interurban and Rural Bus Transportation	6.19
3159	Apparel Accessories and Other Apparel Manufacturing	4.80
3256	Soap, Cleaning Compound, and Toilet Preparation Manufacturing	3.65
4883	Support Activities for Water Transportation	3.31
4869	Other Pipeline Transportation	3.07
3254	Pharmaceutical and Medicine Manufacturing	2.80
4243	Apparel, Piece Goods, and Notions Merchant Wholesalers	2.65
4821	Rail Transportation	2.59
4853	Taxi and Limousine Service	2.55
4811	Scheduled Air Transportation	2.51
4854	School and Employee Bus Transportation	2.49
9999	Unclassified Industry	2.47
4885	Freight Transportation Arrangement	2.36
4453	Beer, Wine, and Liquor Stores	2.36
	Securities and Commodity Contracts Intermediation and	
5231	Brokerage	2.30
4832	Inland Water Transportation	2.22
3251	Basic Chemical Manufacturing	2.10
4232	Furniture and Home Furnishing Merchant Wholesalers	2.02
4241	Paper and Paper Product Merchant Wholesalers	1.97
5171	Wired Telecommunications Carriers	1.94
4831	Deep Sea, Coastal, and Great Lakes Water Transportation	1.90
4855	Charter Bus Industry	1.86
4931	Warehousing and Storage	1.84
4851	Urban Transit Systems	1.83
4242	Drugs and Druggists' Sundries Merchant Wholesalers	1.81

Source: EMSI

Competitive Industries: Shift Share

Whereas the Location Quotient is fixed at a specific point in time, the Shift Share analysis looks at changes in employment by industry over a period of time (in this case, the period between 2004-2014). Shift Share attempts to determine how much of a

community's job growth can be attributed to national trends and how much is due to unique local factors. It is a way to evaluate how a local industry 'stacks up' against the national average in that industry.

Using changes in the national economy in general and changes in each particular industry at the national level over a specific time period, Shift Share calculates an expected change in employment for that same industry locally. It then compares the expected change to the actual change in that time period. The extent to which the actual change exceeds/falls short of the expected change is considered the result of the competitiveness of that local industry, known as the Competitive Effect. For example, if a certain industry in a community grows by 500 jobs, but 200 of those jobs are expected due to overall economic growth in the nation and industry specific trends at the national level, then the remaining 300 jobs cannot be explained by national trends. These unexplained jobs were presumably created by unique conditions occurring locally that contributed to job growth. In this example, these 300 jobs are the Competitive Effect for that local industry.

In contrast to LQ analysis, there is no a specific threshold in which the Competitive Effect of a particular industry is considered significant. However, we typically identify those industries where the "Competitive Effect" number is large relative to the overall employment levels of the community.

Below is a table showing all industries in the region at the 2-digit NAICS code level, sorted by the number of jobs in the "Competitive Effect" column. Two industries appear to enjoy a strong competitive effect: *Accommodation and Food Services* and *Other Services*. Also of note is that Manufacturing is not only declining in total job numbers, it is actually performing significantly worse than expected: employment dropped by approximately 56,000 despite being expected to drop by only 23,000.

Most Competitive 2-digit Industries (Shift Share)						
NAICS Code	Description	2004 Jobs	2014 Jobs	Expected Change	Actual Change	Competitive Effect
72	Accommodation and Food Services	107,365	140,960	20,491	33,595	13,103
81	Other Services (except Public Administration)	110,689	134,603	13,852	23,914	10,062
53	Real Estate and Rental and Leasing	93,170	128,424	31,061	35,254	4,194
44	Retail Trade	239,366	245,876	3,391	6,510	3,118
55	Management of Companies and Enterprises	21,962	31,570	6,596	9,608	3,011
23	Construction	108,534	99,690	(11,291)	(8,844)	2,447
71	Arts, Entertainment, and Recreation	39,643	50,305	9,880	10,662	781
61	Educational Services (Private)	43,320	55,828	12,339	12,508	169
21	Mining, Quarrying, and Oil and Gas Extraction	927	1,896	871	969	98
11	Agriculture, Forestry, Fishing and Hunting	4,031	3,761	67	(270)	(337)
22	Utilities	7,276	6,852	(77)	(424)	(347)
99	Unclassified Industry	8,216	6,104	(1,662)	(2,112)	(450)
51	Information	51,971	45,463	(3,992)	(6,508)	(2,516)
48	Transportation and Warehousing	120,531	132,603	14,935	12,072	(2,863)
52	Finance and Insurance	132,370	170,068	40,807	37,698	(3,110)
	Administrative and Support and Waste Management and Remediation Services					
56	Management and Remediation Services	140,510	153,193	22,150	12,683	(9,467)
42	Wholesale Trade	106,542	98,940	4,913	(7,602)	(12,515)
62	Health Care and Social Assistance	237,595	288,215	63,514	50,620	(12,894)
90	Government	318,705	307,163	4,107	(11,542)	(15,649)
54	Professional, Scientific, and Technical Services	172,017	189,141	34,568	17,124	(17,444)
31	Manufacturing	166,484	110,483	(23,138)	(56,001)	(32,863)
		2,231,225	2,401,137	243,384	169,912	(73,472)

Source: EMSI

The table below presents the same analysis for the region, but at the 4-digit NAICS level. We display the Top 25 industries sorted by number of jobs in the Competitive Effect column.

Most Competitive 4-digit Industries (Shift Share)						
NAICS Code	Description	2004 Jobs	2014 Jobs	Expected Change	Actual Change	Competitive Effect
7221	Full-Service Restaurants	38,046	54,792	7,631	16,746	9,115
4521	Department Stores	22,295	26,476	(3,469)	4,181	7,649
5613	Employment Services	48,256	55,458	749	7,202	6,453
8141	Private Households	6,616	10,974	(83)	4,358	4,441
6244	Child Day Care Services	25,500	32,717	3,251	7,217	3,966
8121	Personal Care Services	17,082	30,026	9,606	12,944	3,338
6231	Nursing Care Facilities	20,915	25,233	993	4,318	3,325
8129	Other Personal Services	16,707	24,385	4,491	7,678	3,188
4821	Rail Transportation	4,655	8,158	321	3,503	3,182
9026	Education and Hospitals (State Government)	42,089	49,255	4,002	7,166	3,164
5511	Management of Companies and Enterprises	21,962	31,570	6,596	9,608	3,011
5221	Depository Credit Intermediation	23,471	25,667	(334)	2,196	2,530
2361	Residential Building Construction	18,520	17,872	(3,137)	(648)	2,489
7222	Limited-Service Eating Places	37,390	48,191	8,592	10,801	2,208
6213	Offices of Other Health Practitioners	15,599	24,163	6,395	8,564	2,169
4541	Electronic Shopping and Mail-Order Houses	2,552	5,869	1,322	3,317	1,995
5611	Office Administrative Services	7,276	11,190	1,992	3,914	1,921
4242	Drugs and Druggists' Sundries Merchant	2,962	4,456	(417)	1,494	1,912
8123	Drycleaning and Laundry Services	6,175	7,181	(860)	1,006	1,867
4431	Electronics and Appliance Stores	8,268	9,396	(722)	1,128	1,850
2383	Building Finishing Contractors	19,458	17,802	(3,457)	(1,656)	1,801
9036	Education and Hospitals (Local Government)	120,483	123,165	1,154	2,682	1,528
4811	Scheduled Air Transportation	13,940	13,773	-1601	(167)	1,433
6219	Other Ambulatory Health Care Services	3,891	6,165	877	2,274	1,397
5171	Wired Telecommunications Carriers	19,035	18,324	-2022	(711)	1,312
		563,143	682,258	41,870	119,115	77,245

Source: EY/ISI



Economic and Community Development Analysis

2. Economic and Community Development Analysis

This section of the report is meant to provide an in-depth analysis of economic and community development problems and opportunities, including: (i) incorporation of relevant materials from other government-sponsored or supported plans and consistency with applicable State and local workforce investment strategies; and (ii) an identification of past, present and projected future economic development investments in the Region. 13CFR303.7(b)(2)

Much of this section is contained in the Economic Base Analysis previously prepared, submitted and approved by USED.A. A summary of that Economic Base Analysis can be found here:

http://www.tesc.edu/watson/institute/documents/Economic_Analysis_North_Central_Region_NJ-Final.pdf

Relevant materials from other plans and workforce-related investment strategies can be found in the individual profiles which can be found at: <http://www.camoinassociates.com/tescprofiles.aspx>. Such profiles also include economic development activities underway in each community as well as planned investments, committed funds and anticipated commitments (i.e. past, present and future economic development investments.) We have provided summary charts, below, of the most relevant data comparisons between communities. Note that such data has been further updated as shown in Section 1 (Background) of this CEDS report.

In addition to the above, we have been coordinating with a CEDS process that the North Jersey Transportation and Planning Agency (NJTPA) is completing simultaneously for a 13-county region in North Jersey that includes much of this CEDS region. While there are many similarities, the NJTPA CEDS is focused on a more traditional geography of contiguous land within the entire 13-county region, whereas this CEDS is focused on 19 specific non-contiguous municipalities and their particular needs. As such, the two CEDS efforts are complementary and not duplicative. We have communicated numerous times with the NJTPA CEDS consultants and members of this CEDS steering committee have participated in the NJTPA CEDS process as well. We believe that the synergies lie in the NJTPA CEDS focusing on region-wide issues with this CEDS focusing on urban core-type issues of importance to the 19 communities.

In addition to the NJTPA CEDS, we also consulted the updated State economic development plan and the State WIB plan. A representative of the NJDOL (NJ Employment and Training Commission) focused on WIB and workforce issues and served as a member of our steering committee.

Summary Data Comparisons

The tables below show a high-level summary of the data that describes the communities in question and their most pressing needs and concerns. The data as shown in the following two tables is current through 2014. For comparison purposes, the three tables that then follow are the summary tables as presented in the original Economic Base Analysis with data current as of 2011 (i.e. pre-Super storm Sandy).

As shown in the first table, there have been significant shifts in population among the 19 communities between 2000 and 2014. The biggest gain on a percentage basis was Hoboken, which has undergone a renaissance in terms of its residential development potential. Following Hoboken is New Brunswick and Perth Amboy, both with double-digit changes in population. Irvington and the City of Orange both saw declines in population of around 10% during this period.

Median income (based on household income figures) had a wide range of values, from as low as \$29,645 in Asbury Park to \$110,739 in Hoboken. Hoboken, unsurprisingly, had the highest levels of educational attainment in the region, with almost half the population with a BA or Advanced degree. Communities with the largest proportions falling under “No High School Diploma” or “High School Diploma Only” include Passaic and Paterson, among others, with combined rates well above 60%.

Demographics and Education (2014)									
Municipalities	2000-2014 % Population Change	Median Age	Median Income	No HS Diploma	HS Diploma only	Associates Degree only	BA Degree only	Advanced Degree	
Asbury Park City (Monmouth)	-5.9%	34.9	\$29,645	22.2%	27.7%	7.5%	12.7%	7.4%	
Bayonne City (Hudson)	3.2%	38.5	\$53,959	12.7%	34.8%	5.2%	20.7%	8.4%	
Bloomfield Township (Essex)	-1.2%	38.4	\$64,782	9.8%	24.6%	6.8%	24.7%	13.0%	
East Orange City (Essex)	-7.7%	35.7	\$36,901	17.4%	32.3%	7.8%	11.8%	4.7%	
Elizabeth City (Union)	6.0%	33.5	\$42,108	27.0%	37.2%	4.1%	8.2%	4.0%	
Hoboken City (Hudson)	36.2%	32	\$110,739	7.1%	8.1%	2.5%	45.7%	28.9%	
Inverton Township (Essex)	-11.8%	34.6	\$39,834	19.3%	32.0%	6.9%	10.3%	3.3%	
Jersey City City (Hudson)	6.3%	33.8	\$53,483	15.4%	21.2%	4.1%	25.7%	16.2%	
Lakewood Township (Ocean)	63.4%	23.5	\$41,686	16.6%	29.5%	4.6%	15.2%	9.8%	
Neptune Township (Monmouth)	0.0%	43.8	\$57,660	9.9%	28.2%	6.6%	17.9%	10.1%	
Newark City (Essex)	1.1%	33	\$33,767	29.8%	31.4%	4.5%	8.9%	3.6%	
New Brunswick City (Middlesex)	17.7%	24.3	\$41,674	34.3%	28.3%	3.2%	13.0%	8.2%	
City of Orange Township (Essex)	-9.9%	35.2	\$38,967	22.5%	30.6%	6.7%	13.1%	5.1%	
Passaic City (Passaic)	3.4%	29.5	\$31,471	38.2%	31.4%	4.0%	9.6%	4.6%	
Paterson City (Passaic)	-0.4%	32.3	\$33,164	29.1%	38.3%	4.9%	7.4%	2.6%	
Perth Amboy City (Middlesex)	10.8%	32.6	\$43,590	32.3%	30.1%	4.6%	11.6%	3.6%	
Plainfield City (Union)	5.1%	33.8	\$49,574	26.0%	27.2%	5.7%	12.7%	7.4%	
Roselle Borough (Union)	-1.4%	37.7	\$58,591	11.9%	37.5%	6.7%	14.3%	5.9%	
Woodbridge Township (Middlesex)	4.2%	39.3	\$79,139	10.6%	29.7%	6.0%	21.6%	11.0%	
Seven County Area	5.4%	38.2	\$63,334	13.8%	27.3%	5.9%	21.1%	12.6%	
Average of Communities	6.3%	34.2	\$50,203	20.3%	29.4%	5.4%	16.3%	8.5%	

Source: ESRI

Below are updated statistics (2014) for housing-related data. The percent of renter-occupied housing crept up from 55% (in the 2011 Economic Base Analysis) to 57%, consistent with national trends in lower home ownership since the great recession. Rates across the 19 communities varied widely, from a low of 31% in Neptune and Woodbridge to almost 70% in Elizabeth.

Housing (2014)			
Municipalities	% Renter-Occupied Housing	Median Home Value	Average Household Size
Asbury Park City (Monmouth)	66.8%	\$165,856	2.34
Bayonne City (Hudson)	56.3%	\$387,156	2.49
Bloomfield Township (Essex)	44.4%	\$362,496	2.55
East Orange City (Essex)	64.8%	\$268,929	2.51
Elizabeth City (Union)	69.3%	\$279,547	2.96
Hoboken City (Hudson)	64.7%	\$511,523	1.93
Irvington Township (Essex)	62.3%	\$255,751	2.64
Jersey City City (Hudson)	63.9%	\$343,688	2.51
Lakewood Township (Ocean)	47.1%	\$194,535	3.88
Neptune Township (Monmouth)	31.0%	\$272,012	2.44
Newark City (Essex)	67.6%	\$240,224	2.75
New Brunswick City (Middlesex)	73.1%	\$248,780	3.39
City of Orange Township (Essex)	68.1%	\$280,106	2.65
Passaic City (Passaic)	74.6%	\$262,465	3.59
Paterson City (Passaic)	66.9%	\$286,094	3.24
Perth Amboy City (Middlesex)	64.5%	\$300,545	3.26
Plainfield City (Union)	47.1%	\$280,168	3.26
Roselle Borough (Union)	38.9%	\$278,020	2.84
Woodbridge Township (Middlesex)	31.1%	\$259,650	2.80
Seven County Area	38.6%	\$335,490	2.70
Average of Communities	57.1%	\$290,652	2.84

Source: ESRI

What follows is a reprint of the summary data from the 2011 Economic Base Analysis comparing each of the 19 communities studied. Figure in red show the low value (or values) per category where green shows the high value(s) per category.

Municipalities	Demographics and Education									
	2000-2010 % Population Change	Median Age	Median Income	No HS Diploma	HS Diploma only	Associates Degree only	BA Degree only	Advanced Degree	Outside Perception of Safety	K-12 Quality
Asbury Park City (Monmouth)	7.3%	32.1	\$29,131	25%	52%	7%	11%	5%	2	1
Bayonne City (Hudson)	-5.3%	39.3	\$54,534	14%	54%	6%	20%	7%	4	5
Bloomfield Township (Essex)	-3.2%	39.3	\$67,614	10%	50%	5%	22%	13%	2	3
East Orange City (Essex)	-1.7%	34.1	\$43,297	20%	56%	7%	13%	4%	3	3
Elizabeth City (Union)	4.6%	32.8	\$48,531	30%	53%	4%	9%	4%	3	3
Hoboken City (Hudson)	13.8%	31.3	\$80,953	8%	16%	2%	48%	27%	4	3
Inglinton Township (Essex)	-2.7%	33.3	\$48,624	21%	61%	5%	11%	3%	2	3
Jersey City City (Hudson)	2.1%	33.4	\$50,784	17%	41%	4%	25%	13%	4	2
Lakewood Township (Ocean)	21.6%	31.7	\$51,226	17%	55%	5%	14%	9%	3	3
Neptune Township (Monmouth)	3.7%	41.0	\$68,343	13%	50%	6%	20%	11%	2	5
Newark City (Essex)	0.3%	31.5	\$37,334	33%	51%	4%	8%	3%	3	2
New Brunswick City (Middlesex)	11.9%	24.6	\$54,890	32%	40%	4%	13%	10%	2	2
City of Orange Township (Essex)	-2.4%	33.6	\$46,396	23%	53%	8%	12%	5%	4	4
Passaic City (Passaic)	3.9%	29.1	\$46,174	37%	42%	4%	12%	5%	3	3
Paterson City (Passaic)	1.1%	30.5	\$46,391	30%	56%	5%	8%	2%	1	2
Perth Amboy City (Middlesex)	4.4%	31.5	\$54,526	33%	50%	4%	9%	4%	2	3
Plainfield City (Union)	0.6%	33.5	\$59,369	24%	50%	5%	14%	7%	2	3
Roselle Borough (Union)	2.3%	36.9	\$66,171	13%	59%	6%	15%	7%	2	3
Woodbridge Township (Middlesex)	1.4%	38.9	\$76,569	13%	50%	7%	21%	9%	4	5
Seven County Area	3.6%	37.9	\$67,689	15%	47%	6%	20%	12%		
Average of Communities	3%	33.6	\$54,256	22%	49%	5%	16%	8%	2.74	3.05

Housing and Taxes							
Municipalities	% Renter-Occupied Housing	Median Home Value	Households	Average Household Size	Calendar Year Property Tax Total Rate	Average Residential Property Value	Property Tax on the Average Residential Unit
Asbury Park City (Monmouth)	69%	\$185,724	7,146	2.50	5.221	\$80,283	\$4,192
Bayonne City (Hudson)	54%	\$307,175	24,396	2.40	6.287	\$133,971	\$8,423
Bloomfield Township (Essex)	44%	\$312,899	18,336	2.49	3.077	\$296,493	\$9,123
East Orange City (Essex)	63%	\$225,884	25,695	2.62	3.175	\$242,612	\$7,703
Elizabeth City (Union)	63%	\$259,562	41,490	2.97	21.172	\$34,336	\$7,269
Hoboken City (Hudson)	71%	\$471,723	22,605	1.89	4.744	\$158,729	\$7,530
Irvington Township (Essex)	59%	\$228,735	21,342	2.75	3.283	\$256,484	\$8,421
Jersey City City (Hudson)	64%	\$256,611	91,839	2.63	6.902	\$93,495	\$6,453
Lakewood Township (Ocean)	34%	\$249,873	23,363	3.04	2.251	\$232,016	\$5,222
Neptune Township (Monmouth)	31%	\$272,850	11,374	2.47	2.328	\$240,718	\$5,603
Newark City (Essex)	65%	\$237,807	92,234	2.85	3.18	\$180,044	\$5,725
New Brunswick City (Middlesex)	65%	\$227,323	14,162	3.39	5.161	\$117,866	\$6,084
City of Orange Township (Essex)	65%	\$235,921	11,502	2.75	3.078	\$240,229	\$7,394
Passaic City (Passaic)	68%	\$269,324	19,433	3.60	6.846	\$130,792	\$8,955
Paterson City (Passaic)	62%	\$258,582	44,279	3.32	2.126	\$354,002	\$7,525
Perth Amboy City (Middlesex)	53%	\$238,449	14,935	3.26	2.459	\$279,432	\$6,871
Plainfield City (Union)	45%	\$233,308	14,994	3.15	6.747	\$112,863	\$7,615
Roselle Borough (Union)	36%	\$225,457	7,503	2.89	7.311	\$119,228	\$8,717
Woodbridge Township (Middlesex)	29%	\$280,795	34,985	2.72	8.357	\$75,510	\$6,310
Seven County Area	37%	\$321,528	1,608,085	2.71			
Average of Communities	55%	\$262,000	28,506	2.83	5.458	\$177,848	\$7,112

Employment and Household						
Municipalities	Poverty Rate	Total Employed in Community	Total Reside in Community	Average Travel Time to Work	Fastest Growing Industry	2nd Fastest Growing Industry
Asbury Park City (Monmouth)	27%	3,190	5,630	26	Health Care and Social Assistance	Real Estate and Rental and Leasing
Bayonne City (Hudson)	12%	12,260	25,503	33	Health Care and Social Assistance	Government
Bloomfield Township (Essex)	7%	11,587	23,053	29	Health Care and Social Assistance	Professional, Scientific, and Technical Services
East Orange City (Essex)	23%	12,206	22,178	34	Health Care and Social Assistance	Real Estate and Rental and Leasing
Elizabeth City (Union)	17%	37,809	40,383	28	Health Care and Social Assistance	Retail Trade
Hoboken City (Hudson)	8%	16,845	27,750	35	Information	Educational Services
Irvington Township (Essex)	16%	8,528	22,711	34	Health Care and Social Assistance	Real Estate and Rental and Leasing
Jersey City City (Hudson)	17%	87,716	96,340	34	Finance and Insurance	Health Care and Social Assistance
Lakewood Township (Ocean)	19%	24,421	19,052	29	Real Estate and Rental and	Educational Services
Neptune Township (Monmouth)	9%	13,485	12,172	28	Health Care and Social Assistance	Finance and Insurance
Newark City (Essex)	25%	139,382	83,298	32	Health Care and Social Assistance	Administrative and Support and Waste Management and Remediation Services
New Brunswick City (Middlesex)	21%	39,903	15,152	23	Administrative and Support and Waste Management and Remediation Services	Health Care and Social Assistance
City of Orange Township (Essex)	17%	5,730	10,898	31	Administrative and Support and Waste Management and Remediation Services	Construction
Passaic City (Passaic)	27%	14,322	20,805	27	Administrative and Support and Waste Management and Remediation Services	Retail Trade
Paterson City (Passaic)	27%	37,350	52,617	24	Educational Services	Health Care and Social Assistance
Perth Amboy City (Middlesex)	17%	11,528	20,294	24	Health Care and Social Assistance	Finance and Insurance
Plainfield City (Union)	17%	7,663	17,376	30	Administrative and Support and Waste Management and Remediation Services	Health Care and Social Assistance
Roselle Borough (Union)	8%	3,977	9,412	30	Health Care and Social Assistance	Government
Woodbridge Township (Middlesex)	6%	18,151	8,432	30	Finance and Insurance	Administrative and Support and Waste Management and Remediation Services
Seven County Area	10%			31	Health Care and Social Assistance	Finance and Insurance
Average of Communities	17%	26,634	28,056	30		

Note: Woodbridge Township refers to only the Woodbridge Proper section of the Township

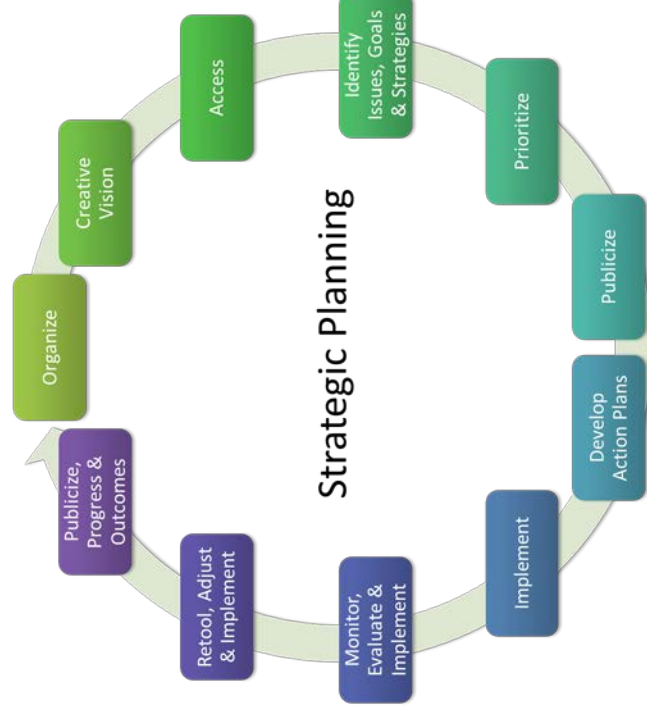


Goals and Objectives

3. Goals and Objectives

This section is meant to set forth the goals and objectives necessary to solve the economic development problems of the Region.
13CFR303.7(b)(3)

The strategic planning process is diagramed in illustration, below. Once a vision has been established and the process has been organized (see discussion on stakeholder engagement in Section 4 of this plan), the next step is to outline the major challenges/goals to be addressed/achieved.



The challenges of the Region were outlined extensively in the economic base analysis, where each of the 19 communities as well as the Region as a whole was profiled in a SWOT analysis. The major goals that would address those challenges are as follows:

- Enhancing, preserving and making resilient critical infrastructure assets;
- Promoting small business development;
- Addressing persistent and complex workforce issues;
- Marketing effectively to attract new businesses, future residents and tourists;
- Promulgating best practices in economic development across all 19 communities;

A further challenge was the general lack of resources to achieve the above-mentioned goals. Therefore, one of the additional goals of the process was to identify adequate implementation assistance to execute on the CEDS plan.

Below is a listing of each objective that falls under the goals listed above. Details on all the objectives can be found in the appendices.

1. Infrastructure Asset Enhancement: Expansion, Preservation & Resilience

Objectives:

- Bring infrastructure into a state of good repair;
- Improved level of service;
- Increased capacity where needed to support growth;
- Hazard mitigation and redundancy (types, sizes) to ensure resilience;
- Increase transit supportive land use measures;
- Utilize green infrastructure principles and practices when applicable

2. Small Business Development

Objectives:

- Help local entrepreneurs and current small businesses to be successful;
- Encouraging communities to create and deploy their own solutions with support and training.

3. Training the Economic Engine

Objectives:

- Achieve an educated living-wage workforce customized to meet local employer needs.

4. Office of NJUMA Implementation Assistance

Objectives:

- Using best practices, promulgate actionable strategies across the 19 municipalities that are low cost, existing-resource type initiatives.

5. Collective Modular Marketing Program

Objectives:

- Help communities develop their own distinctive brands to promote their attractions/capacities for three audiences: businesses, residents, and tourists.



Community and Private Sector Participation

4. Community and Private Sector Participation

This section is meant to describe the community and private sector participation in the plan. 13CFR303.7 (b) (4)

The CEDS was developed with extensive participation from community members and private sector stakeholders. The process included strategic outreach to maximize effective engagement from individuals, organizations, and businesses in all municipalities throughout the planning area. Engagement of community members and other stakeholders was implemented through targeted interviews, public meetings, presentations, and workshops throughout the process. Special emphasis was placed on reaching out to private sector stakeholders for their input to develop the plan and to facilitate the sector's ultimate plan buy-in to the plan.

Interviews Conducted

The following people were interviewed as representatives of their individual community.

<u>Interviewee Name</u>	<u>Title</u>	<u>Municipality</u>
Tom Gilmour	UEZ Coordinator	Asbury Park
Terrence Malloy	UEZ Coordinator	Bayonne
Glenn Dominick	Director of Community Development	Bloomfield
Alex Dambach	(former) Director – Policy, Planning, and Development	East Orange
Bill O'Dea	Deputy Executive Director, Elizabeth Development Company	Elizabeth
Brandy Forbes	Director of Community Development	Hoboken
Honorable Wayne Smith	(former) Mayor of Irvington	Irvington
Douglas J. Greenfield, AICP/PP	Supervising Planner	Jersey City
Patricia Komsa	Executive Director	Lakewood
Mike Bascom	Economic Development Director	Neptune Township
Mr. Glenn S.	Director- Department of Planning,	New Brunswick

<i>Patterson</i>	Community and Economic Development	
<i>Ollyn J. Lettman</i>	UEZ Director	Newark
<i>Chris Mobley</i>	Deputy Director of Planning and Economic Development	Orange
<i>Joseph Buga</i>	Program Manager	Passaic
<i>Kathleen Muldoon</i>	Regional Director	Paterson
<i>Helga E. van Eckert</i>	Former Executive Director, Economic/Community Development and Redevelopment	Perth Amboy
<i>Jacques Howard</i>	Director of Economic Development	Plainfield
<i>Dave Roberts</i>	Planner	Roselle
<i>Lawrence E. McCullough, Ph.D.</i>	Grants Officer	Woodbridge

Meetings, Presentations and Outreach

In addition to the interviews listed above, the consulting team and member of the John S Watson Institute staff participated in meetings, presentations and outreach to stakeholders, both for this economic base analysis and for this CEDS plan. Those meetings, presentations and outreach occurred on the following dates:

- October 2011 – Kickoff meeting with community representatives
- April 2012 – Interim presentation to steering committee with community profiles
- August 2012 – Internal engagement planning meeting
- December 2012 – Interim presentation to steering committee
- March 2013 – Interim presentation to steering committee, facilitated discussion
- June 2013 – Educational institution tour, facilitated discussion with steering committee
- September 2013 – Facilitated discussion with steering committee on goals/objectives, taskforces
- October 2013 – Working session for task force groups

- May 2014 – Steering committee meeting, facilitation on initiatives/actions
- July 2014 – Internal meeting to refine initiatives
- October 2014 – Work session to refine initiatives, get commitments, prioritize actions
- December 2014 – Presentation of the draft action matrix and implementation plan

List of Invitees

<u>Invitee Name</u>	<u>Title</u>	<u>Affiliation</u>
<i>Muhammad Akil</i>	(Former) Chief of Staff	City of Jersey City
<i>Jeannette Aparicio</i>	Economic Dev.	City of Plainfield
<i>Sivaraman Anbarasan</i>	Executive Director	NJCC Consortium for Workforce & Economic Development
<i>Roland Anglin, Ph.D.</i>	Executive Director	Cornwall Center for Metropolitan Studies
<i>James Avella</i>	Associate	Hudson TMA
<i>Vivian E. Baker</i>	Director	Transit Friendly Land Use and Development, New Jersey Transit
<i>Isiah Barr</i>	Municipal Housing Liaison	Borough of Roselle
<i>Mike Bascom</i>	Economic Development Corporation Director	Neptune
<i>Staci Berger</i>	Executive Director of Government Affairs	Housing and Community Development Network of NJ
<i>Haskell Berman</i>	Senior Vice President-State Affairs	HealthCare Institute of New Jersey
<i>Laquana Best</i>	Economic Development Office	City of Orange
<i>Liza Betz</i>	Bureau of Transportation Planning	Department of Economic Development, Union County
<i>Joseph S. Bianco, AIA,</i>	Department of Policy Planning and	City of East Orange

<i>PP</i>	Development	
<i>G. Lamont Blackstone</i>	Principal	G. Lamont Blackstone and Associates, LLC
<i>The Honorable Alex D. Blanco</i>	Mayor	City of Passaic
<i>Anthony Bland</i>	State Coordinator	Office of School Preparedness & Emergency Planning, New Jersey Department of Education
<i>The Honorable, J. Christian Bollwage</i>	Mayor	City of Elizabeth
<i>Christopher Brown</i>	Principal Planner	City of Hoboken
<i>David G. Brown, III, MPA, R.P.P.O.</i>	Borough Administrator/OEM Coordinator	Borough of Roselle
<i>Maurice Brown</i>	Director	Essex County Division of Community Action
<i>Ronald J. Brown</i>	UEZ Coordinator	Township of Irvington
<i>The Honorable Robert Bowser</i>	(former) Mayor	City of East Orange
<i>Darren Bryden</i>	Public Information Officer	City of Elizabeth
<i>Joseph Buga</i>	Program Manager	Passaic Enterprise Zone Development Corporation
<i>The Honorable James Cahill</i>	Mayor	City of New Brunswick
<i>The Honorable Myra Campbell</i>	(former) Mayor	City of Asbury Park
<i>Jon A. Carnegie, AICP/PP</i>	Executive Director	Alan M. Voorhees Transportation Center, Rutgers, The State

<i>Cassandra Chatman</i>	UEZ Coordinator	University of New Jersey
<i>Kevin Chu</i>	Loan Program Mngr.	Township of Irvington
<i>Mary Chute</i>	State Librarian	Greater Newark Enterprises Corp
<i>John Ciuffo</i>	Director	New Jersey State Library
<i>Arnold Cohen</i>	Senior Policy Coordinator	Monmouth County Department of Economic Development
<i>Louis Copeland, Jr.</i>	Deputy Director	Housing and Community Development Network of NJ
<i>Christina Corea</i>	Vice President of Strategy	Planning and Economic Development, City of Orange Township
<i>Claricia Crawford</i>	Director of Operations	Administration and Policy for Brick City Development Corporation, Newark
<i>Cindy Czesak</i>	Library Director	NJ Small Business Development Centers
<i>Thomas G. Dallesio</i>	Resilient Design Project Manager	Paterson Public Library
<i>Bruce Davis</i>	President and CEO	NJIT
<i>Ross Danis</i>	Executive Director	NAACP
<i>Daniel Devanney</i>	Director	Newark Trust for Education
<i>Jay DiDomenico</i>	Mayor	Elizabeth Development Corporation
<i>The Honorable Wilda Diaz</i>		Hudson TMA, Hudson County Improvement Authority
		City of Perth Amboy

<i>Glenn Domenick</i>	Director of Community Development	Township of Bloomfield
<i>Caroline Ehrlich</i>	Director	Woodbridge Township
<i>Roberta Farber</i>	Program Planner	Community Action, Inc. – Paterson
<i>Massiel Ferrara</i>	Division Chief	Department of Parks & Community Services Division of Planning, County of Hudson
<i>Zenobia L. Fields</i>	Department Director of Planning	North Jersey Transportation Planning Authority
<i>Nancy Finn</i>	Director of Local Partnerships	THE INTERSECT FUND
<i>Henry D. Flores</i>	Director of Real Estate	Brick City Development Corporation, Newark
<i>Brandy Forbes</i>		City of Hoboken
<i>Penni Forestieri</i>	Senior Project Assistant	Urban Enterprise Zone
<i>Daniel H. Frohwirth</i>	Director	Real Estate, Jersey City Economic Development Corporation
<i>The Honorable Steven Fulop</i>	Mayor	City of Jersey City
<i>Henry Flores</i>	Director	Brick City Development Corporation
<i>Kim Gaddy</i>		Clean Water Organization
<i>Francesca Giarratana</i>	Assistant Planner	Hudson County Division of Planning-Meadowview Campus
<i>Brandon T. Givens</i>	CDBG Economic Development Program Analyst	Union County, NJ
<i>Gleshia Givens</i>	Workforce Dev. Case Manager	Borough of Roselle
<i>Ruben A. Gomez</i>	Director of Economic Development	City of Paterson

<i>Simone Gore</i>	Facilities Planner	NJ Transit
<i>Douglas J. Greenfield</i>	Supervising Planner	City of Jersey City
<i>Wilma J. Grey</i>	Library Director	Newark Public Library
<i>Derrick Griggs</i>	COO	Affordable Housing Alliance of Neptune
<i>Eric Griffith</i>	Assistant Planner	Township of Woodbridge
<i>Joyce Wilson Harley, Ph.D., Esquire</i>	Interim Vice President	Administrative Services, Essex Community College
<i>John E. Harmon, Sr.</i>	President and CEO	African American Chamber of Commerce of NJ
<i>The Honorable Jerrimiah T. Healy</i>	(former) Mayor	City of Jersey City
<i>Michael Henderson</i>	Research Manager	Choose: New Jersey
<i>Leigh Anne Hindenlang</i>	Executive Director for the Office of Economic and Community Development Agency	City of Perth Amboy
<i>Deborah Hoffman</i>	Director, Division of Economic Development	County of Passaic
<i>The Honorable Jamel Holley</i>	Mayor	Borough of Roselle
<i>Brenda B. Hopper</i>	State Director and CEO	NJ Small Business Development Centers
<i>Michele Horst</i>	Executive Director	NJ State Employment and Training Commission
<i>Jacques Howard</i>	(former) Director of Planning and Economic Development	City of Plainfield
<i>Rev. Dr. M. William</i>		Bethan Baptist (Newark)

<i>Howard, Jr.</i>		
<i>The Honorable Eric Houghtaling</i>	(former) Mayor	Neptune Township
<i>William Inglefield</i>	Senior Economic Advisor	Department of Economic Development, County of Union
<i>Valerie Jackson</i>	Director	Policy, Planning & Development, City of East Orange
<i>Diane Johnson</i>		(formerly) U.S. Department of Housing and Urban Development
<i>The Honorable Ed Johnson</i>	(former) Mayor	City of Asbury Park
<i>Peter Kasabach</i>	Executive Director	NJ Future
<i>The Honorable Jeffery Jones</i>	(former) Mayor	City of Paterson
<i>Raphael J. Kasen</i>	Community Building Specialist	Housing and Community Development Network of NJ
<i>Chris Kesici</i>	Assistant Planner	Department of Planning & Development
<i>Monique King-Viehland</i>		Director of Area Development & President of the Campus Gateway Development, Inc.
<i>Patricia Komsa</i>	Executive Director	Lakewood Development Corporation
<i>Fred C. Koppe</i>		Newark Alliance
<i>Stuart Z. Koperweis</i>	Economic Development	Hudson County Planning
<i>Sharon Krengel</i>		Education Law Center
<i>Colette Lamothe-</i>	MPH	New Jersey Department of Health,

<i>Galette</i>		Policy and Strategic Planning Branch
<i>Mimi Lee</i>	Lifelong Learning Division	NJ State Library
<i>Roy Lee</i>	Senior Consultant	Small Business Development Centers - NJ
<i>Jacqueline Leon</i>		MPH, CHES, NJDOE, Office of School Preparedness and Emergency Planning
<i>Kirk A. Lew</i>	Policy Analyst	NJ State Employment & Training Commission
<i>Rhonda A. Lewis</i>	Executive Director	Greater Newark LISC
<i>John M. Leyman</i>	Director	Government Affairs, Horizon BCBSNJ Headquarters
<i>Richard W. Lloyd</i>	Executive Director	Government Affairs, Johnson and Johnson
<i>Norma Mackey</i>	Manager/Planning & Development	City of East Orange
<i>Colleen Mahr</i>	Director	Division of Strategic Planning and Intergovernmental Relations
<i>Terrence Malloy</i>	Economic Development Director	City of Bayonne
<i>The Honorable Adrian Mapp</i>	Mayor	City of Plainfield
<i>Stephen Marks</i>		City of Hoboken
<i>Dianthe Martinez</i>	Confidential Aid to the Mayor	Township of Irvington
<i>Lissette Martinez</i>	Chief of Staff	City of Perth Amboy
<i>Guy McCombs III, Ph.D.</i>	President	Third Power Market Development, Inc.

<i>The Honorable John E. McCormac</i>	Mayor	City of Woodbridge
<i>Tracye McDaniels</i>		Choose NJ
<i>Susan McKeown</i>	Redevelopment Coordinator	City of Elizabeth
<i>Alan Miller</i>		NJ Business Action Center
<i>The Honorable Menashe Miller</i>	Mayor	City of Lakewood
<i>Chris Mobley</i>	UEZ Coordinator	City of Orange Township
<i>Kathleen Moeller-Peiffer</i>	MSLS	Deputy State Librarian for Lifelong Learning
<i>Matthew Moghaddam</i>	COO	City-Hydroponics, LLC.
<i>Kate Muldoon</i>	Regional Director	William Paterson University, Small Business Development Center
<i>Chris Murphy</i>		
<i>Krishna Murthy</i>	Executive Director	Meadowlark
<i>Khalil Nass</i>		City of Newark
<i>Bill Neary</i>	Executive Director	Keep Middlesex Moving
<i>Donald Newman</i>		
<i>Jan Northrop</i>	UEZ Director	Urban Enterprise Zone
<i>Cheryl O'Connor</i>	Executive Director	LibraryLinkNJ
<i>Commissioner Mary E. O'Dowd</i>		NJ Department of Health
<i>Rodney O'Neal</i>		NJ NAACP
<i>David S. Ortner, Esq.</i>	Director	Brick City Development Corporation, Newark

<i>Dawn Parreott</i>	Manager	NJ Redevelopment Authority
<i>William S. Parrish, Jr., LEED.</i>	President & CEO	NobleStrategy, - NY Inc.
<i>Glenn S. Patterson</i>	Director	Department of Planning, Community and Economic Development, City of New Brunswick
<i>Christine Paulin</i>	Municipal Treasurer	City of Asbury Park
<i>Jonathan Peters, PhD</i>	Department of Accounting and Finance	College of Staten Island
<i>Martin Perez</i>	President	Latino Leadership Alliance of NJ
<i>Preston Pinckett</i>	COO	City National Bank of New Jersey
<i>Steven Reinman</i>	Executive Director	Economic Development, Township of Lakewood
<i>Leonard Robbins</i>		Housing and Community Development Network of NJ
<i>The Honorable Sharon Robinson- Briggs</i>	(former) Mayor	City of Plainfield
<i>Carlos Rodriguez</i>	DELETE	
<i>Dave Roberts</i>	Planner	Borough of Roselle
<i>Eduardo J. Rodriguez</i>	Director	Planning and Community Development, City of Elizabeth
<i>Richard W. Roper</i>	President	The Roper Group
<i>Reginald Ross</i>	Econometrics Director	Jones Lang Lasalle, Americas
<i>Joanne P. Roukens,</i>	Assistant Director	LibraryLinkNJ

<i>MLS</i>		
<i>Carlos N. Sanchez</i>	Director Economic Development	City of Plainfield
<i>Roger D. Sarao, CHFP, MPA</i>	Vice President	Economic & Financial Information New Jersey Hospital Association
<i>Faith Saunders</i>	Personal Growth Coach	Discover A New Future
<i>Dale Schwebel</i>	Development Associate	DEVCO
<i>Lori Scott-Pickens, MPA</i>	Director	Community Outreach/Community Based Learning Rutgers-School of Criminal Justice
<i>George F. Serio</i>	Director	Division of Housing and Community Development, County of Essex
<i>Gerry Scharfenberger, Ph.D.</i>	Director	Office for Planning Advocacy, Department of State
<i>Nicky Sheats, PhD, JD</i>	Director	Center for the Urban Environment, John S. Watson Institute for Public Policy, Thomas Edison State College
<i>Ibriham Small</i>		City of East Orange
<i>The Honorable Mark Smith</i>	Mayor	City of Bayonne
<i>The Honorable Wayne Smith</i>	(former) Mayor	Township of Irvington
<i>Diane Sterner</i>	Consultant	New Jersey Community Capital
<i>John Stewart</i>	Chief of Staff	City of Plainfield
<i>Christopher H. Street</i>	Senior VP Development and Operations	All Stars Project

<i>Andrew Toth</i>	Program Coordinator, City Planner	City of Perth Amboy
<i>The Honorable Lester E. Taylor</i>	Mayor	City of East Orange
<i>Judith Thompson-Morris</i>	Senior Program Officer	Greater Newark LISC
<i>Bernadette Tiernan</i>	Executive Director	Center for Continuing and Professional Education, William Paterson University
<i>Britnee Timberlake</i>	Executive Director	Essex Community Land Trust Initiative
<i>Rick Thigpen, VP</i>	State Government Affairs	PSE&G
<i>Susan Ucci</i>	Community Dev. Director	City of Elizabeth
<i>The Honorable Michael Venezia</i>	Mayor	City of Bloomfield
<i>Jacquie Wallace</i>	Guest	
<i>Robert D. Warrington</i>	(representing John Harmon)	
<i>George Waterman</i>	Zoning Officer	Neptune Township
<i>The Honorable Dwayne D. Warren</i>	Mayor	City of Orange Township
<i>Dana Williams</i>	Real Estate	
<i>George Wheatle Williams</i>	Assistant Director	Planning and Government Relations, Newark Public Library
<i>Baye Adofo Wilson</i>	Deputy Mayor for Economic and Housing Development	City of Newark
<i>Claudia Yarborough</i>	Lender Relations Specialist	SBA-NJDO
<i>Dr. Joseph</i>	Dean	The John S. Watson School of

<i>Youngblood</i>		Public Service` and Continuing Studies
<i>Bridget S. Zellner</i>	Business Administrator	City of Elizabeth
<i>The Honorable Dawn Zimmer</i>	Mayor	City of Hoboken

Meetings with Communities

In addition to the interviews, meetings and presentations described above, the Watson Institute's senior fellow contact and met at least once with the following individuals to get feedback and buy-in to the plan.

Community	Contact Name	Organization
<i>Asbury Park</i>	(Former) Mayor Myra Campbell	City of Asbury Park
<i>Asbury Park</i>	Derrick Griggs	Affordable Housing Alliance
<i>Asbury Park</i>	Patrick Durkin	Interfaith Neighbors
<i>Asbury Park</i>	Lisa Ascolese	Inventing A to Z
<i>Asbury Park</i>	Ramona Thornton	Faith Based Initiative Group
<i>Asbury Park</i>	Travers Martin	Second Life Bikes
<i>Asbury Park</i>	Paul McEvily	Interfaith Neighbors
<i>Asbury Park</i>	Joe Woerner	City of Asbury Park
<i>Asbury Park</i>	Yvonne Clayton	City of Asbury Park
<i>Asbury Park</i>	Tom Gilmour	City of Asbury Park
<i>Asbury Park</i>	April DiSimone	Designing the We
<i>Asbury Park</i>	Braden Crooks	Designing the We
<i>Bayonne</i>	Rob Wondolowski	City of Bayonne
<i>Bloomfield</i>	Glenn Dominick	City of Bloomfield
<i>East Orange</i>	Valerie Jackson	City of E. Orange
<i>East Orange</i>	Milton Hobbs	City of E. Orange

<i>East Orange</i>	Naiima Fauntleroy	City of E. Orange
<i>East Orange</i>	Mark Cheatham	E. Orange Chamber
<i>East Orange</i>	Linda Street	Pink Dragon Syndicates
<i>East Orange</i>	Richard Woods	Fencepost LLC
<i>East Orange</i>	Gregory Good	City of E. Orange
<i>Elizabeth</i>	Darren Bryden	City of Elizabeth
<i>Elizabeth</i>	Eduardo Rodriguez	City of Elizabeth
<i>Elizabeth</i>	Fatimah Raymond	Elizabeth Development Company
<i>Hoboken</i>	Mayor Dawn Zimmer	City of Hoboken
<i>Hoboken</i>	Stephen Marks	City of Hoboken
<i>Hoboken</i>	Brandy Forbes	City of Hoboken
<i>Irvington</i>	Wayne Bradley	Township of Irvington
<i>Irvington</i>	Jeanetta Singleton	Irvington Public Library
<i>Irvington</i>	Harry Perryman	Community Advocate
<i>Irvington</i>	Mayor Tony Vauss	Township of Irvington
<i>Jersey City</i>	John Restrepo	Garden State Episcopal Community Development Corporation
<i>Neptune</i>	Vito Gadaleta	Neptune Township
<i>Neptune</i>	Economic Development Council	Representing various interests in Neptune
<i>Neptune</i>	Dr. Michael Brantley	Township of Neptune
<i>Newark</i>	Kim Gaddy	Community Advocate
<i>Newark</i>	Arvind Swamy	City Strategy Group
<i>Newark</i>	Khalil Nassirudin	Office of Councilwoman Chaneyfield Jenkins
<i>Newark</i>	Drew Curtis	Ironbound Community Corporation
<i>Newark</i>	Jewel Domino	The Vondor Institute
<i>Newark</i>	Joyce Harley	Essex County Community College
<i>Newark</i>	Talia Young	City National Bank

<i>Newark</i>	Chanda Dawadi	City of Newark
<i>New Brunswick</i>	Keith Jones	City of New Brunswick
<i>Orange</i>	Donald Meisel	City of Orange
<i>Orange</i>	Louis Copeland	City of Orange
<i>Orange</i>	Patrick Morrissy	HANDS Inc.
<i>Orange</i>	Rachel Bland	Orange Public Schools
<i>Orange</i>	Aubrey Murdock	Orange Public Schools
<i>Orange</i>	Molly Rose Kaufman	University of Orange
<i>Orange</i>	Mindy Fullilove	University of Orange
<i>Orange</i>	April DiSimone	Designing the We
<i>Orange</i>	Braden Crooks	Designing the We
<i>Paterson</i>	Barbara Dunn	Paterson Habitat for Humanity
<i>Paterson</i>	Roberta Farber	Paterson Taskforce
<i>Paterson</i>	Paull Denninger	Paterson Habitat for Humanity
<i>Paterson</i>	George Meadows	City of Paterson
<i>Paterson</i>	Ruben Gomez	City of Paterson
<i>Passaic</i>	Ricardo Fernandez	City of Passaic
<i>Passaic</i>	Joe Buga	City of Passaic
<i>Perth Amboy</i>	Leigh Anne Hindenlang	City of Perth Amboy
<i>Perth Amboy</i>	Ken Ortiz	City of Perth Amboy
<i>Perth Amboy</i>	Yvonne Lopez	Puerto Rican Association for Human Development
<i>Perth Amboy</i>	Jorge Cruz	Jewish Renaissance Foundation
<i>Plainfield</i>	Carlos Sanchez	City of Plainfield

<i>Plainfield</i>	John Stewart	City of Plainfield
<i>Plainfield</i>	Ethel Washington	City of Plainfield
<i>Plainfield</i>	Jeannette Aparicio	City of Plainfield
<i>Plainfield</i>	Elaine Dunn-Brown	City of Plainfield
<i>Roselle</i>	Isiah Barr	Borough of Roselle
<i>Roselle</i>	Gleshia Givens	Roselle First
<i>Roselle</i>	Jaull Loram	The Roselle
<i>Roselle</i>	Pamela Jones	Communities in Cooperation
<i>Roselle</i>	David Brown	Borough of Roselle
<i>Woodbridge</i>	Marta Lefsky	Township of Woodbridge
<i>Woodbridge</i>	Chris Kesici	Township of Woodbridge
<i>Woodbridge</i>	Eric Griffith	Township of Woodbridge

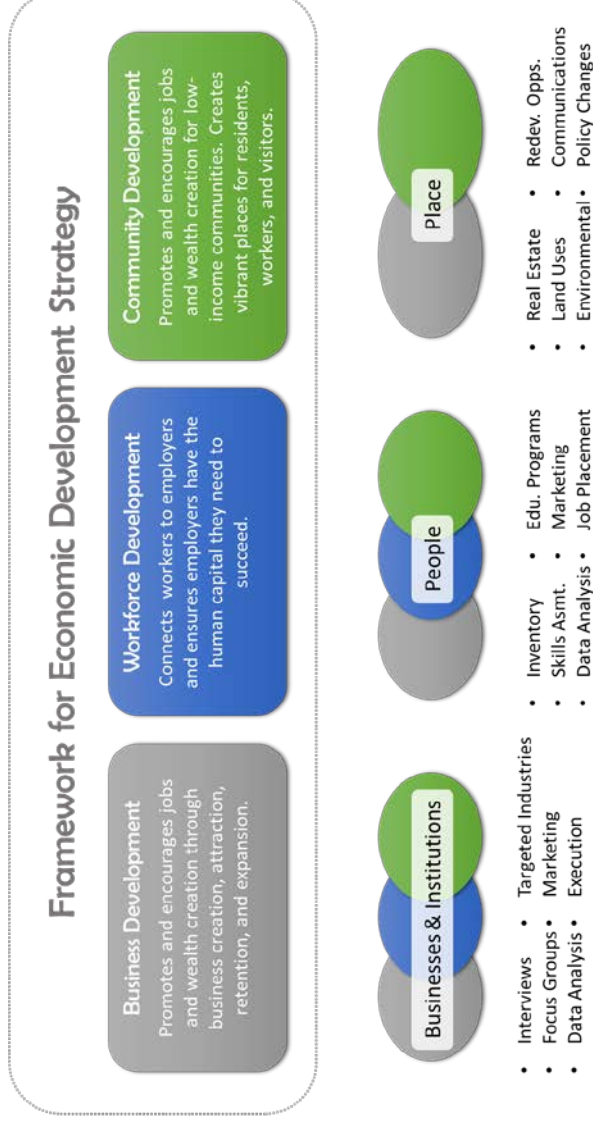


Project Priorities

5. Project Priorities

This section of the plan is to identify and prioritize vital projects, programs and activities that address the Region's greatest needs or that will best enhance the Region's competitiveness, including sources of funding for past and potential future investments. 13CFR303.7 (b) (6).

Please refer to Section 6 for further information on funding. For a description of each project, please see the Action Plan Executive Summary.



Goal: Infrastructure Asset Enhancement: Expansion, Preservation & Resilience				
	Action/Objective	Lead	Priority	Commitment
A.1	Public Private Partnership (PPP) Infrastructure Enhancements	Local Planning Departments	Low	1. New Jersey Institute of Technology - collaborate on design studios and research to provide graphics to help advance ideas. Funding needed for high quality work. 3. Perth Amboy. Pilot a new model through workforce partnership. 4. Meadowlink - transportation services. 5. OPA.
				Long Term

A.2	Water Infrastructure Management	DEP	Medium	Commitments: 1. Newark Clear Water Fund. 2. New Jersey Institute of Technology - collaborate on design studios and research to provide graphics to help advance ideas. Funding needed for high quality work 3. Perth Amboy 4. New Brunswick 5. East Orange. 5. EDA/ERV Energy Resilience Funding. 6. OPA.	Long Term
A.3	Connecting Land Use and Regional Transit Planning	Local Planning Departments	High	1. New Jersey Institute of Technology - collaborate on design studios and research to provide graphics to help advance ideas. Funding needed for high quality work. 3. Perth Amboy 4. Elizabeth 5. NJTPA - offers Planning for Emerging Centers grants to land use vision plans 6. Housing & Community Development Network of NJ. 7. OPA. 8. Hudson TMA - transport issues.	Mid Term

Goal: Small Business Development					Timeframe
Action/Objective	Lead	Priority	Commitment		
B.1 Increased Utilization of Existing Resources: Small Business Development Centers (SBDC)	SBDC	Medium	1. Newark Clean Water Fund. 2. The Intersect Fund - funding for small businesses. 3. State Library/LLNJ. 4. Burlington City. 5. East Brunswick. 6. Housing & Community Development Network of NJ. 7. Meadowlink - transportation services. 8. Lincoln Tech 9. City of Passaic.	Short to Mid Term	
B.2 Creative Use of Special Improvement District (SID) Funds	Local Planning Departments	Medium	1. State Library/LLNJ. 2. Borough of Roselle. 3. Housing & Community Development Network of NJ. 4. NJCC SIDS Networking process 5. City of Passaic.	Mid Term	

Goal: Training the Economic Engine					Timeframe
Action/Objective	Lead	Priority	Commitment		
C.1 Pilot a New Model for Partnerships in Workforce Development	WIBs.	Medium	1. Newark Clean Water Fund. 2. Woodbridge. 3. State Library/LLNJ. 4. Plainfield. 5. Perth Amboy. 6. County of Union. 6. Elizabeth. 7. East Orange Construction Trades and healthcare. 8. NJUMA. 9. Disability community. 10. Housing & Community Development Network of NJ. 11. Lincoln Tech 12. City of Passaic.	Mid to Long Term	
C.2 High-School-To-Work Initiative	WIBs	Medium	1. State Library/LLNJ. 2. Plainfield. 3. East Orange - Construction Trades and Health Care. 4. Disability Community. 5. Housing & Community Development Network of NJ. 6. NJBCC. 7. Lincoln Tech 8. William Paterson University. 9. Paterson Public Library. 10. County of Passaic. 11. Third Power Market Development Inc. 12. NJ State Employment and	Mid Term	

					Training Commission. 13. Jones Lang LaSalle.	
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Goal: Implementation Assistance – Office of NJUMA					
Action/Objective	Lead	Priority	Commitment	Timeframe	
D.1 CEDS Implementation	Watson Institute	High	1. NJTPA/Together North Jersey. 2. NJUMA. 3. Housing & Community Development Network of NJ.	Immediate	
D.2 Local Business Attraction and Expansion through New Jersey Business Action Center	Watson Institute.	High	1. Housing & Community Development Network of NJ.	Immediate	
D.3 Learning and Using Redevelopment Powers	Watson Institute.	Mid	1. New Jersey Community Capital - ways to support good processes for conveying good information on legal costs and model ordinances for redevelopment and revitalization. 3. Housing & Community Development Network of NJ 4. Irvington.	Mid Term	
D.4 Advocate for Coordination of CEDS Initiatives	Watson Institute.	High	1. Housing & Community Development Network of NJ.	Immediate	
D.5 Write Grants for CEDS Activities	Watson Institute.	High	1. Housing & Community Development Network of NJ.	Short Term	
D.6 Other CEDS Related Activity	Watson Institute.	Low	1. Newark Clean Water Fund. 2. Housing & Community Development Network of NJ.	Mid Term	

Goal: Collective Modular Marketing Program					
Action/Objective	Lead	Priority	Commitment	Timeframe	
E.1 Low Cost Business Attraction Marketing	Local Planning Departments	High	1. Woodbridge 2. Borough of Roselle 3. New Brunswick 4. City of Passaic.	Immediate	
E.2 Developing a Housing Marketing Strategy	Local Planning Departments	High	Pending	Short to Mid Term	
E.3 Marketing to Tourists/Visitors	Local Planning Departments	Low	Commitments: 1. East Orange - arts as an economic engine and trade with the Caribbean. 2. Woodbridge. 3. NJBICC, 4. Perth Amboy.	Mid Term	

Asbury Park Specifics				
Action/Objective	Lead	Priority	Commitment	Timeframe
F.1 Project Rise and Shine (building)	FBIG, Inc. Faith Group.	High	Asbury Park.	Short Term

F.2	Project Rise and Shine (infrastructure)	FBIG, Inc. Faith Group.	Based Initiative	High	Asbury Park.	Short Term
F.3	Project Rise and Shine (vehicle)	FBIG, Inc. Faith Group.	Based Initiative	Mid	Asbury Park.	Short Term
F.4	Second Life Bikes' Girl-Powered Program	Second Life Bikes.		Mid	Asbury Park.	Short to Mid Term
F.5	Asbury Park Green Infrastructure Program	City of Asbury Park.		High	Asbury Park.	Short to Mid Term
F.6	Asbury Park Transportation and Community Center	City of Asbury Park.		High	Asbury Park.	Short to Mid Term
F.7	Asbury Park Workforce Development Program	Designing the We.		High	Asbury Park.	Short to Mid Term

Irvington Specifics					
	Action/Objective	Lead	Priority	Commitment	Timeframe
G.1	The Irvington Economic Revitalization Initiatives	World Synergies LLC	Low	Irvington.	Mid Term
G.2	Irvington Local Use Business Incubator	Irvington	High	Commitments: Irvington	Short to Mid Term
G.3	Increasing Sewer Capacity - Irvington	Irvington	High	Commitments: Irvington (\$750,000 committed local funds)	Short to Mid Term
G.4	Irvington Urban Design	Irvington	Mid	Commitments: Irvington	Short to Mid Term
G.5	Irvington Commuter Shuttle	Irvington	Low	Commitments: Irvington.	Short Term

Paterson Specifics					
	Action/Objective	Lead	Priority	Commitment	Timeframe
H.1	Commercial Driver's License (CDL) Program	Paterson Task Force for Community Action, Inc.	Low	Paterson	Short to Mid Term
H.2	Furniture Refurbishing Program	Paterson Task Force for Community Action, Inc.	Low	Paterson	Short to Mid Term
H.3	Wait Staff Training	Paterson Task Force for Community Action Inc.	Low	Paterson	Short to Mid Term

H.4	Paterson Armory Skills Training Facility	City of Paterson	High	Paterson	Short Term
H.5	CDC Training and Capacity Building	City of Paterson	High	Paterson	Short to Mid Term
H.6	Redevelopment Area - Neighborhood Based Marketing Studies	City of Paterson	High	Paterson	Short to Mid

Perth Amboy Specifics					
Action/Objective	Lead	Priority	Commitment	Timeframe	
I.1 Perth Amboy Model Aquaponics Production and Education Facility	City of Perth Amboy	High	Perth Amboy	Short to Mid Term	
I.2 Combined Sewer Separation Case Study for City of Perth Amboy	City of Perth Amboy	High	Perth Amboy	Short Term	
I.3 Second Street Park Development	City of Perth Amboy	Medium	Perth Amboy	Short Term	
I.4 Fayette Street Bridge Reconstruction	City of Perth Amboy	High	Perth Amboy	Short Term	
I.5 Combined Sewer Separation	City of Perth Amboy	High	Perth Amboy	Short to Mid Term	
I.6 Willow Pond Wetland Restoration	City of Perth Amboy	Medium	Perth Amboy	Short Term	
I.7 1 MIC & Internet Café	Jewish Renaissance Foundation	High	Perth Amboy	Short Term	
I.8 The Gateway Neighborhood Collaborative (GNC)	Jewish Renaissance Foundation	High	Perth Amboy	Short to Mid Term	

Elizabeth Specifics					
Action/Objective	Lead	Priority	Commitment	Timeframe	
J.1 EDC's On-the-Job Training Program & Apprenticeship Initiative Training Facility for Industry Growth and Trade Employment Opportunities	Elizabeth Development Company (EDC).	High	Elizabeth	Short Term	
J.2 Groundwork Elizabeth's Hydroponics and urban Farming Research	Elizabeth Development	High	Elizabeth	Short To Mid	

Facility	Company (EDC).		Term
J.3 StreetLight Mission - Restoring lives, families, & Communities!	Elizabeth Development Company (EDC).	Mid	Short to Mid Term
J.4 Trinitas Medical Center Emergency Expansion, Renovation and Equipment Upgrade Project	Elizabeth Development Company (EDC).	High	Short Term

Roselle Specifics				
Action/Objective	Lead	Priority	Commitment	Timeframe
K.1 Arts and Culture Workforce Development Facility	Borough of Roselle	High	Roselle	Short to Mid Term
K.2 Downtown Revitalization Project	Borough of Roselle	Mid	Roselle	Short to Mid Term
K.3 Victory Box Multi-Use Project	Borough of Roselle	High	Roselle	Short to Mid Term
K.4 Workforce Development and Education Facility	Borough of Roselle	High	Roselle	Short to Mid Term
K.5 The Roselle - Food IV Thought	Borough of Roselle	High	Roselle	Short to Mid Term

Woodbridge Specifics				
Action/Objective	Lead	Priority	Commitment	Timeframe
L.1 Remediation of Alibani Property	Township of Woodbridge.	High	Woodbridge	Short to Mid Term
L.2 Avenel Arts Center	Township of Woodbridge	High	Woodbridge	Short to Mid Term
L.3 Children's Art & Activity Center	Township of Woodbridge	High	Woodbridge	Short to Mid Term
L.4 Cutters Dock Road Bridge	Township of Woodbridge	High	Woodbridge	Short Term
L.5 Road Milling and Resurfacing	Township of Woodbridge	Low	Woodbridge	Short to Mid Term
L.6 Woodbridge River Re-Dredging	Township of Woodbridge	High	Woodbridge	Short Term
L.7 Restore Wetlands in Flood-Prone Areas	Township of Woodbridge	Low	Woodbridge	Short to Mid Term
L.8 Township Smart Parallel Electrical Micro-Grid	Township of Woodbridge	High	Woodbridge	Mid to Long Term

Hoboken Specifics				
Action/Objective	Lead	Priority	Commitment	Timeframe
M.1 Hoboken Resiliency Center and Boat House	City of Hoboken.	High	Commitments: Hoboken; Hudson County Open Space Grant; Green Acres	Short Term
M.2 Hoboken Innovation Center	City of Hoboken	High	City of Hoboken	Short Term

Newark Specifics					
	Action/Objective	Lead	Priority	Commitment	Timeframe
N.1	Green Cleaning Worker Cooperative - Newark	Ironbound Community Corporation.	High	Newark	Short Term
N.2	Ballantine Revitalization Project	Ironbound Community Corporation.	High	Newark	Short Term
N.3	Urban Farm Implementation Plan	Ironbound Community Corporation.	High	Newark	Short to Mid Term
N.4	Newark Central Steel Drum Site Development	Newark Community and Economic Development Corporation.	High	Newark	Short to Mid Term
N.5	Commercial Kitchen and Co-Packing Facility	Newark Community and Economic Development Corporation.	High	Newark	Short to Mid Term
N.6	Morris Blanchard Site Development	Newark Community and Economic Development Corporation.	High	Newark	Short to Mid Term
N.7	White Chemicals/Frenkel/Fidelco Site Development	Newark Community and Economic Development Corporation.	High	Newark	Mid Term
N.8	Community Storefront Program	Newark Community and Economic Development Corporation.	High	Newark	Short to Mid Term
N.9	Boys and Girls Club Urban Farm STEM Education Initiative	Newark Boys and Girls Club	High	Newark Boys and Girls Club	Mid to Long Term
N.10	Green Infrastructure Installation	City of Newark	High	City of Newark	Short to Mid Term

Orange Specifics					
	Action/Objective	Lead	Priority	Commitment	Timeframe
O.1	Full Service Community Schools	Orange	High	Orange	Mid Term
O.2	Making a Healthy Orange	Healthy Orange Coalition.	Low	Orange	Short to Mid Term
O.3	Fiber Optics	Orange	High	Orange	Short to Mid Term
O.4	ORNG Ink Youth Entrepreneur Program	Orange	Mid	Orange	Short to Mid Term
O.5	Orange NJ Entrepreneur and Workforce Center	University of Orange	High	Orange	Short Term

Plainfield Specifics

	Action/Objective	Lead	Priority	Commitment	Timeframe
P.1	Train Side Plaza at Plainfield	Pike Development Corporation.	High	Plainfield	Short to Mid Term.
P.2	Foreclosure Prevention	City of Plainfield	High	Plainfield; Faith Bricks and Mortar	Short to Mid Term.
P.3	Moderate to Median Income Housing Rehabilitation Program	City of Plainfield	High	Plainfield	Short to Mid Term.
P.4	Lease Purchase Program	City of Plainfield	High	Plainfield	Short to Mid Term.
P.5	Habitat for Humanity Restore	Greater Plainfield Habitat for Humanity	High	Plainfield	Mid to Long Term

East Orange Specifics					
	Action/Objective	Lead	Priority	Commitment	Timeframe
Q.1	East Orange Arts Incubator and Artist Live/Work Spaces	City of East Orange	High	East Orange; In kind technical and professional support from EO Departments of Public Works, Planning and Recreation including additional support from local nonprofit partners including the Arts Council of East Orange, the East Orange Historical Society, the Police Athletic League of East Orange and the East Orange YMCA..	Short to Mid Term
Q.2	Traffic & Safety Improvements to intersections and overpasses along Freeway Drives East & West	City of East Orange.	High	TCSP (\$250,000), 2013 Transit Village Grant (\$250,000), NJDOT Improvement Initiative (\$750,000).	Short Term
Q.3	East Orange Public Art Installation Project	City of East Orange.	High	East Orange	Short Term
Q.4	East Orange Transit Village Parking Study and Vision Plan	City of East Orange.	High	In kind technical and professional support from EO Departments of Public Works, Planning and Recreation including additional support from local nonprofit partners including the Arts Council of East Orange and NJAPA.	Short Term

Regional Projects			
Action/Objective	Lead	Priority	Commitment

R.1	Urban Auxiliary Police Program	Individual municipalities.	Low	Watson Institute	Mid Term
R.2	VIE Youth Entrepreneurship and Investing	Vondor Institute for Entrepreneurship and Financial Literacy.	Low	Vondor Institute	Short to Mid Term
R.3	Urban Farming Initiative	Individual Municipalities	High	Roselle, Elizabeth, Newark Boys and Girls Club	Short to Mid Term
R.4	Urban Solar System Installation and Management Training for Long term unemployed and Non-violent ex-offenders	Independence: A Family of Services.	High	Private financing during start up.	Mid Term
R.5	Customized Employment and Supported Education Initiative for persons with mental health disabilities	Discover a New Future.	High	Unknown	Mid to Long Term
R.6	Redevelopment Ready Communities	Watson Institute	Mid	Watson Institute	Mid to Long Term
R.7	Supporting Manufacturing Businesses and Employment	Watson Institute	High	New Jersey Manufacturing Extension Partnership	Mid to Long Term
R.8	Leveraging Resilient Infrastructure and Economic/Community Development	Watson Institute	High	Watson Institute	Mid to Long Term
R.9	Access to International Trade Opportunities	Watson Institute	High	Watson Institute	Mid to Long Term
R.10	Leveraging Resources for Regional Prosperity	Watson Institute and North Jersey Transportation Planning Authority.	High	Watson Institute; NJTPA	Mid to Long Term



Proposed Projects

6. Proposed Projects

This section is a listing of all the suggested projects and the projected number of jobs to be created as a result thereof. 13CFR303.7 (b) (5)

For a full list of all projects considered by the Steering Committee, please see the appendix to this report. A detailed description for each Action/Objective is provided in the Action Plan.

Goal: Infrastructure Asset Enhancement: Expansion, Preservation & Resilience				
Action/Objective	Jobs Created	Public Cost	Private Investment	
A.1 Public Private Partnership (PPP) Infrastructure Enhancements	Indeterminate.	Staff Time / Consultants	\$100 million+.	
A.2 Water Infrastructure Management	N/A	Staff Time	N/A	
A.3 Connecting Land Use and Regional Transit Planning	N/A	Staff Time / Consultants / Grant Funding Available	\$100 million+	

Goal: Small Business Development				
Action/Objective	Jobs Created	Public Cost	Private Investment	
B.1 Increased Utilization of Existing Resources: Small Business Development Centers (SBDC)	100+	Staff Time	Donations only	
B.2 Creative Use of Special Improvement District (SID) Funds	N/A	\$30-45k per Community	SID Assessment	

Goal: Training the Economic Engine				
Action/Objective	Jobs Created	Public Cost	Private Investment	
C.1 Pilot a New Model for Partnerships in Workforce Development	100+	Initially just staff time	Sponsorships.	
C.2 High-School-To- Work Initiative	100+	Initially, staff time and seed funding of \$50,000.	Sponsorships, Foundations	

Goal: Implementation Assistance – Office of NJUMA				
Action/Objective	Jobs Created	Public Cost	Private Investment	
D.1 CEDS Implementation	N/A	Staff Time	N/A	
D.2 Local Business Attraction and Expansion through New Jersey Business Action Center	N/A	Staff Time	N/A	
D.3 Learning and Using Redevelopment Powers	1,000+ Potential	Staff Time	\$100 million+	
D.4 Advocate for Coordination of CEDS Initiatives	N/A	Staff Time	\$100 million+.	
D.5 Write Grants for CEDS Activities	N/A	Staff Time	N/A	
D.6 Other CEDS Related Activity	N/A	Staff Time	N/A	

Goal: Collective Modular Marketing Program			
Action/Objective	Jobs Created	Public Cost	Private Investment
E.1 Low Cost Business Attraction Marketing	1,000+.	Staff Time	\$100 million+.
E.2 Developing a Housing Marketing Strategy	Construction jobs 1,000+, New retail and service jobs 1,000+	Staff Time / Consultants	\$100 million+.
E.3 Marketing to Tourists/Visitors	1,000+ New retail, hospitality, service jobs	Staff Time / Consultants	\$100 million+.

Asbury Park Specifics			
Action/Objective	Jobs Created	Public Cost	Private Investment
F.1 Project Rise and Shine (building)	<100	N/A	Up to \$350,000
F.2 Project Rise and Shine (infrastructure)	<100	N/A	To be determined
F.3 Project Rise and Shine (vehicle)	<100	N/A	Up to \$75,000
F.4 Second Life Bikes' Girl-Powered Program	<100	To be determined	Up to \$227,000 (startup)/ \$100,000 annual

F.5	Asbury Park Green Infrastructure Program	N/A	\$5-\$7 million	To be determined	
F.6	Asbury Park Transportation and Community Center	N/A	\$5-\$7 million	To be determined	
F.7	Asbury Park Workforce Development Program	To be determined	\$5 million	To be determined	

Irvington Specifics					
	Action/Objective	Jobs Created	Public Cost	Private Investment	
G.1	The Irvington Economic Revitalization Initiatives	25 Operations + up to 100 trained and placed into jobs	N/A	Up to \$13.5 million	
G.2	Irvington Local Use Business Incubator	10 permanent	Up to \$20,000	To be determined	
G.3	Increasing Sewer Capacity - Irvington	30 full time during construction; 10 permanent full time.	Up to \$3 million	To be determined	
G.4	Irvington Urban Design	50 full time Design and Construction; 20 permanent full time	Up to \$5 million	To be determined	
G.5	Irvington Commuter Shuttle	1-2 full time	\$300,000	To be determined	

Paterson Specifics					
	Action/Objective	Jobs Created	Public Cost	Private Investment	
H.1	Commercial Driver's License (CDL) Program	Job Training and placement for 45/year	N/A	Up to \$10,500/year	
H.2	Furniture Refurbishing Program	Job Training for 60/year	N/A	Up to \$68,000/year	
H.3	Wait Staff Training	200	N/A	Up to \$60,000/year	
H.4	Paterson Armory Skills Training Facility	Immediate training for 50 persons	\$1.2 million	To be determined	
H.5	CDC Training and Capacity Building	8-16 temporary part-time construction; 36-50	\$672,000 Capital	To be	

		permanent full-time jobs	Cost	determined
H.6	Redevelopment Area - Neighborhood Based Marketing Studies	12-18 part-time consultants	\$450,000 Capital Cost	To be determined

Perth Amboy Specifics				
Action/Objective	Jobs Created	Public Cost	Private Investment	
I.1 Perth Amboy Model Aquaponics Production and Education Facility	56 FTE jobs	Up to \$4 million	Up to \$4 million	
I.2 Combined Sewer Separation Case Study for City of Perth Amboy	N/A	\$150,000-\$200,000	N/A	
I.3 Second Street Park Development	15 Design and Construction + 1 Permanent.	Up to \$4.9 million	To be determined	
I.4 Fayette Street Bridge Reconstruction	30 Construction	Up to \$5,704,600	To be determined	
I.5 Combined Sewer Separation	15 Construction + 250 Permanent	Up to \$2.4 million	To be determined	
I.6 Willow Pond Wetland Restoration	6 Construction	Up to \$10,000	To be determined	
I.7 1 MIC & Internet Café	11 Permanent	To be determined	To be determined	
I.8 The Gateway Neighborhood Collaborative (GNC)	To be determined	To be determined	To be determined	

Elizabeth Specifics				
Action/Objective	Jobs Created	Public Cost	Private Investment	
J.1 EDC's On-the-Job Training Program & Apprenticeship Initiative Training Facility for Industry Growth and Trade Employment Opportunities	20 Construction + 1 Part-Time + 2 FT + Job training and placement for 100	To be determined	To be determined	
J.2 Groundwork Elizabeth's Hydroponics and urban Farming Research Facility	5 Construction + 2-3 Full-time	\$412,000	To be determined	
J.3 StreetLight Mission - Restoring lives, families, & Communities	50 Construction + 20 Full-time	\$1.8 million	To be determined	

J.4	Trinitas Medical Center Emergency Expansion, Renovation and Equipment Upgrade Project	179 Construction + 40 to 50 Permanent.	To be determined	\$4 million
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Roselle Specifics				
Action/Objective	Jobs Created		Public Cost	Private Investment
K.1 Arts and Culture Workforce Development Facility	25-50 Construction + 8-12 self-employment opportunities.		To be determined	To be determined
K.2 Downtown Revitalization Project	25-50 Construction +24-50 employment opportunities with new businesses.		To be determined	To be determined
K.3 Victory Box Multi-Use Project	75-100 Construction + 50-100 Permanent		To be determined	To be determined
K.4 Workforce Development and Education Facility	25-50 Construction + 8-35 Permanent + 8-12 incubator businesses		To be determined	To be determined
K.5 The Roselle - Food IV Thought	30 full-time and part-time; 25 construction		To be determined	Up to \$6 million

Woodbridge Specifics				
Action/Objective	Jobs Created		Public Cost	Private Investment
L.1 Remediation of Albani Property	30 full-time and part-time; 25 construction		Up to \$6 million	To be determined
L.2 Avenel Arts Center	50 full-time and part-time		Up to \$2 million	To be determined
L.3 Children's Art & Activity Center	40 full-time and part-time jobs; 25 construction		Up to \$5 million	To be determined
L.4 Cutters Dock Road Bridge	40 construction jobs; 150 full-time and part-time jobs		Up to \$5 million	To be determined
L.5 Road Milling and Resurfacing	To be determined		Up to \$5 million	To be determined
L.6 Woodbridge River Re-Dredging	To be determined		Up to \$6 million	To be determined
L.7 Restore Wetlands in Flood-Prone Areas	To be determined		Up to \$3.5 million	To be determined

L.8	Township Smart Parallel Electrical Micro-Grid	To be determined	\$50 million total capital cost.	To be determined
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Hoboken Specifics				
	Action/Objective	Jobs Created	Public Cost	Private Investment
M.1	Hoboken Resiliency Center and Boat House	To be determined	Up to \$4,406,095	To be determined
M.2	Hoboken Innovation Center	2-5 full time jobs; additional job training	To be determined	To be determined

Newark Specifics				
	Action/Objective	Jobs Created	Public Cost	Private Investment
N.1	Green Cleaning Worker Cooperative - Newark	1 full-time equivalent	Up to \$60,500/year (4 years needed).	To be determined
N.2	Ballantine Revitalization Project	To be determined	To be determined	To be determined
N.3	Urban Farm Implementation Plan	1 full-time, 1 seasonal.	To be determined	To be determined
N.4	Newark Central Steel Drum Site Development	200 permanent; 400 construction.	\$20-\$30 million	To be determined
N.5	Commercial Kitchen and Co-Packing Facility	To be determined	\$540,00	To be determined
N.6	Morris Blanchard Site Development	.250 permanent; 700 construction	\$75 million	To be determined
N.7	White Chemicals/Frenkel/Fidelco Site Development	200+ permanent and construction jobs	\$35 - \$40 million	To be determined
N.8	Community Storefront Program	15 minimum; 25 maximum.	\$5,000 Total Capital Cost: \$330,000	To be determined
N.9	Boys and Girls Club Urban Farm STEM Education Initiative	10 FTE	N/A Capital Cost. \$1.5 million	To be determined
N.10	Green Infrastructure Installation	N/A	\$125k Capital Cost. \$125k.	N/A

Orange Specifics			
Action/Objective	Jobs Created	Public Cost	Private Investment
O.1 Full Service Community Schools	To be determined	To be determined	To be determined
O.2 Making a Healthy Orange	2-3 Fulltime, 15-20 part time.	Up to \$500,000/year	To be determined
O.3 Fiber Optics	To be determined	Up to \$3 million	To be determined
O.4 ORNG Ink Youth Entrepreneur Program	To be determined	Up to \$500,000	To be determined
O.5 Orange NJ Entrepreneur and Workforce Center	To be determined	Up to \$5 million	To be determined

Plainfield Specifics			
Action/Objective	Jobs Created	Public Cost	Private Investment
P.1 Train Side Plaza at Plainfield	50-80 permanent; 75-100 construction & part time.	To be determined (\$13.5 million total cost)	To be determined (total cost of \$13.5 million).
P.2 Foreclosure Prevention	N/A	Staff Time; Indeterminate financial cost	N/A
P.3 Moderate to Median Income Housing Rehabilitation Program	N/A	Staff time, indeterminate additional cost	N/A
P.4 Lease Purchase Program	N/A	Staff time; indeterminate additional cost	\$100 million+ Lead
P.5 Habitat for Humanity Restore	4 FTE	N/A	To be determined

East Orange Specifics			
Action/Objective	Jobs Created	Public Cost	Private Investment
Q.1 East Orange Arts Incubator and Artist Live/Work Spaces	TBD	\$100,000	To be determined
Q.2 Traffic & Safety Improvements to intersections and overpasses along Freeway Drives East & West	N/A	\$1.6 million	To be determined
Q.3 East Orange Public Art Installation Project	N/A	\$20,000	To be determined
Q.4 East Orange Transit Village Parking Study and Vision Plan	N/A	\$100,000	To be

					determined
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Regional Projects					
	Action/Objective	Jobs Created	Public Cost	Private Investment	
R.1	Urban Auxiliary Police Program	10 trained per year	To be determined	To be determined	
R.2	VIE Youth Entrepreneurship and Investing	1 full time, 8 part-time	Est. operating cost of \$240,000.	To be determined	
R.3	Urban Farming Initiative	6-10 jobs per farm; plus part-time seasonal workers	Total cost of each farm = \$1.2 million	Up to \$850,000 (total cost per farm)	
R.4	Urban Solar System Installation and Management Training for Long term unemployed and Non-violent ex-offenders	15-20 jobs per year	Total capital cost = \$205,000	Private group has agreed to owner finance operating solar equipment if necessary during start up.	
R.5	Customized Employment and Supported Education Initiative for persons with mental health disabilities	To be determined	To be determined	To be determined	
R.6	Redevelopment Ready Communities	N/A	To be determined	To be determined	
R.7	Supporting Manufacturing Businesses and Employment	100+.	To be determined	100 million+	
R.8	Leveraging Resilient Infrastructure and Economic/Community Development	To be determined	100+ million	To be determined	
R.9	Access to International Trade Opportunities	100+	To be determined	To be determined	
R.10	Leveraging Resources for Regional Prosperity	N/A	To be determined	To be determined	



Performance Measures and Goals

7. Performance Measures and Goals

This section of the plan is meant to list the performance measures used to evaluate the successful development and implementation of the CEDS. 13CFR303.7(b)(9). It also

Goal: Infrastructure Asset Enhancement: Expansion, Preservation & Resilience			
	Action/Objective	Description / Tasks	Performance Measures EDA Investment Priority(ies)
A.1	Public Private Partnership (PPP) Infrastructure Enhancements	Encourage communities to include in their existing zoning codes the provision of zoning relief to fund PPP investments in infrastructure and/or zoning relief in the form of density bonuses for areas that have existing infrastructure capacity. Ensure that resilient infrastructure enhancements are particularly incentivized where applicable.	Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (natural disaster mitigation and resiliency); Environmentally Sustainable Development.
A.2	Water Infrastructure Management	F. New Jersey Department of Environmental Protection (DEP) convenes stakeholders working in Brownfields, a wide variety of water resource managers, and other city officials to better determine needed investments. G. Similar initiative as described above to be used for cities with Combined Sewer Outflow (CSO) systems or with other significant infrastructure issues affecting economic development opportunities H. Establish Innovation Fund/Council to operate as a "Red Tape Commission" to advance new infrastructure initiatives. I. Encourage the development of micro-grid systems that keep critical infrastructure operating during power outage events.	Collaborative Regional Innovation; National Strategic Priorities (urban waters; natural disaster mitigation and resiliency); Environmentally Sustainable Development.

		J. Resources: New Jersey Business Action Center, Office of the Lieutenant Governor, Office for Planning Advocacy, New Jersey Economic Development Administration Energy Resilience Bank Case Study: City of Camden		
A.3	Connecting Land Use and Regional Transit Planning	D. NJ Transit works with municipalities to increase density along existing transit corridors and nodes to maximize benefit of current NJ Transit investments through land use planning review. E. NJUMA hosts educational sessions on this in conjunction with NJ Transit; effort would include looking for other opportunities to speak about transportation related issues. F. Resources: NJ Transit (Vivian Baker), North Jersey Transportation Planning Authority Planning for Emerging Centers Case Study: City of Perth Amboy	Number of communities who have met with NJ Transit. Number of communities that have adapted land use regulations for transit-friendly development.	Environmentally Sustainable Development.

Goal: Small Business Development				
	Action/Objective	Description / Tasks	Performance Measures	EDA Investment Priority(ies)
B.1	Increased Utilization of Existing Resources: Small Business Development Centers (SBDC)	D. Coordinate with SBDC throughout the state to help local governments connect their businesses to nearby SBDC. E. Partner with SBDC to transform the typical use of library space into an opportunity for entrepreneurship and innovative funding methods for businesses. F. Promote existing start-up networks in communities and the region. Example: One Million Cups Initiative	Number of communities who market small business development training. Number of new startups in each community.	Collaborative Regional Innovation; National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).
B.2	Creative Use of Special Improvement District (SID) Funds	C. Obtain expertise required to establish SID's as necessary in each community. D. Encourage existing and new SIDs to use funds for entrepreneurship and start-up related activities to revitalize buildings within improvement area. Case Study: Township of South Orange	Number of new SIDs across the community. Number of new programs implemented by the SIDs.	Collaborative Regional Innovation; National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).

Goal: Training the Economic Engine			
	Action/Objective	Description / Tasks	EDA Investment Priority(ies)
C.1	Pilot a New Model for Partnerships in Workforce Development	F. Identify a municipality to pilot the project. G. Convene a wide range of stakeholders in workforce development: Workforce Investment Boards, regional institutions of higher education, Small Business Development Centers, library officials, economic development professionals, faith-based organizations, community based organizations, local Boards of Education, and Metropolitan Planning Organizations. H. Develop approaches for identifying and meeting the needs current and future industries that will be experiencing high growth. I. Engage corporate partners and other businesses as sponsors, mentors, and supporters to develop a direct connection between employers and employees. J. Use library space, existing educational programs, and existing economic development resources in this effort rather than create something new. Case Study: Pathways in Technology High School in New York City; Borough of Roselle	Number of new workforce partnership programs & number of graduates of such programs. Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (job driven skills development).
C.2	High-School-To-	This Action/Objective is a concrete example of a pilot project as outlined	Collaborative

Work Initiative	above; this action being formulated by the Workforce Taskforce of the CEDS Steering Committee. G. Identify a municipality: Paterson selected to pilot the “Paterson Educational Innovation Project”. H. Identify stakeholders: William Paterson University Small Business Development Center, Paterson Library System, Passaic County Workforce Development Center/Workforce Investment Board, Paterson Board of Education, Community Development Corporations, Passaic County Division of Economic Development, Healthcare facilities, i.e. St. Joseph’s Hospital Healthcare System, NJ Department of Labor I. Develop training program geared for high school senior and those in their 20’s that prepares them to enter the workforce without attending college. Training to focus on finance, technology, healthcare, manufacturing skills and include actual work experience through paid internships J. Engage corporate partners, sponsors, mentors, and supporters to create a direct connection between employers and potential employees K. Finalize program design to include soft skills, certificates, licenses, and apprenticeships as necessary; provide entrepreneurship assistance for business planning, budgeting, financing, and marketing. L. Seek workforce funding via grants, sponsorships, and foundations. Manufacturing	programs.	Regional Innovation; Public Private Partnerships; National Strategic Priorities (job driven skills development).
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Goal: Implementation Assistance - Office of NJUMA			
Action/Objective	Description / Tasks	Performance Measures	EDA Investment Priority(ies)
D.1 CEDS Implementation	F. Assist each community in executing on low cost, existing resources, and best practice related actions. G. Create database of information to easily share data and knowledge across the CEDS region. H. Identify actions and tasks that municipalities can accomplish with little to no funding, within their own purview, and within a short timeframe to prepare them for more significant undertakings. I. Identify funding sources for this objective and assisting in implementation of others. J. Develop long – term communication plan from NJUMA to the region.	Number of meetings with each community.	Collaborative Regional Innovation.
D.2 Local Business Attraction and Expansion through New Jersey Business Action Center	C. Ensure municipality is connected to New Jersey Business Action Center to allow for discussion around land/building availability in local municipalities. D. Resources: Gerry Scharfenberger, Business Action Center Case Study: City of Perth Amboy	Number of communities who establish strong connection to the Business Action Center.	N/A
D.3 Learning and Using Redevelopment Powers	D. Encourage communities to complete designations of areas in need of redevelopment so that information and opportunities can be properly marketed to developers. E. Convene a roundtable with local planners to discuss redevelopment powers and strategies with each other as well as outside consultants. F. Better understand and utilize the Abandoned Properties Rehabilitation Act. Resources: Dave Roberts, Maser Consulting	Number of events to promote redevelopment area use. Number of communities who implement and complete "Area in Need of Redevelopment" studies and plans. Number of new developments that are built in such areas.	N/A

D.4	Advocate for Coordination of CEDS Initiatives	F. Water infrastructure planning G. Statebook marketing for business attraction H. Marketing to residential developers I. Transit friendly land use planning J. Innovative use of SID funds Resources: See relevant initiative	Number of initiatives that Office of NJJUMA is able to catalyze in each community.	Collaborative Regional Innovation.
D.5	Write Grants for CEDS Activities	C. Gather funding for other activities as necessary. D. Continue Senior Fellow position to guide implementation	Dollars awarded	N/A
D.6	Other CEDS Related Activity	D. Convene a Mayor's Academy on Resilience to cover both basic and state of the art resiliency planning. E. Create initiative to educate elected officials on operating across boundaries and how this benefits their local government. F. Technical assistance and grant writing/proposal development.	Convening of Mayor's Academy; Development of cross boundary training; Grants received.	Collaborative Regional Innovation; National Strategic Priorities (natural disaster mitigation and resiliency).

Goal: Collective Modular Marketing Program			
	Action/Objective	Description / Tasks	Performance Measures
E.1	Low Cost Business Attraction Marketing	E. Encourage realtors to post available commercial property on Choose NJ's website. F. Build Statebook profiles for all of the CEDS communities that will allow them to better control information available to site selectors about their community. G. Empower a SID to recruit target industries in the area they cover. H. Resources: Michael Henderson, Choose NJ	New businesses attracted to each community.
E.2	Developing a Housing Marketing Strategy	Case Study: Irvington E. Convince own community stakeholders that there is opportunity for residential development F. Identify parcels that would be suitable for development. G. Engage in an internal audit on zoning, approval process, Brownfields, infrastructure, etc. to determine what community must do to make developments easier and more viable. H. Continue efforts that build relationships between municipality and developers and will allow developers to properly market new developments.	New residential units added to housing stock.
			N/A

E.3	Marketing to Tourists/Visitors	D. Broach idea of hotel tax to primary stakeholders, i.e., local Chambers and hotel operators E. Through the chamber, conduct branding exercises and develop a marketing plan F. Adopt a hotel tax that is devoted solely to marketing strategy implementation. Case Study: City of Elizabeth	Number of communities that adopt a hotel tax and/or marketing policy.	Global Competitiveness
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Asbury Park Specifics					
	Action/Objective	Description / Tasks	Performance Measures	CEDS Goal	EDA Investment Priority(ies)
F.1	Project Rise and Shine (building)	Faith Based Initiative Group (FBIG), community based Elks IBPOEW organization, a community based Disabled American Veterans unit/veterans unit require a building renovated that will allow veterans to access job related training programs and services provided by FBIG. FBIG will also use the space to provide low to moderate incomes persons in Asbury Park and Neptune to administer New Jersey Department of Labor Best Foot Forward program.	Completion of building	Addressing persistent and complex workforce issues.	National Strategic Priorities (job driven skills development)
F.2	Project Rise and Shine (infrastructure)	Faith Based Initiative Group (FBIG), community based Elks IBPOEW organization, community based Disabled American Veterans	Purchase and installation of equipment and software	Addressing persistent and complex workforce issues.	National Strategic Priorities (job driven skills development)

		unit/veterans units require hardware, software, and internet based infrastructure improvements to better allow them to reach populations in need of job training and readiness program services.			
F.3	Project Rise and Shine (vehicle)	Faith Based Initiative Group (FBIG), community based Elks IBPOEW organization, community based Disabled American Veterans unit/veterans units require vehicles to facilitate the transportation of clients to job and education sites that are not sufficiently served by public transportation. Vehicles will also be used to transport veterans to Veterans Administration healthcare services.	Purchase of vehicle(s)	Addressing persistent and complex workforce issues.	National Strategic Priorities (job driven skills development)
F.4	Second Life Bikes' Girl-Powered Program	Improve the economic involvement of West-side females in Asbury Park business through networking, mentorship and internship programs with participating female entrepreneurs, expanding upon job skills acquired through Youth-Earn-a-Bike program. Develop self-directed and self-realized projects downtown to create a sense of ownership and	Program enrollment; Internship and Job placements in City; rate of High School graduations	Promoting small business development; Addressing persistent and complex workforce issues	Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (access to capital for small, medium sized, and ethnically diverse enterprises)

F.5	Asbury Park Green Infrastructure Program	interaction with unused spaces. Asbury Park has suffered damage from Superstorm Sandy, and needs to drive resiliency projects that are inclusive to all residents, in particular historically marginalized groups in Asbury Park. These projects are focused on the shoreline, at the public access beach point, and further inland. They also represent excellent opportunities to connect underserved communities in Asbury to workforce training and other opportunities related to the beachfront economy. This is a critical time for AP, a City that is not just rebuilding after recent storms but is also working to incorporate and prioritize strategies for social and environmental resilience into the City's development and redevelopment.	Completion of infrastructure projects; Successfully connecting green infrastructure opportunities to workforce development programs.	Enhancing, preserving, and making resilient critical infrastructure assets; Addressing persistent and complex workforce issues.	National Strategic Priorities (natural disaster mitigation and resiliency); National Strategic priorities (jobs driven skills development); Environmentally Sustainable Development
F.6	Asbury Park Transportation and Community Center	Asbury Park's transportation center sits at the crossroads of the east and west side of the city, a traditional dividing point in Asbury Park. In order to make this space more attractive to both residents and	Renovation of space; Increase in traffic; Development of space for small businesses.	Enhancing, preserving, and making resilient critical infrastructure assets; Promoting small business development	Collaborative Regional Innovation; National Strategic Priorities (access to capital for small, medium sized, and ethnically

		visitors, the city seeks to transform the transportation center into a space that can bridge the geographic, economic, and racial silos in Asbury Park. This will be accomplished by creating spaces for small business development, community space, multi – modal transportation opportunities, and retail opportunities.			diverse enterprises); Environmentally Sustainable Development
F.7	Asbury Park Workforce Development Program	The City of Asbury Park has a large underserved and underemployed workforce population that faces vulnerabilities in locating and obtaining stable employment, as well as a youth population often vulnerable to situations that lead into unemployment or the prison pipeline. Asbury Park seeks to develop a comprehensive youth-centered workforce development program and space that will allow many workforce needs to be met and take advantage of market opportunities unique to Asbury. These include access to and knowledge of education and training programs, mentoring programs, a safe space, and business incubator related services.	Creation and implementation of program	Promoting small business development; Addressing persistent and complex workforce issues.	National Strategic Priorities (job driven skills development);

Irvington Specifics				
Action/Objective	Description / Tasks	Performance Measures	CEDS Goal(s)	EDA Investment Priority(ies)
G.1 The Irvington Economic Revitalization Initiatives	The economic revitalization initiatives in Irvington are a community wide comprehensive approach to revitalizing the township of Irvington New Jersey through a collaborative training and re-tooling efforts. A very important component of our efforts will address the needs of our youth through designing multiple youth enhancement programs in the targeted municipalities. a. STEM development and out of school enrichment programs are at the forefront of our mission to facilitate and promote urban interest is technology application. b. Service learning opportunities both for college students participating and serving as mentors and high school students benefiting from those enrichment opportunities. c. Environmental remediation through Brownfield Assessment and Green Technology development are two are of interest that will be focused on. d. Small Businesses/ Minority and Women Owned Business Enterprise advocacy will be the	Number of Individuals and Businesses Served	Promoting small business development; Addressing persistent and complex workforce issues.	National Strategic Priorities (job driven skills development);

		fourth component and will spur economic revitalization in the region.				
G.2	Irvington Local Use Business Incubator	Irvington does not currently have significant resources devoted to assisting entrepreneurs/small business owners establish themselves in Irvington and employ Irvington residents. To foster a spirit of entrepreneurship and increase employment figures for its residents, Irvington plans to provide a space for entrepreneurs to utilize to start and develop their businesses. To maximize resource availability, Irvington is seeking to bring in a higher education and potentially a corporate partner(s) for the incubator. The incubator will also serve to assist existing small businesses in improving their business operations to stimulate growth.	Completion of projects; number of businesses/persons benefitted	Promoting small business development	Public Private Partnerships; National Strategic Priorities (access to capital for small, medium sized, and ethnically diverse enterprises);	
G.3	Increasing Sewer Capacity - Irvington	Due to Irvington's aging sewer infrastructure, the township regularly manages collapses throughout the sewage system. These unanticipated events not only require significant public investment, but also hamper Irvington's economic development efforts. Updating sewage infrastructure in critical areas will allow the township to better attract large employers and small business owners.	Increased sewer capacity	Enhancing, preserving, and making resilient critical infrastructure assets.	National Strategic Priorities (urban waters, natural disaster mitigation and resiliency); Economically Distressed and Underserved Communities	

G.4	Irvington Urban Design	Irvington has several signature business centers that require significant aesthetic and functional improvements to ensure that the economic potential of these corridors are being maximized. These improvements will include sidewalk restructuring, safety paintings, repaving, parking, façade improvements, signage, landscaping, critical infrastructure (road, water, sewer, and electric) repairs, complete streets remodeling, etc. These activities create beautiful public spaces that attract pedestrians, high density living, and retail spaces.	Jobs created; improvements made	Enhancing, preserving, and making resilient critical infrastructure assets; Promoting small business development; Marketing effectively to attract new businesses, future residents, and tourists	Environmentally Sustainable Development; Economically Distressed and Underserved Communities
G.5	Irvington Commuter Shuttle	In 2005 Irvington Township secured an FTA grant to operate a commuter bus shuttle from areas not well served by transit destined to the NJ transit Bus Terminal. It's a primarily auto driven corridor from Mill Road-Union Avenue to Clinton and Springfield avenues. The fixed route service ran at standing room capacity through 2013, when the Shuttle bus lost its engine. The heavily demanded service has not operated for 2 years. Riders signed a petition in 2011 to extend the hours and route of the Shuttle to take advantage of some new employment centers that opened along its route. In 2015 a \$12	Project Completion; Jobs Created	Enhancing, preserving, and making resilient critical infrastructure assets; Addressing persistent and complex workforce issues	Environmentally Sustainable Development; Economically Distressed and Underserved Communities

		million commercial mall will open near the Shuttle route. This mall will eventually comprise 77 stores on 6 acres along Chancellor Avenue near an I-78 interchange. In late 2015 a \$100 million phased mixed use project will begin at Chancellor Avenue producing traffic on the avenue where an expanded leg of the Shuttle is planned. Additionally, the route provides access to employment centers along and near this route.			
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Paterson Specifics					
	Action/Objective	Description / Tasks	Performance Measures	CEDS Goal(s)	EDA Investment Priority(ies)
H.1	Commercial Driver's License (CDL) Program	Students are prepared for a Chauffeur Driver's License Permit. The CDL program will be scheduled for two sessions per quarter throughout the year. Each of the training sessions will be two weeks for three day per evening (Monday, Tuesday & Wednesday 6 pm to 8 pm). There is one instructor and the class size will range from 5 to 12 participants. Agency will provide referrals for those participants seeking employment.	Number of Individuals trained and receive employment	Addressing persistent and complex workforce issues.	National Strategic Priorities (job driven skills development); Economically Distressed and Underserved Communities

H.2	Furniture Refurbishing Program	This program will have three components, furniture refinishing, upholstery and woodworking. This hands-on program will give step-by-step instruction on the entire journey from beginning to end of refinishing, upholstery and woodworking. Participants will learn the necessary procedures and products used in each particular phase of the training. This hands- on training will include job shadowing. The training program will be offered in Spanish and English. The program will be held each Saturday of the month for four weeks and two hours of job shadowing.	Number of Individuals trained and receive employment	Addressing persistent and complex workforce issues	National Strategic Priorities (job driven skills development); Environmentally Sustainable Development; Economically Distressed and Underserved Communities
H.3	Wait Staff Training	“Serve for Life” will teach individuals the customer service skills and the basic skills of working in a restaurant or catering facility. Participants will be able to role-play and experiment among their peers without the risk of embarrassing themselves or getting into trouble with guest. Participants will learn in a supportive environment.	Number of Individuals trained and receive employment	Addressing persistent and complex workforce issues	National Strategic Priorities (job driven skills development); Economically Distressed and Underserved Communities

H.4	Paterson Armory Skills Training Facility	The City of Paterson seeks to rehabilitate and re-use the historic Paterson Armory as a workforce development center focusing on the following industries (per private commitments): carbon dioxide cleaning, 3D modeling and printing, hydroponics, building construction trade, and culinary arts film production. The workforce development center will both train and provide entrepreneurial activities for persons interested in those industries. The Paterson Armory needs significant rehabilitation that will preserve its historical character. This project will allow Paterson's workforce to not only be trained in emerging industries, but will also assist the city in training a workforce that will help the city retain its historic appearance via carbon dioxide cleaning.	Number of Individuals trained and receive employment	Promoting small business development; Addressing persistent and complex workforce issues.	Public Private Partnerships; National Strategic Priorities (job driven skills development; innovations in science and healthcare); Environmentally Sustainable Development;
H.5	CDC Training and Capacity Building	This project will establish and train Six (6) Community Development Corporations in three (3) Redevelopment Areas to facilitate community empowerment, implement the Master Plan and complete Redevelopment Plans proposed for their neighborhoods by the Master	Establishment and training of CDCs	Promoting small business development; Addressing persistent and complex workforce issues; Marketing effectively to attract new businesses, future residents,	Collaborative Regional Innovation; Public Private Partnerships; Economically Distressed and Underserved Communities

		Plan and Crime Prevention plans. Each CDC will coordinate resident, business, social and religious stakeholder's to implement local redevelopment projects and serve as a reviewer of projects or a developer of projects. Initial projects will include Asset Based Community Development Training as developed by the Asset Based Community Development Institute and the preparation of Requests for Proposals to construct (6) neighborhood place making projects.			and tourists	
H.6	Redevelopment Area - Neighborhood Based Marketing Studies	This project will use Neighborhood CDC's to procure consultant marketing studies to determine the opportunity for establishing job producing, growth industries within the City's Redevelopment Areas. They will specifically examine the following: • Food, chemical and textile industries, identified in the City's Master Plan. • Distributed manufacturing: The assembly of finished products from digital plans in local fabrication workshops. • Fusion Deposition Modeling	Completion of Marketing Studies	Promoting small business development; Addressing persistent and complex workforce issues	Public Private Partnerships; National Strategic Priorities (job driven skills development; innovations in science and healthcare); Environmentally Sustainable Development; Economically Distressed and Underserved Communities	

		• (3-d Printing) Recyclable Thermoset Plastics: Plastics that can be melted down and reshaped that will move us towards a circular economy to reduce landfill waste from plastics. • Hydroponics: Commercial Urban Farming • Carbon Dioxide Cleaning (CO2) – Historic Buildings and Machinery		
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Perth Amboy Specifics				
	Action/Objective	Description / Tasks	Performance Measures	CEDS Goal(s)
I.1	Perth Amboy Model Aquaponics Production and Education Facility	Food deserts and the loss of farm land is a major issue our communities will face. The City of Perth Amboy, the Perth Amboy Board of Education and a private group would like to create a model aquaponics facility that will serve as an example of urban agriculture opportunities. The facility will also educate students about urban agriculture, sustainability; provide them with training in this field, as well as entrepreneurship in general. Additionally, the kitchen on site will expand on the County's Vocational School's outstanding program in the City. The resulting facility will provide	Completion of building; Jobs created; People trained in hydroponic/aquaponics farming	Promoting small business development; Addressing persistent and complex workforce issues
				Public Private Partnerships, National Strategic Priorities (job driven skills development; innovations in science and healthcare), Environmentally Sustainable Development

		grocery and dining opportunities for all residents.	Completion of study	Enhancing, preserving and making resilient critical infrastructure assets.	National Strategic Priorities (urban waters; natural disaster mitigation and resiliency); Environmentally Sustainable Development
I.2	Combined Sewer Separation Case Study for City of Perth Amboy	The City needs to eliminate combined sewer overflows for the economic, environmental and social sustainability of the City. To do so, the City will need to study the most cost effective and technically feasible strategy to separate storm water runoff from sanitary sewerage. In addition, a strategy to address inflow and infiltration (I&I) would need to be developed to effectively reduce storm and ground water entering a very old system.	Site Remediation; Park Development	Marketing effectively to attract new businesses	Environmentally Sustainable Development
I.3	Second Street Park Development	This project will create a park on an abandoned brownfield property that is a key linkage between redevelopment areas, the train station and the waterfront. The City is working to make a “transit corridor” from the train station to the waterfront that will attract visitors and spur economic investment in the areas between the train station and the proposed waterfront park. This park will be a major component in the newly created transit district and an important destination for the City. The City is seeking to attract offices and mixed use development along the transit corridor that will			

		create jobs and revitalize a core area of the City.				
I.4	Fayette Street Bridge Reconstruction	Replace the bridge over the train tracks on Fayette St. This is major truck route that services several major employers. At this time, we've had to restrict truck traffic on this road because of the bridge's condition. Forcing them on a pedestrian heavy parallel road. There will be significant investments in the train station. The other bridges are being replaced. This will allow the bridge to meet the needs of the improved station. Provide safe infrastructure to residents. Re-establish access to major and small employers in town for their trucks.	Completion of Construction	Enhancing, preserving, and making resilient critical infrastructure assets; Promoting small business development	Investment Priorities: Global Competitiveness; Environmentally Sustainable Development	
I.5	Combined Sewer Separation	Separate storm and sanitary sewers in low lying area of city current flowing to State Street Pump Station. Area is defined by the following perimeter streets, High Street, State Street, and James Street. This site has seen millions of dollars in investment in clean up and redevelopment and is expected to see millions more in the next couple of years.	Completion of Construction	Enhancing, preserving and making resilient critical infrastructure assets.	National Strategic Priorities (urban waters; natural disaster mitigation and resiliency); Environmentally Sustainable Development	
I.6	Willow Pond Wetland Restoration	This pond is located at one of the most used parks in the City and will be next to the new high school. The pond has been	Completion of Restoration	Enhancing, preserving and making resilient critical infrastructure	National Strategic Priorities (urban waters)	

		taken over by phragmites and all native species/habitat have been choked out. This project will remove the phragmites and reestablish the natural habitat to be used for educational purposes.			assets.	
I.7	1 MIC & Internet Café	1 MIC & Internet Café is a project of the Jewish Renaissance Foundation, a nonprofit Community Action Agency. 1 MIC is designed to serve young adults and the local artist community. The multi-purpose interactive creative space will provide; • A state of the art recording studio as a virtual classroom for members to be introduced to the various career opportunities in the recording industry. • A full service High School Equivalency (HSE) preparation component with the option of testing on site. • Space and equipment available and dedicated to the visual and performing arts. • An internet café that will serve light refreshments and offer a comfortable and creative atmosphere.	Persons completing HSE testing; number of youth engaging in recording industry training/opportunities.	Addressing persistent and complex workforce issues.		National Strategic Priorities (jobs driven skills development; access to capital for small, medium – sized, and ethnically diverse enterprises).
I.8	The Gateway Neighborhood Collaborative (GNC)	The following is a description of initiatives which will enhance the viability of the Gateway Neighborhood and improve the	Completion of Rehab; Number of individuals trained and receive employment	Promoting small business development; Addressing		Collaborative Regional Innovation; National Strategic Priorities (jobs driven

		quality of life for its residents: 1. Work to ensure that the neighborhood is organized. 2. Enhance the mix of retail, entertainment, housing, and other prospects. 3. Integrate and link the Smith Street corridor west of the railroad with the transit-oriented development activity planned for the east side of the tracks. 4. There is a need to bring an identity and “sense of place” to the neighborhood. In addition to commercial investments, other approaches include the creation of more green space, places to converse and gather, and general beautification. The waterfront is a key asset for this strategy.		persistent and complex workforce issues; Marketing effectively to attract new businesses, future residents, and tourists	skills development; access to capital for small, medium – sized, and ethnically diverse enterprises); Environmentally Sustainable Development
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Elizabeth Specifics					
	Action/Objective	Description / Tasks	Performance Measures	CEDS Goal(s)	EDA Investment Priority(ies)
J.1	EDC's On-the-Job Training Program & Apprenticeship Initiative Training Facility for Industry Growth and Trade Employment Opportunities	EDC is seeking \$562,000.00 in grants to gut rehab a 80 by 45 mix use property to include 4 low income rental units and restoring a dormant ground level commercial space that will be utilized to house a one-stop Apprentice training and job placement program to eligible applicants for pre-apprenticeship training that would be designed	Completion of Rehab; Number of individuals trained and receive employment	Addressing persistent and complex workforce issues	Public Private partnerships; National Strategic Priorities (jobs driven skills development); Environmentally Sustainable Development

		to prepare a diverse pool of individuals to enter and success by providing career specific training and readiness skills needed on the job by working directly with the Union Trades and growth sector employers.			
J.2	Groundwork Elizabeth's Hydroponics and urban Farming Research Facility	Elizabeth Development Company (EDC) and with the support of the City of Elizabeth is requesting \$412,000.00 in federal grant to construct and operate a hydroponic and urban farming greenhouse in Midtown Elizabeth, inside the Oakwood Plaza housing project, which is currently being rehabilitated. This proposed hydroponic Farm will provide jobs to the local residents of this community by providing fresh organically grown produce. Hydroponic farming offers an efficient solution to growing produce in environmentally challenged sites because plants are not put directly into the soil but are instead submerge in a bath of oxygenated nutrients solution and this saves space, water and reduces pest infestation. We intend to use existing techniques for the majority of the space to grow produce for sale into local markets and distributors. We would put in-place agreements with non-local	Completion of Facility; Jobs created; Food produced	Addressing persistent and complex workforce issues.	Public Private Partnerships; National Strategic Priorities (jobs driven skills developments in science and healthcare); Environmentally Sustainable Development

		distributors to take excess produce at wholesale price points; this will mitigate the financial risk of the project. We will use space in the greenhouse to test new techniques that have the potential to increase production per square foot and publish the results of outcomes and share with community and investors program.	Completion of Facility; Number of individuals served	Addressing persistent and complex workforce issues	National Strategic Priorities (jobs driven skills development)
J.3	StreetLight Mission - Restoring lives, families, & Communities!	Elizabeth Development Company (EDC), with the support of the City of Elizabeth is respectfully requesting \$ 1.8 million in federal grant funds to construct a new facility to accommodate StreetLight Mission to meet the growing population of people who are in need of help, restoring their dignity and improving their lives that will allow them to transition from a life of poverty to a life of independence. This new facility will provide the flowing additional features: 1. Handicapped Accessibility 2. On-site Commercial Kitchen 3. Four Classrooms 4. Four Bedrooms and a Student Lounge. 5. Programming Areas 6. Administrative Support 7. Children's Area			

		8. HVAC System 9. Parking				
J.4	Trinitas Medical Center Emergency Expansion, Renovation and Equipment Upgrade Project	Elizabeth Development Company (EDC) with the support of the City of Elizabeth respectfully request \$2Million in federal grant funds to expand the size of the Trinitas Emergency Department and strategically upgrade its equipment in an effort to better accommodate its growing patient base of over 75,000 patients per year; which will enhance safety standards and improve the timeliness and quality of care with this cutting edge technology and lifesaving equipment to enhance the training of over 290 students per year. There is currently a shortage of practitioners in the field of emergency medicine and this project will help alleviate this shortage on a local level while providing training in this high demand, growth field.	Project Completion; Number of individuals trained	Addressing persistent and complex workforce issues	National Strategic Priorities (jobs driven skills developments in science and healthcare)	

Roselle Specifics				
Action/Objective	Description / Tasks	Performance Measures	CEDS Goal(s)	EDA Investment Priority(ies)
K.1 Arts and Culture Workforce Development Facility	The Borough is proposing to create an Arts and Culture Facility with a focus on workforce development and promoting entrepreneur opportunities in various arts. The proposed facility is a 2nd floor warehouse, in need of rehabilitation. The project would include space for a dance studio, gallery space, classrooms, photography room, audio and visual room, performance stage, and equipment for various programs.	Completion of Facility; People in entrepreneurship program; Arts businesses cultivated	Promoting small business development; Addressing persistent and complex workforce issues	National Strategic Priorities (jobs driven skill development); Environmentally Sustainable Development
K.2 Downtown Revitalization Project	The Borough is proposing to improve its downtown area by partnering with private entities to create various commercial opportunities. The proposed project will extend the downtown area by acquiring 4 residential units and creating more commercial space. In addition, the project will include a Façade Program for the main corridor and marketing of space.	Completion of Development; New commercial space; Improvements made.	Promoting small business development; Marketing effectively to attract new businesses, future residents, and tourists.	Public Private Partnerships
K.3 Victory Box Multi-Use Project	The Borough is proposing to partner with various entities and develop an 11 acre industrial site. This site will include a proposed advance manufacturing component with member based workshop facilities, hydroponic	Completion of Development; Jobs Created	Promoting small business development; Addressing persistent and complex workforce issues	Public Private Partnerships; National Strategic Priorities (advanced manufacturing; job driven skills development);

		gardens, a retail component, and residential component. The Borough would be requesting funds for the industrial readiness and promotion aspect of the project.			Environmentally Sustainable Development
K.4	Workforce Development and Education Facility	The Borough is proposing to acquire and renovate a vacant church located in a low-moderate census tract and create a workforce development and education facility that will focus on the 3 workforce initiatives of CEDS: High School Initiative, Coordination of Urban Workforce, and Training to Create an Economic Engine	Completion of Facility; Number of jobs created; Number of incubator businesses	Addressing persistent and complex workforce issues,	Public Private Partnerships; National Strategic Priorities (jobs driven skill development)
K.5	The Roselle - Food IV Thought	The Roselle is a private entity that envisions creating Food IV Thought which includes two workforce development components: culinary skills education and food entrepreneurship. The culinary skills education component involves providing classes for the population at large in several culinary skill areas. This space will be utilized by Roselle First in culinary workforce development. The food entrepreneurship component involves renting time in a licensed fully equipped commercial production kitchen to food entrepreneurs starting or expanding their businesses. The	Remediation of Site; Number of people using commercial kitchen; Number of people enrolled in culinary skills development	Promoting small business development; Addressing persistent and complex workforce issues; Marketing effectively to attract new businesses, future residents, and tourists	Public Private Partnerships; National Strategic Priorities (jobs driven skill development)

		Roselle will also reserve booth space at the Crossroads Farmers' Market for food entrepreneurs (clients) to sell their products ((test out / market test))			
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Woodbridge Specifics					
	Action/Objective	Description / Tasks	Performance Measures	CEDS Goal(s)	EDA Investment Priority(ies)
L.1	Remediation of Alibani Property	This 0.34-acre, former gas station site is contaminated as a result of fuel tank leaks. The site is part of a larger redevelopment area along Port Reading Avenue, one of the main access roads to the Township. The site is on the New Jersey Department of Environmental Protection's List of Known Contaminated Sites.	Remediation of Site	Marketing effectively to attract new businesses, future residents, and tourists	Environmentally Sustainable Development
L.2	Avenel Arts Center	The Avenel Arts Center is a 10,000 square-foot multi-purpose performance space which is to serve as the centerpiece of the Avenel Arts Village. The Avenel Arts Village is a transit-oriented mixed-use redevelopment project consisting of 500 housing units and 25,000 square feet of retail and arts village support space.	Completion of Development	Marketing effectively to attract new businesses, future residents, and tourists	Environmentally Sustainable Development

L.3	Children's Art & Activity Center	A 10,000 to 15,000 square-foot children's art and activity center. The project for the Children's Art & Activity Center (Museum) developed through the preparation of a Local Demonstration Project which focused on the presence of the local artist community and the many musical, cultural, and artistic events hosted by the Township. During the Local Demonstration Project, the presence of the local arts community and numerous children's after-school activities were recognized as special assets of the Township. The Children's Art & Activity Center (Museum) expands the current artistic and children's programs and be a destination point for the region.	Completion of Development	Marketing effectively to attract new businesses, future residents, and tourists	Environmentally Sustainable Development
L.4	Cutters Dock Road Bridge	This project is the replacement of the existing Cutters Dock Road Bridge. The Cutters Dock Bridge is an overpass over railroad right-of-way which provides the only access to businesses at the end of Cutters Dock Road. The properties which depend on the bridge are part of the Pennval Road Redevelopment Area, the Township's progressive and ambitious plan to redevelop the area into a "Green Technology	Completion of Project	Enhancing, preserving, and making resilient critical infrastructure assets; Promoting small business development.	Investment Priorities: National Strategic Priorities (innovations in science and health care).

L.5	Road Milling and Resurfacing	Park.” This project entails the milling and resurfacing of the Township’s roads. Woodbridge Township has an area of over 24 square miles with an extensive road network.	Number of Miles Completed	Enhancing, preserving, and making resilient critical infrastructure assets; Promoting small business development.	N/A
L.6	Woodbridge River Re-Dredging	The project is for the re-dredging of the Woodbridge River and relining of the tributaries to the Woodbridge River, such as Heards Brook. The Woodbridge River is a tidal river which flows into the Arthur Kill and has multiple tributaries. In 2011, Hurricane Irene dropped a tremendous amount rain on the Township (statewide rainfall maxima of 11.27 inches) and caused widespread flooding. Re-dredging the Woodbridge River and relining of the tributaries to the Woodbridge River, such as Heards Brook, will alleviate flooding in the future during major rainstorm events.	Completion of Project	Enhancing, preserving, and making resilient critical infrastructure assets.	National Strategic Priorities (urban waters; natural disaster mitigation and resiliency)
L.7	Restore Wetlands in Flood-Prone Areas	The project is for the restoration of wetlands to properties bought by the State of New Jersey for the Blue Acres buyout program. Hurricane Irene and Super Storm Sandy flooded numerous homes in Woodbridge Township. Following Super Storm Sandy, the State identified properties	Number of Properties/Acres converted to open space	Enhancing, preserving, and making resilient critical infrastructure assets.	National Strategic Priorities (urban waters; natural disaster mitigation and resiliency)

		which would be eligible for the State's Blue Acres program. These properties are in the AE flood zone and are adjacent to wetlands. As of February 2015, 176 property owners have applied for the buyout program. Purchased properties will be turned into open space. Restoring these properties to their pre-development state as wetlands will mitigate future flooding.				
L.8	Township Smart Parallel Electrical Micro-Grid	This project is to create a Township-wide smart parallel electrical micro-grid to make electricity available to Township residents, businesses, and emergency personnel during power outages. Super Storm Sandy caused wide-spread power outages throughout the state for days. Long lines occurred at the few open gas stations where people waited to gas their vehicles or to take gas home for home electric generators. A Township-wide smart parallel electrical micro-grid would allow the Township to continue to have electricity during power outages. The smart parallel electrical micro-grid is a recommendation in the Township's Strategic Recovery Planning Report (May 2014).	Design and Construction of Microgrid	Enhancing, preserving, and making resilient critical infrastructure assets; promoting small business development.	National Strategic Priorities (natural disaster mitigation and resiliency); Environmentally Sustainable Development	

Hoboken Specifics				
Action/Objective	Description / Tasks	Performance Measures	CEDS Goal(s)	EDA Investment Priority(ies)
M.1	In the aftermath of Superstorm Sandy, a comprehensive water management “Resist, Delay, Store, Discharge” strategy was developed to protect Hoboken from flooding due to storm surges and flash flooding as part of Housing and Urban Development (HUD) sponsored Rebuild by Design competition. As a first project for the implementation of the resist strategy, the City has designed a Resiliency Center and Boathouse that not only makes the facility itself flood-proof, it also incorporates the flood wall and berm into the design. When the full resist strategy is built out in conjunction with this facility, the north end of the City will be protected from storm surges. The idea of storm surge protection on the Hudson River waterfront is not only to protect the City, but to do so using both soft and hard elements. Rather than blocking the community off from the waterfront in order to	Completion of Project; Job creation	Enhancing, preserving, and making resilient critical infrastructure assets.	National Strategic Priorities (urban waters; natural disaster mitigation and resiliency); Environmentally Sustainable Development.

		protect it from storm surges, this design incorporates the resist strategy into a continuous waterfront park and access and activates the space throughout the year.			
M.2	Hoboken Innovation Center	The City is considering a community center as part of a redevelopment project in Hoboken. The project would include 12,000 square feet of community space, which would be designed with community input. Given some of the great things happening in Hoboken, the idea is to create an Innovation Center that could be programmed to introduce children, teens and adults to technology and maker spaces. This could be done in partnership with the NJ Tech meetup, Stevens Institute of Technology, local schools, and the Hoboken Library, which has already created a successful technology program for children but needs more space. Adjacent to the space would be a recording studio business that could be tied into the programming of the community space.	Completion of Center; Number of people engaged in makerspace and technology program.	Promoting small business development; Addressing persistent and complex workforce issues	Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (advanced manufacturing).

Newark Specifics				
Action/Objective	Description / Tasks	Performance Measures	CEDS Goals	EDA Investment Priorities
N.1 Green Cleaning Worker Cooperative	Like many neighborhoods, the Ironbound faces the challenge of unemployed and under-employed residents. However, as a neighborhood with a high concentration of immigrants, many Ironbound residents face increased barriers to employment, such as language, legal status, lack of educational experience, or lack of skills. For these reasons, a primary industry that residents, largely women, can access is domestic work, and housekeeping in particular, because of the low skill and resources it requires and its often informal nature. Housekeeping does not have to occur in undesirable conditions and in the right context; housekeeping can be an opportunity to create good jobs for those who will have difficulty obtaining them otherwise. To take advantage of this opportunity and create a scalable, long-term mechanism which will improve conditions for those working	Completion of Project; creation of businesses; creation of jobs.	Promoting small business development; Addressing persistent and complex workforce issues	Public Private partnerships; National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).

		as housekeepers and generate employment for those who need it, ICC will incubate an eco-friendly housecleaning worker cooperative. The cooperative will create a more transparent marketplace for housecleaning and allow members to collectively increase their financial security, and become entrepreneurs.	Completion of Project	Promoting small business development; addressing persistent and complex workforce issues; marketing effectively to attract new businesses, future residents, and tourists	Public Private Partnerships; Environmentally Sustainable Development.
N.2	Ballantine Revitalization Project	Located within the culturally vibrant Ironbound neighborhood of Newark, NJ, the 22-acre site of the former Ballantine beer brewery is a pocket of industrial and warehouse buildings situated along East Ferry Street in a predominantly residential neighborhood. The site is currently home to uses that generate heavy trucking through neighborhood streets, but little street activity or jobs for Ironbound residents. The large buildings, windowless at the street, create a distinct physical divide in the neighborhood. Working together with the Ballantine property owner, the Ironbound Community Corporation and the City of Newark, a new			

		vision for the site was designed to encourage investment and development activity supportive of both the economic objectives of the property owners, and the socio-economic and revitalization goals of the broader community.				
N.3	Urban Farm Implementation Plan	Building on its past planning and implementation efforts, ICC will be developing the property as a mixed-use space that can host a community farmer's market, public programming, and year-round gardening opportunities. Specific components of this space will be: • Space for farmers to sell fresh produce and healthy food in a community that is a food desert • Raised beds and a large scale hoop-house style greenhouse that will allow neighborhood residents to learn how to grow produce all year long and can serve as a pilot and/or research space for urban agriculture • A seating area with picnic tables and benches for residents to enjoy the new amenity	Urban agriculture research innovations; Jobs created; Food produced.	Addressing persistent and complex workforce issues.	Public Private Partnerships; Environmentally Sustainable Development.	

		• Space for community education workshops and festivals about green living, healthy eating, and urban agriculture • Potted trees and flower boxes to green the space • Signage and murals to beautify the space				
N.4	Newark Central Steel Drum Site Development	NCEDC is seeking remediation funding for this site while it works to identify end users.	Remediation of Site	Marketing effectively to attract new businesses, future residents, and tourists.	Environmentally Sustainable Development.	
N.5	Commercial Kitchen and Co-Packing Facility	As part of its small business expansion and real estate development efforts, Newark Community and Economic Development Corporation (NCEDC) is actively pursuing the development of a commercial kitchen incubator in Newark. A commercial kitchen is used for preparing food for sale to the public or membership in an organization that uses the kitchen; a commercial kitchen usually must have an inspection by the local health department authority before it is used for commercial purposes. A private kitchen does not require an inspection unless a person using it plans	Completion of Facility; Number of people using commercial kitchen.	Promoting small business development.	National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).	

		to sell food to the public. Members of a commercial kitchen rent blocks of time and storage space for their food.			
N.6	Morris Blanchard Site Development	The Morris Blanchard site is a collection of city and privately owned property. Morris Companies, the redeveloper, is currently assembling these parcels in the hope of building a 700k SF distribution/warehouse facility.	Site Development; Jobs created	Marketing effectively to attract new businesses, future residents, and tourists.	Environmentally Sustainable Development.
N.7	White Chemicals/Frenkel/Fidelco Site Development	NCEDC plans to assemble a city-owned site on this property with two adjoining privately owned parcels to create a 13.45 acre industrial development site. NCEDC seeks to develop up to 250k SF of industrial warehouse space specifically to serve port/airport business needs.	Site Assembly; Remediation; Construction; Job Creation	Marketing effectively to attract new businesses, future residents, and tourists.	National Strategic Priorities; Environmentally Sustainable Development.
N.8	Community Storefront Program	The Community Storefront Program (CSP) provides an actual "real-world" retail business incubator for entrepreneurs that will combine classroom instruction with hands-on retailing to give participants the practical training and experience necessary to learn to market their self-produced products. Participants will "set up shop" in a shared-space strip retail location and experience the	Number of graduates; Jobs created	Promoting Small Business Development.	Public Private Partnerships; National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).

		full business lifecycle, concept to market. They will also gain working knowledge of bookkeeping, corporate infrastructure, insurance, leases and contracts during their training.			
N. 9	Boys and Girls Club Urban Farm STEM Education Initiative	The Newark Boys and Girls Club seeks to build a commercial sized urban hydroponics farm to provide training to their middle and high school aged clients. The Boys and Girls Club will utilize the innovative technology as part of their full STEM education center. Full scale production will allow the Boys and Girls Club to provide business development related educational opportunities in addition to teaching children how to farm. The organization hopes to partner with Essex County Community College to leverage future hydroponic farming educational opportunities with their farming facilities.	Number of children engaging in hydroponic farming education and business development; number of children graduating from Essex County Community College with a certificate.	Addressing persistent and complex workforce issues.	Collaborative Regional Innovation; Public Private partnerships; National Strategic Priorities; Environmentally Sustainable Development
N. 10	Green Infrastructure Installation	This project would be the first public space green infrastructure project undertaken by the City of Newark. It would transform a large traffic triangle situated at the bottom of the hill on a	Completion of project	Enhancing, preserving, and making resilient critical infrastructure assets.	National Strategic Priorities (Natural disaster mitigation and resiliency)

		major commercial corridor from a storm water and urban heat island liability into an asset by removing concrete and installing curb cuts and water-retentive landscaping. The project also includes a public plaza to incorporate the residents that currently use the traffic triangle as a mini-park. Newark has submitted an application for an Environmental Infrastructure Trust loan to the NJ Dept. of Environmental Protection. This loan has a 50% forgiveness component because the project calls for green infrastructure. The City will need to identify the balance of the funds (approx. \$125k).		
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Orange Specifics					
	Action/Objective	Description / Tasks	Performance Measures	CEDS Goals	EDA Investment Priorities
O.1	Full Service Community Schools	Integrate workforce development efforts, relationships with businesses, and higher education institutions into school curriculums and programming.	Job placement; educational attainment; public – private partnerships developed	Addressing persistent and complex workforce issues.	Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (jobs driven skill development).
O.2	Making a Healthy Orange	The mission of the Healthy Orange Coalition is to build and sustain a culture of health by creating an informed and educated citizenry and a supportive infrastructure of housing, employment, health care and cultural activities.	High school graduation rates; number of students attending college; reduced absenteeism rates; improved participation in out of school time programs; participation in extracurricular programs; pregnancy and STD rates; number in uninsured; obesity rates and related illness	Addressing persistent and complex workforce issues.	Collaborative Regional Innovation; Public Private Partnerships.
O.3	Fiber Optics	High speed internet services delivered over broadband networks are critical to maintaining competitive advantages in a global economy. The increasing digital society has had economic and social	Communities/homes/businesses served by broadband internet	Enhancing, preserving, and making resilient critical infrastructure assets.	Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (information technology infrastructure).

		impact that deepens current levels of poverty and isolation, while increasing large gaps in education and access to opportunity for the low-skilled labor force that is considered low skilled.				
O.4	ORNG Ink Youth Entrepreneur Program	ORNG Ink has been providing a space for young artists and designers who lack afterschool programming to access opportunities to develop creative skills and participate in a larger creative community. Building on this success, ORNG Ink proposes a youth entrepreneur program to allow participants to make and sell their design work, as well as connect with local businesses that can benefit from these services.	Project completion; Number of youth served.	Promoting small business development.	National Strategic Priorities (access to capital for small, medium sized and ethnically diverse enterprises).	
O.5	Orange NJ Entrepreneur and Workforce Center	The City of Orange has a large underserved and underemployed	Completed renovation; residents served	Promoting small business development; Addressing	Collaborative Regional Innovation; National Strategic	

		residents			
P.2	Foreclosure Prevention	The City of Plainfield is facing a unique foreclosure crisis and has a need to support homeowners who are facing foreclosure or abandoning their properties. The city hopes to develop a program that assists homeowners as they miss a payment to guide them through, and hopefully out of, the foreclosure process. Plainfield hopes to partner with the Department of Housing and Urban Development Counseling and Legal Advocacy. The program should include budget and credit counseling, mortgage advocacy and education, alternative options for those facing foreclosure, and legal services in the event of foreclosure.	Development and implementation of program; number of foreclosures prevented; number of homeowners guided through legal process	Promulgating best practices in economic development across all 19 communities.	Public Private Partnerships
P.3	Moderate to Median Income Housing Rehabilitation Program	Moderate to median income families often lack the resources necessary to make critical home repairs. Utilizing the Council on Affordable Housing regional income limits, the City of Plainfield hopes to expand the number of homeowners that can be helped by the city.	Number of homes rehabbed that would not have been able to be rehabbed previously	Promulgating best practices in economic development across all 19 communities.	Environmentally Sustainable Development
P.4	Lease Purchase Program	In an effort to increase opportunities for homeownership and the number of homeowners in Plainfield, the city hopes to	Number of leasers who eventually purchase a home	Marketing effectively to attract new businesses, future residents, and	Public Private Partnerships

		implement a program that will allow people with resolvable credit problems, employment issues, or liquid capital issues to lease a property that they intend to buy and be able to purchase it when they are ready to do so. While the properties are being leased, developers would be responsible for the property and the City would provide the necessary training, counseling, and assistance to resolve the barriers to homeownership and make the homebuyer a responsible owner.		tourists.	
P.5	Habitat for Humanity Restore	The Greater Plainfield Habitat for Humanity, in conjunction with the City of Plainfield, is seeking to open a Habitat ReStore. The ReStore is a retail store that sells new and gently used goods from manufacturers, distributors, dealers, and individuals primarily focusing on home goods. Habitat for Humanity has committed itself to utilizing the store as an opportunity to train people coming out of jail/prison to enter the workforce through volunteering in a variety of positions that are available in a ReStore.	Number of unemployed or persons in re-entry trained and placed in a job.	Addressing persistent and complex workforce issues..	Public Private Partnerships

East Orange Specifics				
	Action/Objective	Description / Tasks	Performance Measures	CEDS Goals
				EDA Investment Priorities
Q.1	East Orange Arts Incubator and Artist Live/Work Spaces	The City of E. Orange seeks to develop an arts incubator and create live/work artist space in order to support the arts as an economic development engine within the transit village designated area.	New incubator space and live/work units developed.	Promoting small business development; Marketing effectively to attract new businesses, future residents, and tourists.
Q.2	Traffic & Safety Improvements to intersections and overpasses along Freeway Drives East & West	Freeway Drive is a critical area in E. Orange, permitting access to I-287 and essential business districts. Freeway Drive also unfortunately separates parts of E. Orange, resulting in economic access issues for many residents. Traffic and safety improvements for Freeway Drive will result in a more cohesive E. Orange, traffic flow that will feed the transit village areas, and allow residents to safely access parts of E. Orange that are currently effectively inaccessible.	Completion of Improvements	Enhancing, and preserving, and making resilient critical infrastructure assets; Promoting small business development.
Q.3	East Orange Public Art Installation Project	As part of its Transit Village activities, the City of E. Orange plans to incorporate a significant public art element into any transit village plans and developments. The city plans to significantly utilize public art installations as catalysts for economic development through	Implementation of Project; new traffic and business inducement	Marketing effectively to attract new businesses, future residents, and tourists.
				Environmentally Sustainable Development.

		the stimulation of traffic that will attract business activities to E. Orange.			
Q.4	East Orange Transit Village Parking Study and Vision Plan	The City of East Orange has a large transit area, stretching from East orange station across the street from City Hall to the historic Brick Church station. The City was recently granted transit village designation. This designation solidifies a commitment from the State of NJ to assist E. Orange in redeveloping its transit village corridor. In order to ensure the long-term viability, support, and success of the transit village, it is necessary that certain studies and planning activities are undertaken.	Completion of Study	Marketing effectively to attract new businesses, future residents, and tourists.	Environmentally Sustainable Development.

Regional Projects					
	Action/Objective	Description / Tasks	Performance Measures	CEDS Goals	EDA Investment Priorities
R.1	Urban Auxiliary Police Program	Training opportunities for young adults to enter law enforcement careers are nearly non-existent in many communities, despite this career field offering well-paying, stable employment opportunities. A police auxiliary program provides all of the training that a full time police officer receives, with the exception of firearms training. This training makes auxiliary police officers attractive candidates for employment in other public law enforcement agencies, performing a variety of duties, as well as in private security. An ideal police auxiliary program will involve a workforce development component that actively connects auxiliary police officers to full time employment opportunities. Case Study: Perth Amboy	Numbers of Individuals trained and receive	Addressing persistent and complex workforce issues; Promulgating best practices in economic development across all 19 communities.	Public Private Partnerships; National Strategic Priorities (jobs driven skill development).
R.2	VIE Youth Entrepreneurship and Investing	To introduce 7th to 12th grade students to entrepreneurship and investing through interactive, facilitated discussion and service learning.	Number of Youth served	Promoting small business development; Promulgating best practices in economic	Public Private Partnerships; National Strategic Priorities

R.3	Urban Farming Initiative	The purpose of the initiative is to expand urban farming throughout the 19 cities based on the successful model developed in the City of Orange by City-Hydroponics. The Initiative will lead to sustainable urban farming through the redevelopment of unused areas or underutilized structures in urban centers. It will bring together food resources, social services, job training and education to city residents. New urban farms will provide an invaluable opportunity to provide worker training in the burgeoning "Urban Farming" Industry. The system to be implemented in each City will feature a synergistic system including farm, product distribution, fresh produce market, and training facility. In urban areas in general there is a lack of expertise in the construction and maintenance of solar and renewable energy facilities. This industry is projected to grow substantially for the foreseeable future in one form or another. As such, this is a job area that will be missed by	Number of new farms; number of jobs created	Promoting small business development; Addressing persistent and complex workforce issues; Promulgating best practices in economic development across all 19 communities.	Public Private Partnerships; National Strategic Priorities (jobs driven skill development; innovations in science and healthcare); Environmentally Sustainable Development; Collaborative Regional Innovation	development across all 19 communities.
R.4	Urban Solar System Installation and Management Training for Long term unemployed and Non-violent ex-offenders		Number of individuals trained and employed	Addressing persistent and complex workforce issues.	Public Private Partnerships; National Strategic Priorities (jobs driven skill development); Environmentally Sustainable Development.	

			those who don't have the training. Our program would seek to fill that training gap in non-violent ex-offenders, the long term unemployed, and any other low income individuals with an interest in the field. Our program would be unique in that we would build new, or purchase/ lease operating solar systems of various styles and locations within the state to offer trainees the most comprehensive training possible in solar installations. This would also make their skill sets the most marketable within and outside of New Jersey. We have interest from at least two existing solar installations willing to make their systems available, with general interest from others. We also have interest from Lincoln Technical Institute to provide training expertise and infrastructure. Lincoln Tech also has an exemplary track record in job placement after training is complete.			
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R.5	Customized Employment and Supported Education Initiative for persons with mental health disabilities	Customized employment is a flexible process designed to personalize the employment relationship between a job candidate and an employer in a way that meets the needs of both. It is based on an individualized match between the strengths, conditions, and interests of a job candidate and the identified business needs of an employer. Supported Education provides supports to assist people with psychiatric disabilities to take advantage of skill, career, education and interpersonal development opportunities within a normalizing academic environment. Supported Education Programs are community partnerships made up of mental health consumers, their network of supporters, agencies, providers and colleges and universities with the intention of pooling resources to maximize educational opportunities and employment outcomes for persons with psychiatric disabilities.	Number of individuals served	Addressing persistent and complex workforce issues.	Economically Distressed and Underserved Communities .
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R.6	Redevelopment Ready Communities	Urban communities often face difficulties in redevelopment due to outdated plans, zoning ordinances, and development practices. As the trend towards urban living and redevelopment gets stronger, communities that have been active in making their communities amenable and friendly towards redevelopment will prosper more quickly than communities who have not updated the various plans and ordinances needed to make meaningful development occur. Encouraging cities to adopt best practices in redevelopment will signal to developers, citizens, and investors that a community and its leadership are ready and serious about transforming their community.	Increase in redevelopment activity in certified redevelopment ready communities; ordinances passed related to recommendations; number of municipalities participating in the process	Promoting small business development; Marketing effectively to attract new businesses, future residents, and tourists.	Collaborative Regional Innovation.
R.7	Supporting Manufacturing Businesses and Employment	Economic and workforce development opportunities related to manufacturing present a strong opportunity for New Jersey to create innovative partnerships between public entities and private manufacturers that provide employment opportunities and give manufacturers tools to be able to expand their business. New Jersey's manufacturing history and infrastructure assets make it a competitive location	Increase in students enrolled in manufacturing related programming through high school, post – secondary institutions, and workforce development programs; Increased remediation of	Promoting small business development; Addressing persistent and complex workforce issues; Promulgating best practices in economic development across all 19 communities.	Collaborative Regional Innovation; Public Private Partnerships; National Strategic Priorities (advanced manufacturing; jobs driven skill development).

		for manufacturing opportunities.	potential manufacturing sites; Creation of makerspaces in the CEDS region; Implementation of marketing strategies around potential manufacturing properties as well as manufacturing as a potential career field.		
R.8	Leveraging Resilient Infrastructure and Economic/Community Development	Ensuring that communities are resilient to natural disasters and other system shocks is an essential aspect of economic development activities within any municipality. Currently, critical infrastructure throughout New Jersey is susceptible to failure during natural disasters. This susceptibility presents direct costs for municipalities and individuals, as well as indirect costs associated with the loss of business activity, and thus general neighborhood vitality, due to failing infrastructure. Ensuring that as many projects and initiatives as possible meet goals related to both infrastructure resiliency, business continuing, and neighborhood revitalization will	New jobs created; economic activity generated; resilience projects implemented	Enhancing, preserving, and making resilient critical infrastructure assets; Marketing effectively to attract new businesses, future residents, and tourists; Promulgating best practices in economic development across all 19 communities.	Collaborative Regional Innovation; National Strategic Priorities (urban waters; natural disaster mitigation and resiliency); Environmentally Sustainable Development.

		allow for the most effective and efficient use of resources. Resilience initiatives that can be combined with revitalization and business continuity include but are not limited to green infrastructure, coastal infrastructure (where applicable), ecology based hazard mitigation, and coordinated and supported community planning efforts.			
R.9	Access to International Trade Opportunities	Educating and providing resources to facilitate trading strategies for small to mid-sized businesses in the region is a critical component of creating an environment for successful and thriving businesses. Businesses in the United States who do not have the immediate resources available to them to navigate the international trade process participate in trade at very low rates compared to businesses in other countries. This lack of participation in international markets leaves out the vast majority of world consumers and causes businesses to fail or struggle to grow, as well as hamper their ability to contribute employment and investments in the region. Providing resources	Percentage of businesses in region engaging in export activities; business development and entrepreneurship programs developed around export and/or exports integrated into existing programs	Promoting small business development; Marketing effectively to attract new businesses, future residents, and tourists; promulgating best practices in economic development across all 19 communities.	Collaborative Regional Innovation; National Strategic Priorities; Global Competitiveness.

		and opportunities for small and mid-sized businesses to learn about and engage in international trade will grow businesses in the region, decrease the United States' overall trade deficit, and encourage more foreign investment in our communities			
R.10	Leveraging Resources for Regional Prosperity	Through simultaneous large scale planning efforts occurring through the John S. Watson Institute and the North Jersey Transportation Planning Authority, New Jersey has a unique opportunity to build the relationships and partnerships necessary to effect positive developments for economic opportunity in our distressed communities. Ensuring that both organizations build and present a united front on complementary economic development work will allow New Jersey to maximize its funding opportunities. This partnership should have a particular focus on two of New Jersey's most difficult areas to address: economic resiliency and infrastructure investments.	Number of projects funded; number of jobs created	Enhancing, preserving, and making resilient critical infrastructure assets; Providing adequate implementation assistance to execute the CEDS plan.	Collaborative Regional Innovation; National Strategic Priorities (urban waters; natural disaster mitigation and resiliency).



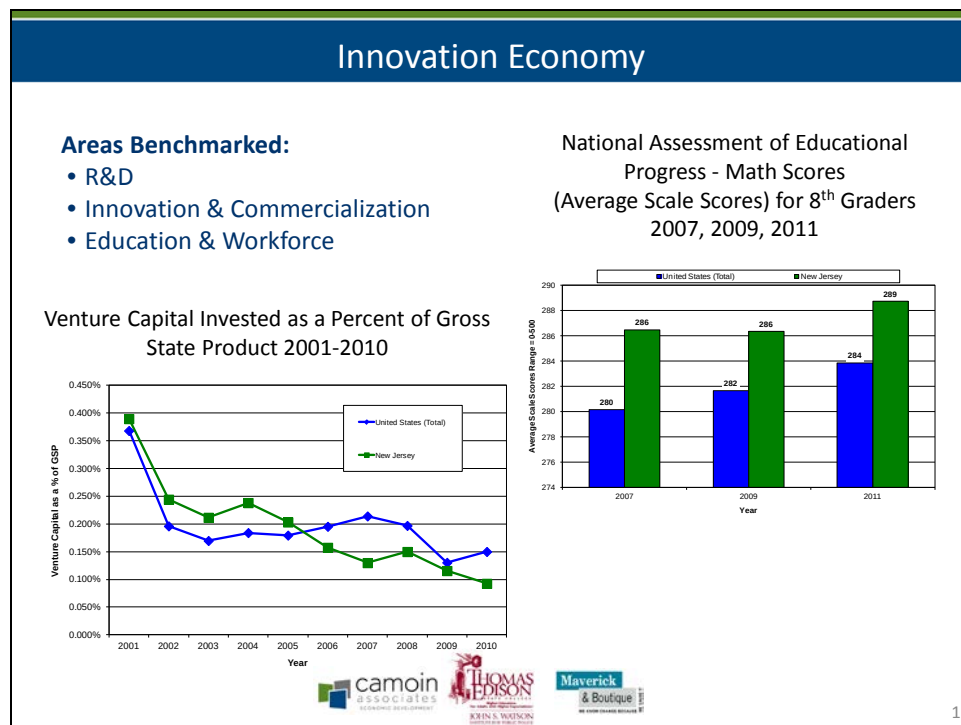
Regional Economic Clusters

8. Regional Economic Clusters

This section of the plan is meant to identify economic clusters in the Region, focusing on those that are growing or in decline. 13CFR303.7 (b) (7)

Industry clusters for each municipality and for the Region as a whole were extensively discussed in the Economic Base Analysis previously prepared, submitted and approved by USEDA, which can be found at: <http://www.camoinassociates.com/tescprofiles.aspx>.

Such profiles also include a specific look at industry sections that are part of the Innovation Economy as well as “Green-Technology” industries. Below are samples from the much larger report.



Aggregate CleanTech Economy Indicators								
	Jobs 2003	Jobs 2010	# Change	% Change	% Share of All Jobs	Avg. Annual Wages	Exports per Job	Median Age of Est.
Metro	104,185	152,034	47,849	5.5%	1.8%	\$45,586	\$10,251	18
NJ	68,127	94,241	26,114	4.7%	2.4%	\$43,809	\$13,639	18
US	2,110,208	2,675,545	565,337	3.4%	2.0%	\$43,773	\$20,129	15

Source: Brookings - Sizing the Clean Economy

Updated statistics on industry trends, clusters, and employment can be found in *Section 1. Background*.



Implementation Action Plan

9. Implementation Action Plan

This section of the plan is meant to describe the plan of action to implement the CEDS.
13CFR303.7 (b) (8)

Action Plan Matrix

See the executive summary for the complete Action Plan.

Implementation Framework

As noted below, this CEDS is unique in that it is focused on 19 specific municipalities within a seven-county area. It is removed from the usual nesting in county government and instead allows local government to be the driver and implementor. Therefore, part of our process was to define an implementation framework that is sustainable and effective.

The graphic below illustrates how the planning process has been integrated with the implementation process. At the center is the CEDS Steering Committee, together with the various task forces that the committee appointed to focus on specific topics (such as workforce, infrastructure, marketing, etc.) Members of the larger public were invited to the table, such as representatives of state and local government as well as business leaders and entrepreneurs. Each objective/action was identified by the task forces and approved by the CEDS Steering Committee before becoming part of the CEDS Plan.



1

On the implementation side, community representatives in each of the 19 communities were identified and selected to chair their local "Community Implementation and Planning Team" or CIPT. The purpose of each CIPT is two-fold: (1) to bring specific projects to light that fit into the objectives/actions of the CEDS Plan and to share them with the task forces and steering committee, and (2), once the CEDS plan was adopted, to facilitative the implementation of



actual projects within their community that conform to the recommendations of the CEDS plan. A list of the CIPTs and their chairpersons can be found below in the previous section.

Finally, one of the major goals of this CEDS is the establishment of an “Office of NJUMA” to be staffed by a fellow at the Watson Institute. This Office of NJUMA will interface regularly with each CIPT chairperson to ensure continuous implementation and feedback from each community.



Integration with State Priorities

10. Integration with State Priorities

This section of the plan is meant to outline the methodology for cooperating and integrating the CEDS with the state's economic development priorities. 13CFR303.7 (b) (10)

As part of the CEDS process, the consulting team examined existing statewide plans, initiatives, and priorities. The economic development goals and objectives of these were documented and referred to during the formulation of the CEDS Goals and Actions/Objectives in the CEDS plan as well as for individual community project and initiative priorities. Below are two of the most important plans in place or under development.

Together North Jersey: Regional Plan for Sustainable Development

The Together North Jersey grant from the U.S. Department of Housing and Urban Development (HUD) is being used to develop a Regional Plan for Sustainable Development that identifies ways to “align existing plans, regulations, investments, and incentive programs at all levels of government to improve economic and environmental conditions while promoting resource efficiency in urban, suburban and rural communities throughout the region. Specific goals and objectives were developed as part of this ongoing planning effort. These are shown in the chart below along with the CEDS Action/Objectives that were aligned to each of the Plan’s objectives.

Goal/Objective	Action/Objective Aligned
Goal 1: Grow a Strong Regional Economy	
Keep and Create well-paying jobs	Q7
Ensure infrastructure (transportation, utilities, and communications) is in good repair, can support economic development and is resilient to extreme weather	A.1-A.3, F.5, G.3 I.2, I.4, I.5, I.6, L.4, L.5, L.6, L.7, L.8, M.1, Q.2, R.8, N.10
Ensure the region's workforce has the training and skills needed to support current and future industry needs	A.2, A.3, C.1, C.2, F.1-3, F.7, G.1, H.1, H.2, H.3, H.4, I.1, I.7, J.1, J.2, J.3, K.1, K.4, K.5, O.1, O.5, R.1, R.3, R.4, R.5, R.7, N.9, P.5
Support small businesses and entrepreneurship	B.1, B.2, D.2, G.1, F.4, F.6, G.2, N.1, N.5, N.8, O.4, O.5, R.2, R.10, Q.1, N.9
Goal 2: Create Great Places	
Maintain or expand vibrant downtowns and “main streets.”	A.1, A.3, B.2, D.3, I.8, K.2, F.6, G.4, I.3, I.8, K.2, L.2, L.3, P.1, R.6, Q.3, Q.4
Create safe, stable, resilient neighborhoods with high-quality housing options affordable to a range of incomes.	A.3, D.3, I.3, I.8, E.2, K.2, R.1, P.2-4
Preserve and enhance the character of existing neighborhoods and communities.	A.3, D.3, I.3, I.8, K.2, F.6, H.6, I.8, K.3, L.2,

	L.3, N.2, R.6, Q.3
Make it easier and safer to walk, bike and take transit.	A.3, D.3, I.8, F.6, G.5, P.1, R.6, Q.2, Q.4
Goal 3: Increase Access to Opportunity.	
Connect where people live with where they need to go.	A.3, G.5, P.1, Q.4
Create inclusive, mixed-income neighborhoods.	A.3, D.3, I.8, K.2, R.6, Q.1, P.4
Maintain and improve the quality of schools.	C.2, K.4, O.1
Improve access to community, arts, cultural and recreational resources (e.g. theaters, museums, libraries, senior centers, youth activities, and parks).	K.1, L.2, L.3, I.3, I.7, F.6, I.7, K.1, M.1
Improve public health and access to health services.	J.4, O.2
Goal 4: Protect the Environment.	
Preserve and enhance open space, natural areas and wildlife habitat.	I.6, L.7
Improve air quality and reduce emissions that contribute to climate change.	
Increase ability to respond to and recover from extreme weather events.	A.2, F.5, G.3, I.2, I.5, L.6, L.7, M.1, R.8, N.10
Improve water quality and ensure adequate supply.	A.2
Goal 5: Work Together	
Ensure broad participation in planning efforts, including populations traditionally under-represented.	All relevant
Foster collaboration among levels of government and provide a regional framework for making decisions about growth and investment.	A.2, A.3, D.1-D.6,
Respect property rights during planning and implementation.	All relevant

New Jersey's Unified Workforce Investment Plan: New Jersey's Talent Connection

The plan defines the state's vision of workforce vision as one of "transforming its traditional workforce development programs into a comprehensive talent development system, responsive to the evolving skill needs of employers in key industry sectors and grounded in an understanding of effective job search and skill development strategies which can connect New Jersey's talent to the labor market."

The priorities of the plan are expressed in four overarching "core values" shown in the chart below. These priorities were taken into consideration during the CEDS process and the development of individual actions and objectives. The chart below shows the specific

Actions/Objectives in the CEDS plan that is aligned with each priority in the Workforce Investment Plan:

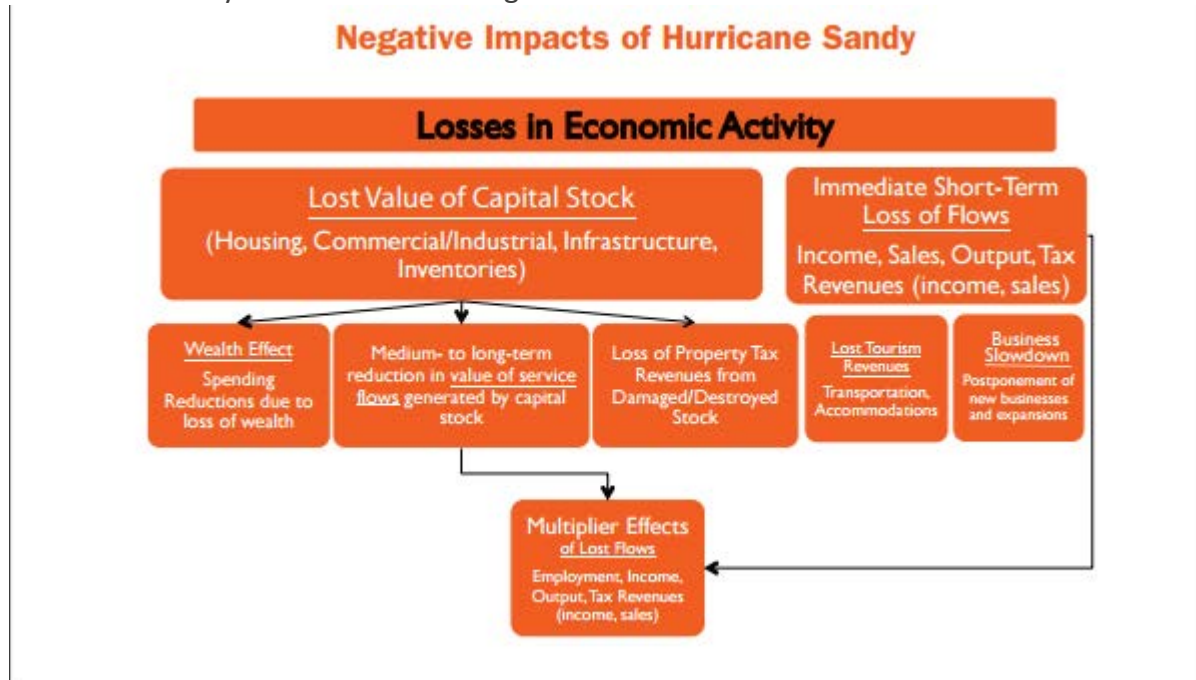
Plan Priority	Action/Objective Aligned
Driving Investments Based on Industry Needs	C.1, F.7, G.1, H.4, I.1, J.1-3, K.4, O.1, O.5, R.3-5, R.7, N.9
Meeting Jobseekers Where They Are	C.2, F.1-3, G.1, H.1-3, H.4, I.1, J.1-3, K.1, K.4, N.1, O.1, O.5
Equipping the Workforce for Employment	C.1, C.2, F.1-3, F.4, F.7 G.1, H.1-3, H.4, I.1, J.1-3, K.1, K.4, O.1, O.5, N.9, P.5
Increasing System Accountability	



Superstorm Sandy Economic Impact

11. Superstorm Sandy Economic Impact

Superstorm Sandy's impact was not limited to shore communities or communities bordering waterfronts, but was felt and continues to be felt throughout the State of New Jersey. Disruptions to physical infrastructure caused significant economic activity loss, multiplier effects that are impossible to make up over time. In addition to disrupting economic activity, damages to public infrastructure and revenue producing private infrastructure resulted in additional strain on municipal budgets. A description of how natural disasters impact economic activity can be seen in the figure below.



2

In the aftermath of a natural disaster, public and private sources of funding are unlikely to be able to completely meet the needs of businesses and public facilities in recovery. This makes preparation for natural disasters and mitigation of their effects paramount in reducing subsequent negative economic effects. Business and municipalities throughout the State of New Jersey had significant unmet funding needs that will adversely affect the recovery of businesses and local governments. Notably, in a breakdown of unmet infrastructure needs, transportation needs may top the list; however, transportation was not the highest unmet need; utility needs outpace transportation needs by over \$18 billion. In order to mitigate natural disaster effects in the future, it is critical that governments and utility companies forge partnerships to address this critical need. The table below shows an estimate of unmet funding needs that have not been met, in addition to a breakdown of unmet infrastructure funding needs.

² The Economic and Fiscal Impacts of Hurricane Sandy in New Jersey, A Macroeconomic Analysis, Rutgers University Edward J. Bloustein School of Planning and Public Policy

	Need	Funds Disbursed/ Eligible	Unmet Need
Housing	\$4,458,185,055	\$1,953,191,063	\$2,504,993,992
Businesses	\$1,873,278,430	\$145,465,017	\$1,727,813,413
Infrastructure/Community Facilities	\$25,440,800,963	\$10,942,262	\$25,432,594,266
Total	\$31,772,264,448	\$2,109,598,342	\$29,665,401,671

Sources: FEMA Individual Assistance and Public Assistance data, SBA claims, insurance claims provided by the New Jersey Department of Banking and Insurance, InfoUSA, NOAA and input from State agencies effective March 12, 2013.

*Note: Infrastructure funds have either been disbursed or are eligible under FEMA Public Assistance. FEMA Public Assistance recipients will likely be required to provide 25% match reflected in the Unmet Need calculation.

3

Infrastructure Category	Estimated Damages (FEMA PA estimate)	Hazard Mitigation Costs	FEMA Eligible Expenses and Other Funding	Unmet Need Assuming 25% FEMA PA Match
Transportation*	\$882,613,000	\$2,367,470,000	\$1,400,124	\$3,249,032,907
Utilities	\$277,487,381	\$21,072,400,000	\$901,182	\$21,349,211,494
Schools, parks and recreation	\$401,306,564	\$0	\$2,936,282	\$399,104,352
Public health and safety	\$20,907,907	\$32,733,684	\$156,401	\$53,524,291
Public and community buildings	\$385,882,428	\$0	\$5,548,273	\$381,721,223
Total	\$1,968,197,279	\$23,472,603,684	\$10,942,262	\$25,432,594,266

Source: FEMA Public Assistance data and input from New Jersey Department of Transportation, New Jersey Department of Environmental Protection, New Jersey Board of Public Utilities, New Jersey Department of Education and New Jersey Department of Health effective March 8, 2013

*Based on preliminary damage assessments prepared by the New Jersey Department of Transportation, not based on FEMA Public Assistance data

4

Measuring Economic Activity Losses

One of the most destructive ways in which natural disasters negatively affect the economy is through job losses and the economic ripple effects associated with reduced discretionary income. In the five weeks after Superstorm Sandy, New Jersey's unemployment claims saw an increase of approximately 100,000 compared to the five week average pre-Superstorm Sandy and in the same timeframe the previous year. The loss of this economic activity represents about \$12 billion in state Gross Product (SGP), a reduction in 7,300 jobs, approximately \$1.2 billion in personal income loss, and an approximate loss in state revenue of \$100 million compared to the baseline forecast for the 4th quarter of 2012. Unmitigated effects of these losses would continue to affect the economy, with continued reductions in SGP, employment, income, and

³ New Jersey Department of Community Affairs, Community Development Block Grant Disaster Recovery Action Plan

⁴ New Jersey Department of Community Affairs, Community Development Block Grant Disaster Recovery Action Plan

tax revenue. The chart below shows exact unemployment claim figures, reduction in SGP, jobs, personal income, and tax revenues. Please note that the figures below do not include potential economic benefits of reconstruction activities.

**Economic Damages from Hurricane Sandy
in New Jersey in Q4 2012
(relative to baseline forecast)**

Gross State Product	-\$11.879 billion
Workplace Employment	-7,300 jobs
Personal Income	-\$1.186 billion
State Tax Revenues	-\$100.9 million

5

**Economic and Fiscal Impacts of Hurricane Sandy without Reconstruction
— Damages Relative to Baseline Scenario —**

Year ^a	State Gross Domestic Product (State GDP) (\$ millions)	Workplace Employment (thousands)	Personal Income (\$ millions)	State Tax Revenues (\$ millions)
Q4 2012	-11,879.0	-7.3	-1,186.2	-108.5
2013	-2,802.8	-8.8	-290.3	-24.3
2014	-554.5	-2.3	-7.5	-2.6
2015	-325.2	-0.9	-32.0	-2.7

Note: a. The differential between the baseline scenario and the alternative scenario that includes the impacts of the hurricane is shown for the fourth quarter of 2012. For subsequent years, the differential is between the averages of the four quarters of each year in the baseline and alternative scenarios.

Source: R/ECON™ model estimates, Rutgers, The State University of New Jersey. January 2013.

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⁵ New Jersey State League of Municipalities, *New Jersey Municipalities*, Volume 90, Number 4, April 2013

⁶ The Economic and Fiscal Impacts of Hurricane Sandy in New Jersey, A Macroeconomic Analysis, Rutgers University Edward J. Bloustein School of Planning and Public Policy

Post-Sandy Initial Unemployment Claims

POST-SANDY INITIAL CLAIMS

Filed Week Ended	Reflecting Week Ended	Claims
November 10, 2012	November 3, 2012	46,129
November 17, 2012	November 10, 2012	45,631
November 24, 2012	November 17, 2012	21,665
December 1, 2012	November 24, 2012	23,856
December 8, 2012	December 1, 2012	19,887

COMPARED WITH PRE-SANDY 4-WEEK AVERAGE

Pre-Sandy 4-Week Average	10,925
Five-Week Excess over Pre-Sandy Average	102,543

COMPARED WITH SAME WEEKS, PRIOR YEAR

Filed Week Ended	Reflecting Week Ended	Claims
November 12, 2011	November 5, 2011	12,145
November 19, 2011	November 12, 2011	12,017
November 26, 2011	November 19, 2011	10,506
December 3, 2011	November 26, 2011	10,603
December 10, 2011	December 3, 2011	13,671

TOTAL OVER SAME WEEKS, PRIOR YEAR 98,226

Source: U.S. Department of Labor, Employment and Training Administration.

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Economic losses also manifest themselves through damage to businesses and associated interruptions in their ability to provide services. The New Jersey Department of Community Affairs (NJDCA) indicates that in 113 of New Jersey's 565 municipalities, businesses suffered \$382 million in property losses and almost \$64 million in business interruption losses. Although the entirety of the state was not affected by flooding/surge, the entire state was impacted by very high winds associated with the storm. The chart below shows an estimate of the number of businesses affected by winds.

Of particular concern to New Jersey's current and future economy is the impact of Superstorm Sandy on the tourism, manufacturing, and transportation/logistics/distribution industries. Nowhere is the importance of being resilient to natural disaster more evident than in these industries due to their particular vulnerability to disruption. Tourism's impact on CEDS communities is notable as it is a significant part of the economy in Monmouth and Ocean Counties (Asbury Park, Neptune Township, and Lakewood Township); it additionally supports a large number of indirect job creation and sustainment throughout the state. An estimate from NJDCA indicates that the tourism industry lost \$950 million in the third quarter of 2013, representing 2.5% of annual industry revenue. Although there is no information available for losses in the logistics/trade/warehousing industry in New Jersey due to the storm, it is

⁷ The Economic and Fiscal Impacts of Hurricane Sandy in New Jersey, A Macroeconomic Analysis, Rutgers University Edward J. Bloustein School of Planning and Public Policy

particularly vulnerable to the effects of natural disaster because of the ease with which companies can move goods out of natural disaster prone areas or stop moving goods into those areas. This is of particular concern due to the location and importance of the Port Newark – Elizabeth Marine Terminal. NJDCA indicates that manufacturing sector losses are primarily based in supply chain interruptions from transportation and fuel services being offline for significant periods of time. Considering that many manufacturers are small businesses, these supply chain disruptions can very easily become fatal to the survival of the business.

Sector	Businesses Impacted by High Winds
Total	391,664
Retail trade	58,529
Other services, except public administration*	45,793
Construction	36,563
Professional and technical services	35,791
Health care and social assistance	30,701
Accommodation and food services	26,535
Administrative and waste services	21,528
Finance and insurance	21,051
Real estate and rental and leasing	18,117
Wholesale trade	17,848
Unclassified**	14,731
Manufacturing	13,936
Public Administration	12,413
Educational services	10,715
Transportation and warehousing	10,477
Information	7,383
Arts, entertainment, and recreation	7,179
Agriculture, forestry, fishing and hunting	1,025
Utilities	678
Management of companies and enterprises	408
Mining, quarrying, and oil and gas extraction	263

Source: GCR Inc. effective March 6, 2013, using data from NOAA and InfoUSA
 *The "Other Services" sector includes a variety of miscellaneous business types classified as "Other" by the North American Industry Classification System. A list of these business types can be found at <http://www.naics.com/free-code-search/sixdigitnaics.html?code=81>
 ** Unclassified businesses are those which NAICS deems unclassifiable. A list of these business types can be found at <http://www.naics.com/free-code-search/siclist.html?sictwo=99&mg=9199>.

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⁸ New Jersey Department of Community Affairs, Community Development Block Grant Disaster Recovery Action Plan

Resiliency in CEDS Communities and New Jersey

Unfortunately, there is a gap in large-scale, holistic natural disaster resiliency planning in New Jersey despite the effects of Superstorm Sandy. Through this CEDS, the NJUMA hopes to bypass large bureaucratic processes in favor of directly educating mayors on resiliency and how they can incorporate it into their planning and strengthen their ability to engage in economic development activities. On September 8 - 10 2015, the Watson Institute will collaborate with the Regional Plan Association to engage the NJUMA member cities in a Mayor's Academy on Resiliency, where mayors will have the opportunity to bring resiliency related problems to experts and find potential solutions to these problems. This not only solves issues in real time, but provides learning opportunities that help to shape approaches to problem solving which can help mayors solve other issues in the future.

Hoboken and Woodbridge are engaged in thoughtful resiliency projects partly inspired by the effects of Hurricane's Irene and Sandy. Rather than creating unsightly and single use infrastructure, these projects have wide reaching positive effects that manifest themselves throughout the lifetime of the project and beyond. Hoboken has incorporated a social resilience, education, and hopefully workforce development aspect to the building of a seawall that will serve to protect residents and businesses as well as offer opportunities for natural disaster resiliency education, recreational opportunities, and public space. Woodbridge, in working on the development of a township wide microgrid, is not only preparing itself to continue essential governmental operations during a natural disaster, but providing for flexibility and preparedness in the event of manmade disasters as well. Providing businesses and residents the security and assurance of the ability to maintain critical operations is an important component of any economic plan.

Together North Jersey, a concurrent planning effort funded through the US Department of Housing and Urban Development, has also engaged in resilience related efforts that empower local governments to solve their resiliency related issues and allow them to be more attractive communities for economic development. The Watson Institute and Together North Jersey have worked with each other throughout the development of both planning documents, and resolve to continue finding opportunities for collaboration where appropriate to advance the economic development potential of our communities.



A Call to Action

12. A Call to Action

It is important to emphasize that the CEDS is intended to be a living and breathing document that adapts to currently unforeseen trends in economies, industries, and other adjusting events that occur. While it is important to plan for the future, it is also important to remain flexible so that organizations can change directions as necessary to keep themselves ahead of trends or avoid catastrophes. This CEDS process has been particularly important to that end; one of the most significant benefits of the CEDS process has been the innumerable connections and relationships that have been made that will ultimately benefit the region. These newly developed resources will go a long way to ensuring the adaptability of the most important resources in our state. The municipalities and organizations participating in this process fully intend to appreciate what is in this document while also recognizing that change will inevitably be warranted in the very near future.

Continuing a culture of cooperation and regional prosperity is also one of the critical components of ensuring economic success. The parallel planning efforts of Together North Jersey and the Watson Institute show that there is significant movement towards looking at our economies regionally and working as a region. It is imperative that the paradigm and discussions that go on throughout the state continue to integrate that those values, where traditional thought processes and legacy mindsets can be broken down and a systemic change that leads to widespread prosperity can occur.



Appendices

Appendices

A. All Proposed Projects and Details

The following is a list of all proposed projects and initiatives that were evaluated by the CEDS Steering Committee, together with an analysis of the opportunity, governance structure, objectives, stakeholders, resources, etc. required for the project to succeed.

1. Infrastructure Asset Enhancement: Expansion, Preservation & Resilience

Taskforce: Infrastructure

Opportunity/issue: A concentrated effort to enhance water, sewer, transport, communications and power infrastructure. A “Green cities” initiative or Conscious Green Cities/CSO initiative.

Governance: Infrastructure Working Group with subsector task forces and steering committee

Objectives:

- Improved quality of life and supportive environment for business
- Bring infrastructure into a state of good repair
- Improved level of service and amenity
- Increased capacity where needed to support growth in the 19 urban communities
- Hazard mitigation and redundancy (types, sizes) to ensure resilience
- Integrate goods movement, region has the third largest port in the nation
- Access to work and training sites (e.g. working with TMAs such as Meadowlink)
- Redevelop vacant land such as brownfields and obsolete suburban office parks
- Increase transit supportive land use measures

Stakeholders: PSEG, Sewer authorities and city sewer departments, DPWs, Transit authorities, Local/public health entities city departments of planning, parks and transportation. Other stakeholders that need to be at the table include low mod HHs, HMFA, DCA, maybe EDA, BPU, DEP, all water and sewer commissions and regulatory authorities, including NJDOT. All citizens will be served by the project. Community Colleges, Higher Education Institutions, Community Centers, Municipal Elected Officials, All Transportation Providers

Time frame: Time-frame is TBD. This is a massive undertaking.

Cost and funding sources: All of the cities require extensive upgrades to water and sewer treatment plants and collections systems and the seven CEDS cities with combined sewer systems (Bayonne, Elizabeth, Hoboken, Jersey City, Newark, Paterson, Perth Amboy) in particular, will be required to upgrade those systems, which will cost in the billions. NJDEP and the NJEIT are offering grants for integrated planning for storm water infrastructure and grants

for green infrastructure. DOL funding application for \$15.6 Million used to get unemployed people to repair infrastructure that was damaged during Superstorm Sandy. OTJ-On the job training grants offered to business to repair, replace equipment. Green bonds.

The Tasks:

1. Set up stakeholder task forces to develop specific projects i.e. to develop smaller self-sufficient utility districts. For implementation, how about alternative fuel infrastructure, and decide how and where this get folded in.
2. Pilot project(s) are an excellent first step. Develop innovative approaches including Public Private Partnerships. Prioritize in certain areas. Also, could pilot different districts like alternative fuels, e.g. choose one urban community like Paterson for CNG. Green infrastructure projects, especially parks and street improvements that also manage storm water, are an excellent investment since they accomplish multiple objectives, including beautification, managing flooding, attracting private investment and creating green jobs.
3. Set up grants/incentives that result in desirable changes, otherwise you zone the way that you are going to zone. Emphasize value capture. Incentivize municipalities to value capture.
4. Provide zoning relief to fund PPP investments.
5. Restore and rebuild abandoned infrastructure. For example, repair and replace aging water distribution and sewer collection pipe systems. Restore or re-use and de-emphasize re-building. Emphasize reusing for parks/trains/cars: Calls for concentrated investment.
6. Water infrastructure. With movement towards urban areas, need money set aside at state level to address this issue.
7. Water infrastructure: Use recent Camden initiative as a case study to be replicated. The DEP brought together folks from brownfields, water resources, etc. with city officials and triaged the investments needed. This allowed for better investments and coordinated state assistance. Cross-discipline efforts included marine authority, DCA, County, NGOs, faith-based
8. A key action for all municipalities: integrate land use decision making into regional transit planning. Reason: NJ Transit will work with your community to show how land use decisions can lead to better transit outcomes. If you provide density along certain corridors, it is much, much easier for NJ Transit to plan and recommend successful transit investments. Specifically, each community should contact and work directly with NJ Transit (contact Vivian Baker, Director, Transit Friendly Land Use & Dev., NJ Transit) to review and improve land use plans. NJ Transit provides regular educational

opportunities on the subject. Note: great case study with Perth Amboy that can be replicated.

9. Create a forum at NJUMA for NJ Transit to come and pitch these ideas about land use planning ties to transit.
10. Need to assess current inventory/assets (Gap analysis) [Note: this may already be being done by NJ Futures.]. Do oversight and accountability via an asset management system/condition index. Develop a contact database based on issues/challenges
11. Establish Innovation Fund/Council to operate as a “Red Tape Commission” to advance new infrastructure initiatives.
 - Participants include Business Action Center, Lt. Governor’s Office and OPA.
 - The group would be charged with navigation state roadblocks by applying “best practices” such as the Camden Pilot - show where things are already working.
 - Council will require some level of authority.
 - Identify resources for “local match” for initiatives. Enable initiatives to continue after federal funds are exhausted.
 - Streamline the business attraction process by performing the following tasks - advance the data exchange and technology mechanisms, including educating staff on the new way of thinking and tools available; understanding all of the requirements at the various stages; and attracting new talent to public service.
 - Focus more on providing incentive packages for mid-size businesses - acknowledge there is no “one-size-fits-all” solution, increase number of creative zones (Live-Work spaces) and maintain professional service workers.
 - Balance demand and supply-driven approach - have for provisions for incumbent workers, needing to develop transitional skills and deal with the spatial mismatch for both entry level and incumbent workers.

Question: How and where and when does NJEIT get engaged in this? How will utilities be engaged in this?

Measures of success: For pilots, establish parameters.

Resources, technological or facilities requirements: Training opportunities for people in Green technology.

2. High school initiative

Taskforce: Workforce Development

Opportunity/issue:

Teaching/reinforcing remedial math and reading skills to pre-k-12 students in an effort to prepare them for the workforce. Combination of effort between public schools and institutions of higher education. Prepare students for college and for the world. Create opportunities to support interface between classroom and private sector, especially for LEADERSHIP. Marry public and private sector jobs within education so there is better flow between the two sectors. Provide stronger links between School Guidance and Technical Schools.

Governance: Urban Mayors Association takes a leadership role with state community colleges working w/public schools and local boards of education and corporations to identify skill sets needed for jobs.

Objectives:

- Reduce remedial education expense
- Close academic achievement gaps
- Create more competitive and informed work force.
- Better graduation rates.
- Better informed parents.
- Preparation of students for work readiness (aka soft skills)
- Mentors/support for entry into workforce

Stakeholders: Educators: community colleges/universities. Business-all levels-retail/corporate, tie jobs into post-secondary education in a more concrete and obvious way. Fed/State/Local Gov'ts. Community: less crime, quality of life, economic base improved and health outcomes. Partnerships with public and non-public technical schools such as Lincoln Technical i.e. automotive, electrical. Post-high schools groups reaching into high school group. CBOs, faith-based organizations. Their role: partner with specific schools to become resources for program to be launched.

Time frame: Pilot project: 5 years

Estimated cost range and sources of funding: Federal/State/Private-Title 1, EDA

The Tasks:

1. Develop full service community schools. Use schools after 3 PM. Separate funds for creating remedial programs and programs for parents, including intensive parental counselling
2. Develop approaches for bridging the gap between the school world and the working world, in order to prepare children for work, which we currently do not do.
3. In a type of private-public partnership, encourage private corporations to adopt schools and work with educators and students to give them familiarity with working world, in real experiences.

4. Help urban school districts co-venture with community organizations, which can provide services and in return, schools can use existing community groups and resources to offset costs.
5. Remodel the classroom learning methodologies to mirror the collaborative services shift in economic development.
6. Develop a special college incentive program to invest in your community. If you stay in your community after getting higher education, you have your tuition paid for.
7. Develop teacher incentives to work on this kind of programming. First and foremost, teachers need to buy into changes like this. It could be monetary compensation and time off...but also reflects on performance measurements for teachers, so that students graduate from the program faster and are more educated.
8. Integrate learning from Khan Academy, Massively Open On-line Courses (MOOCs) technologies, etc.
9. PILOT existing: Bergen Community partner with Business (Bank) to design the curriculum for the program - can provide baseline statistics to inform project in other industrial areas.
10. Integrate marketing tactics in commerce world to education opportunities Measures of success: Annual evaluation of student progress. State standardized testing versus quality-- how can you integrate new data into state standards? Increased soft skills.
11. Conduct survey to establish baseline of what exists in each community, as (a) if they have CEDs, SBDC, and incubators, and (b) list community priorities, and (c) put list together for grants.
12. Identify a municipality to pilot a project (which one?), convene a meeting of a wide range of stakeholders as identified in initiative.

Resources, technological or facilities requirements: Department of Labor grants. Corporate sponsorships that assist with defraying costs of this initiative. Get better qualified employees. Trade for perhaps lower corporate taxes and other incentives. A potential resource is Shared Youth Services which focuses on how to serve children who fail out of pre-K through 12. Unified State Plan looks to address education, aligning workforce needs with academic training. Informs county workforce plans to coordinate workforce services. SETC re-evaluating the workforce system by creating a virtual platform that will allow job seekers access. Integration with other projects/programs: Department of Higher Education, NJs Talent Network, Department of Labor, E.G. William Paterson University very involved in Paterson city schools; Rutgers University and NJIT summer programs for mentoring. Important to be focused on the communities that the universities reside in.

Integration with other initiatives/programs: #1, 2, 13 are most vital and a survey should be done to assess need of community. 3, 6, 7 should be blended together – social service. 5,7 could be merged together – space/community programs.

3. Real Development for Real People (RDRP)

Taskforce: Fundraising

Opportunity/issue: Creating a community-based framework to support local, urban entrepreneurs in the 19 municipalities. This program could be set up anywhere: churches, community centers, libraries, etc. It would be branded and each location (physical and virtual) easily identified as a center that supports local Social Entrepreneur (SE) activity. The program could offer micro loans (perhaps through NFP/NGO/local banks) to support community dev. by SEs.

Governance: University: community development and public policy. NJUMA

Objectives: Supporting urban community development/redevelopment by helping local social entrepreneurs to be successful. Making resources available to SEs in the 19 communities. Promote SE activity and create a culture of SE in local communities, encouraging the communities to create and deploy their own solutions with support and training.

Stakeholders: SBDC, Universities. Those with space and technical expertise, ongoing training capacity. Conferences/roundtables. Financial institutions, e.g. Rising Tide Capital, micro-lenders such as BRAC Bank. Business leaders. Libraries. NFPs. Community leaders/politicians. Churches. Citizens. Community entrepreneurs. K-12, college students.

Time frame: 1 year

Estimated cost range and sources of funding: Mostly existing resources, re-organized and delivered through new and more outlets. NJEDA has disaster funds for small business post-Sandy. State used to give incubator grants for different areas, now discontinued. Up to individuals and universities to fund incubators.

The Tasks:

1. Talk to Small Business Development Corporation to understand what they are doing and work out how to leverage their current programs. Coordinate with SBDC Centers that are located in 11 universities and cover the entire state and counties, especially with Downtown NJ and local special improvement districts to provide technical assistance and guidance to small business owners. Build additional support for new small business owners: incubators, moving from home business to larger capacity.
2. Look at South Orange small business networks that encourage business networking groups. Tap into TANF (Temporary Assistance for Needed Families) for supportive incubator examples to spur small business growth by local members.

3. City of Paterson looking to start an incubator to start a social entrepreneurship program. This could be a starting point.
4. Create the space and expand the typical use of libraries to create space for social entrepreneurship, funding data banks; crowd funding
5. Develop more ideas for re-entry with social mission; industry and social training
6. Collaborate with other stakeholders i.e. libraries to create social skills program.
7. Target certain types of growth industries (market segments hubs), you incubate while you support services within industry. Call for health care incubator.
8. Link to other resources that state and local governments have. Consider educating communities on their roles in guiding programs and projects to ensure that the needs of communities are met.
9. Look at Eco Park - business that feeds off each other's waste, or support communities of sharing (zip car) as well as co-op financial models--sharing as equity.
10. Locally sourced-branding toward community food and products
11. Develop a profile for successful candidates for micro loans, and get micro-lending organizations engaged.
12. Learn from previous local business initiatives

Measures of success: Get CED's, micro-loans, increased number of businesses, increased dollars of sales in each community, less vacancy, etc.

Resources, technological or facilities requirements: Small Business Development Centers provide education as well as funds, process classes, etc. for start-ups. Infrastructure is already in place. NJ WRKS with Rutgers Business School in a partnership supporting small business. Libraries have resources and databases that are targeted to small start-up business folks so they can determine which businesses are right or them to start. Small Business Development Centers do offer classes at libraries around their jurisdiction to educate folks before they avail themselves of these resources.

Other resources needed include • Website ("connect to success") • Online collaboration space • Social media component • Physical space to meet/learn/do projects

Integration with other initiatives/programs: Connect to Library as Community Anchor Program. Connect to the Urban Action Centers project.

4. Industrial Site Readiness & Promotion

Taskforce: Industry/Small Business/Entrepreneurship

Opportunity/issue: Industrial site inventory project involving identifying industrial site assemblage opportunities, site cleanup, and site permitting. This would include certification of readiness and joint marketing nationally and internationally to industrial businesses and site selection consultants. Instead of redeveloping abandoned industrial sites for commercial property, re-use it an industrial business re-development.

Governance: NJUMA-coordinated inventorying project involving municipal economic developers

Objectives:

- Fill vacant properties
- Create ratable properties
- Create jobs.

Stakeholders: NAIOP. NJ chamber of commerce. NJ Business & Industry Assoc. Longshoreman Assoc. Municipalities. Online & Brick-and-mortar retailers needing fulfillment space close to major population centers, EDA, DEP, Choose NJ, InvestUS under the Commerce Department, African C of C, and Statewide Hispanic Chamber.

Time frame: Pre-2015 when Panama Canal expansion will be completed

Estimated cost range and sources of funding: No cost for Choose NJ EB-5 for infrastructure-related aspects

The Tasks:

1. Engage with BAC in Lieutenant Governor's office, the Port Authority of NY and NJ, and the Department of Homeland Security re info and resources.
2. Coordinate with municipal and county Economic Development Departments. They usually have local information on sites and availability
3. Integrated with EDA and DEP information. EDA has the Portway project. DEP has list of contaminated sites.
4. Choose NJ should be required to share all leads with county Economic Development or City Economic Development organizations and staff so a coordinated effort can be undertaken.
5. Recognize that there is so much more to attracting and securing an industrial user. Must go beyond site locale, to infrastructure readiness, road and freight readiness, proximity to customers, proximity to a distribution network. etc.
6. Municipalities need to figure out how to accommodate industrial and for how long.

7. Target small urban manufacturers that hire no more than 15 people, software, robotics, etc.
 8. Consider a marketing strategy that will call for growth and classification of small urban manufacturers. Develop relationship with technical universities.
 9. Develop strong relationship with the industrial real estate and brokerage community
 10. Have municipalities ensure there is zoning for the industry. Use GIS to inform locations. Use mapping tools to decipher available sites. Research how other states work through issue with site selection that could inform what we do in NJ.
 11. Target certain industries to certain counties involved. For example, County of Passaic targets many food related industries because existing employee base is qualified for work in this industry. Siting so much more than just readiness and marketing.
 12. Learn how to co-exist with light industrial. SUMs can co-exist with residential development
- Question: Who is doing EB-5 in the state? Investing in an existing business, EB-5 Regional Center, foreign investment.

Measures of success: Number of sites identified and number of sites meeting stipulated site size and configuration requirements and requisite permits.

Resources, technological or facilities requirements: Website (“connect to success”). Online collaboration space. Social media component. Physical space to meet/learn/do projects.

Integration with other initiatives/programs: Connect to Urban Action Center and Library as Community Anchor

What relevant data/information do we have on this initiative/situation? Inventory of vacant properties, zoning area for sites, info has to be right.

5. Urban Action Center

Taskforce: Governance

Opportunity/issue: Build on the model of the Lt. Governor’s action centers to get critical information about opportunities and projects into the hands of the people who need it to smooth the way to get projects off the ground. Operate this project as part of a permanent liaison between the Urban Mayors Association and regional BAC office locations as an information clearing house. Each participating local government will have an assigned regional office and a representative.. Functions include:

- Dealing with regulatory issues across the region.
- Advocacy organization to help people work through red tape and regulation.
- Technical assistance and grant writing/proposal development.
- Layered GIS for regional accumulation of information for regional planning/development purposes, etc.

- Provide sources of funding
- Helps sort out information gathering to do business in one or multiple jurisdictions.
- Concern expressed: We do NOT need another layer of government.
- Need to combine this initiative with Initiative #7 (Office of New Jersey Mayors Association)

Governance: NJUMA

Objectives: Advocacy for urban issues. Potential funding opportunities. Facilitate the flow and transparency of information access. Reduce regulatory impediments to business expansion.

Stakeholders: NJUMA. Property developers. Government agencies. Infrastructure developers. Small business. Libraries could play a role in the information gathering phase. An effective system is already in place. NOTE: NJ BAC. This is a high bar - they answer the phones and are very quick to act and bring parties together.

Time frame: Within 1 year

Estimated cost range and sources of funding: 500k-1mil/EDA. Could be undertaken by committing some people resources from each Municipality/City and agree to collaborate on this project.

The Tasks:

1. Create an office within New Jersey Urban Mayor's office. This program could operate like the Urban Coordinating Council under Governor Whitman. It could operate as a one-stop shop for urban development, in all regional locations.
2. Create a regional repository of information, continue to capture and share the data and knowledge.
3. Create/assemble a portfolio of the vital data for the entire region and each local government area, including labor force profile and quality of life. Develop GIS baseline information for each city or urban area
4. Work with local governments to identify an urban ombudsman/facilitator under the auspices of the Urban Mayors Association in each municipality and county.
5. Work on recruitment and marketing of small areas that offer strong services within larger regional area.
6. Recognize each locality's strengths and leverage that through network of access to information.
7. Deal with Home Rule Issue by the Urban Mayor's Office acting as a regional entity, integrating/facilitating services and opportunities across the boundaries of each area, wherever possible, using a both/and, systems approach. Provide the necessary leadership to communities in their interests.

8. Educate council members about how to operate across-regional boundaries in to achieve both local and regional benefits.
9. Streamline the regulatory process that takes place on the state level to the local level. Provide transparency.
10. Educate each community on the “Economic Opportunity Act”
11. General sense – this is like an “ombudsman” advocate and circuit rider. Sounds a lot like Alex R!
12. Create a “checklist” of tasks each community, at a minimum, should execute. These tasks are those that the community can accomplish with little or no funding, within their own purview, and in a relatively short time period.

Measures of success: Some will get new people to live in their area, some will get the benefit of additional jobs. Others will get the new business. Measure regional improvements as well as local improvements.

Resources, technological or facilities requirements: Social media. Integration with other projects/programs. Real Development for Real People, other State functions, libraries, EDA, labor, D&

6. Training to Create an Economic Engine

Taskforces: Workforce Development

Opportunity/issue: Build all worker skills from basic skills to high level skills by engaging corporate partners that are accountable to their communities, WIBs, Workforce Development Centers, Universities and government. Training needs to encompass much more than the WIBS and Workforce Development Centers, and include business training, social entrepreneurship, procurement for businesses; etc. We need to train people to think ahead, not only train them to exist. The project could include a Corporate Social Responsibility Program related to job readiness and training across all 19 cities engaged in this CEDS effort. Job training strategies, goals and implementation needs to be standardized. WIBs set tone and strategies and Workforce Development Centers and supposed to one-stop implementation. Although One Stop centers are great for entry level employees, we require better programming for higher level employees trying to transition or be re-hired.

Concepts to be considered include tax credits for hiring formerly incarcerated individuals, business training for start-ups, a Jobs for Jersey program that provides a \$10,000 incentive to corporations for hiring NJ native at \$10/hour or more.

Governance: Partnership between SBDCs, Universities, Corporations and Urban Mayors Association and Department of Labor. Governance/roles: See numbers 7 and 11 on prior Master list of Projects - combine them.

Objectives: The project will achieve an educated living wage workforce; standardized implementation of training across all levels and career cycles from entry level to advanced, and prepare folks for achievement. Job training strategies, goals and implementation needs to be standardized.

Stakeholders: Universities, SBDCs, Corporations, Department of Labor, Urban Mayors Association. WIBs, Workforce Development Centers, Community Organizations.

Time frame: Ongoing. We are creating something new, so maybe a pilot project first in one or two cities in 19 city NJUMA region. Maybe a pilot with a private corporation + university + community, for at least 1 -2 years.

Estimated cost range and sources of funding: Cost sharing. Could be corporate funds + Department of Labor Funds + conscious decision by WIBs, WFDCs and SBDCs to provide a certain percentage of in-kind resources to support as well, but controlled total new resources is best, to help measure effectiveness.

The Tasks:

1. Start with basic skills and readiness; advanced skill or targeted skills training is vastly different depending upon company that needs workers. KEY: who are you training? For what? Do folks wish to be advanced or specialized so they can change jobs? Do folks want basic skills refreshment?
2. Maximize existing training programs.
3. Identify gaps in training programs.
4. Engage corporate partners, sponsors, mentors and supporters so there is a direct connection between employers and potential employees. CBOs and NGOs are in the community and do engage students as interns need to be engaged in this program as well.
5. Ensure there is adequate staff at WIBs and WDCs to get strategies implemented and people trained.
6. Help incumbent workers develop transitional skills.
7. Maintain an employee database and track success.
8. Identify a community for a pilot program: (a) convene all interested parties, (b) facilitator to direct conversation regarding possible collaboration, (c) consultant to compile data regarding existing funding available from partners, as well as opportunities for untapped funding, (d) ????

Questions: Who does skills analysis? Is this a role of Workforce Development Centers? Should there be a standard program or curriculum for WIBs and Workforce Development Centers from Department of Labor or elsewhere that we can tap into?

Measures of success: Successful job placement with living wage employers across several key sectors. Employer and employee satisfaction surveys with trained employees and program overall. Seeing other corporate partners buying in. Increase in disposable income in participating workers.

Resources, technological or facilities requirements: What do we spend new resources on? A sample to be spent on each target group we wish to serve. If we start with \$2 million of seed money, we can apportion it accordingly toward soft skills training for entry level, more advance skills training for incumbent workers and special populations such as immigrants. Could be Federal pilot funds as well.

7. Economic Development Office of New Jersey Mayors Association

Taskforce: Governance

Opportunity/issue: An actionable/execution arm of the NJUMA that institutionalizes regional planning for urban members with ongoing regional interest and consistent with what the state is planning to do.

Governance: Report to NJUMA supported by Thomas Edison College. Roles include marketing to stakeholders who should participate in ongoing steering committee or some engagement mechanism, partnering with advocacy groups to ensure success in policy agendas, development of economic strategy, implementation, develop communication networks, IT, communications professionals. Watson Institute will continue to serve as the liaison NJUMA and the CIPT's by providing direction, guidance and evaluation of project implementation and evaluation of process.

Objectives: Actionable strategies including marketing, business growth, expansion, policy analysis and advocacy through partnerships with advocacy organizations and advocacy to stakeholders to obtain their commitment and participation in the process.

Stakeholders: Umbrella institution is Thomas Edison. There would be engagement with other offices such as other public institutions, industry leaders, non-profits, the state authorities where appropriate (bonding capacity).

Time frame: Immediate and on-going

Estimated cost range and sources of funding: Funding private and public \$7-\$300K per year.

The Tasks:

1. Create the structures (legal, commitment).
2. Evaluation of project ideas for implementation.

3. Advocating to agencies to develop the network of stakeholders and identify, review and prioritize said project ideas.
4. Identify funding sources
5. SWOT on implementation of strategies
6. Implement the strategies.
7. Develop quarterly communication plan to Urban Mayors Association.
8. Key action for each municipality: Establish a contact person whom the Business Action Center can contact quickly and regularly as needed. Have that person reach out to the BAC to establish communication. They have leads from businesses that are looking for land or buildings and sometimes cannot get a local person to talk to them! Contact: Gerry Scharfenberger Ph.D., Director, Office for Planning Advocacy, Department of State, 225 West State Street, Trenton, New Jersey 08625, (609) 633-8301, gerard.scharfenberger@sos.state.nj.us. Perth Amboy is a great case study for this task, very responsive.
9. Key action for each municipality: make better use of the “Area in Need of Redevelopment” powers available under NJ law. There have been some areas preliminarily designated but not completed. They need to be mapped and that information needs to be available and pushed to developers so they can “see” the opportunities. (grants, eminent domain)

Resources, technological or facilities requirements: Office, computer system

Integration with other initiatives/programs: Office of the Urban Mayors would be a coordinating entity for all the projects.

8. Coordination of urban workforce

Taskforces: Workforce development

Opportunity/issue:

Capacity building effort to coordinate workforce development efforts with economic development efforts with a regional focus.

Governance: Collaboration between WIBs which include private sector, education, etc.

Objectives: To facilitate partnership between community development with workforce investment boards.

Stakeholders: Unified State Plan. State Library. Department of Labor. Statewide Economic Development entities.

The Tasks:

1. Research promising practices with regard to education, workforce and economic development.
2. Collect data with the specific goal of not duplicating efforts.
3. Business planners and workforce developers look at the unique needs of the local area.
4. Open channels of communication within the private sector. Providing all sides with a systemic view;
5. Educate young persons on how to match their interests with skill set and ultimate career goals.

9. Public Access Manufacturing

Taskforce: Industry/Small Business/Social Entrepreneurship

Opportunity/issue: Encourage the establishment of public access manufacturing in the heart of urban centers for the design and making/manufacturing of small items, especially for customized products, spare or replacement parts or products with artisanal values. At the same time, work with a vocational educational education partner such as Lincoln Tech, to offer a variety of certificate programs so that people changing careers, or young people starting out, are able to learn while doing.

Consider implementing the public access manufacturing (PAM) approach at different scales, for example as makerspaces in libraries, or in libraries dedicated facilities in urban centers such as those developed by Techshop, one of the pioneers in the field (www.techshop.ws),

Develop diverse types of PAMs. While PAMs may have much equipment in common, including 3D-printers and cutters, their purposes are as broad as knitting, electronics, motor car parts/repairs, consumer products, glassblowing, ceramics and (<http://makerspace.com/makerspace-directory>)

Incorporate incubator program into each PAM establishment to help develop skills in marketing, business management in addition to vocational skills.

Objectives:

- Develop new environmentally sustainable, small scale manufacturing centers.
- Develop all-in-one makerspaces, training/education centers and business/entrepreneurship incubators with partners such as public libraries, community colleges

Stakeholders: Small Biz action center, universities, Tech centers, manufacturers, villages

The Tasks:

1. Identify existing corridors in cities, replicate

2. Identify what is coming through the port, how to benefit

10. Collective Modular Marketing Program

Taskforce: Marketing

Opportunity/issue: This initiative will develop a process to assist communities in building a brand and communicating its value to their target markets/regions, etc. Rather than just being a “marketing” effort, where information is pushed outward, each community will engage in a process of discovering and communicating its value, and how it “lives the brand” by delivering that value daily. Such an approach not only makes communities attractive to their “customers”, but also builds internal capability and value for its citizens as each community—and the region as a whole—becomes a more vibrant place to live, work and play.

Develop the critical elements of a marketing/branding program to help communities run their own campaigns where they do not have the skills/capacities to do it themselves.

Objectives:

- Help communities develop their own distinctive brands to promote their attractions/capacities
- Help communities develop their own specialization that is of interest to visitors, others in the community and serves as an “attraction device”

Stakeholders: Representatives from each CIPT

The Tasks:

1. **Business attraction-focused marketing.** Key action for all municipalities: get your local commercial realtors to post information to the Choose NJ website. This is a totally free service which Choose NJ then uses to find space for businesses that need it. The listing is very quick and simple (info auto-expires after 6 months unless renewed). Any commercially-zoned land or buildings can be entered provided it is available for sale/lease. Great no-cost way to increase visibility. Case study with Irvington, which already does this.
2. **Marketing to new residents.** Key action for all municipalities: get the attention of your regional housing developers who will then market to potential residents.
 - a. First, internally, convince your own stakeholders that your community is actually a great opportunity for new residential development. Across the country, the return-to-cities is a real phenomenon. If you are prepared, it can happen to you as well! You have strengths in terms of ease-of-access to NYC as well as much lower costs than Manhattan.

- b. Then, identify and/or land bank parcels that would be suitable; i.e. sufficiently large and near corridors. Work with your local developers on ideas of sites.
 - c. Fix any issues regarding zoning, approvals, etc. as well as brownfields, infrastructure, etc. as needed. May have to allow “gated community” style developments (if perceptions of safety are a concern) with very high density allowances.
 - d. Get with your developers and show them what is available. They will build what the market will bear and will do the direct marketing to future residents.
3. **Marketing to Tourists/Visitors.** Create a brand and marketing strategy, set up a hotel tax to fund implementation. This is most applicable to cities with existing hotels and potential to build more hotels. See case study of Elizabeth which just completed and launched this initiative (can be focused on ethnic identity of city).
- a. Sell the idea to your chamber of commerce and hotel operators.
 - b. Via chamber, conduct branding exercise and marketing plan (may require a consultant)
 - c. City passes hotel tax legislation (e.g. 0.5% tax on hotel receipts) that is solely devoted to marketing implementation.
 - d. Use proceeds to implement plan.

11. Economic and Weather Event Resilience

Task force: Governance

Opportunity/issue: Since Hurricanes Sandy and Irene, much of the effort of Federal and State emergency management agencies has focused on helping communities deal more effectively with major weather events and climate change to the exclusion of other equally serious social and economic risks.

According to the World Economic Forum (WEF, (2014) the top 10 risks the world faces are structurally high unemployment and underemployment, water shortages, growing income disparity, the inability to adapt to climate change or deal with its effects, extreme weather events, failure of governance from existing institutions, food shortages, financial institution failure and extreme political partisanship and social unrest. These challenges are evident in many of our municipalities. They are systemic, interconnected and potentially “dystopic”.

This project proposes that the NJUMA embark on a more systemic approach to resilience that will begin with a) an inventory of the climate change and/or weather related events, but also include b) an inventory of other risks faced by our communities followed by c) a program to deal strategically with the risks by either eliminating them altogether or mitigating the risks through improved regional governance, planning and anticipatory design.

Objectives:

- Attract Sandy and Irene FEMA funding to climatic event-proof municipalities e.g. Asbury Park, Hoboken etc. against future climate events
- Provide funding incentives for water and sewer infrastructure upgrades that reduce energy use and greenhouse gas emissions, such as the Ridgewood wastewater treatment plant that is fueled by renewable energy including a combination of an anaerobic digester and solar cells. Combined Heat and Power Plants, micro-grids and solar batteries can also provide more resilient energy to water and wastewater plants.
- Develop a deeper understanding of the climate/weather impact on the 19 communities
- Develop an inventory of other risks and their potential impact on the citizens of our 19 municipalities
- Develop social and economic resilience within our communities

Stakeholders: Mayors, appointed officials, OEMs, planning/zoning boards, Center for Resilient Design at the New Jersey Institute of Technology (NJIT)

The Tasks:

1. Convene a “Mayors Academy on Resiliency” to cover both the basics and the state-of-the-art on resilience planning.

12. Urban Center Revitalization via an Integrated Approach to Infrastructure Renewal

Taskforce: Infrastructure

Opportunity/issue: There is major trend back to living in urban centers around transport nodes with higher density housing and walk-able spaces. However, much of the infrastructure (power, water and waste disposal) is ageing and inadequate to support the redevelopment of urban centers.

This initiative will be to undertake an inventory of the infrastructure required to redevelop urban centers, from which a plan for new/remediated infrastructure will be developed. A focus will be on strategies that prepare the municipalities for climate change, and/or anticipate sea-level rise.

The project will also help communities develop the capacity to work with neighboring communities to undertake small scale infrastructure development projects, especially around re-use, transportation hubs, regional energy generation (community heating, solar, etc.), urban/food and agriculture, walking and cycling trails, open space, building re-use/recycling,

shared community services, small scale brownfields clean-up and redevelopment and pressure from increased throughput of sea-borne cargo as a result of the widening of the Panama Canal.

Consider bike and pedestrian infrastructure as well. Develop experimental zones in each of the urban communities to trial sustainable living, which includes local generation of electricity (solar car parks/pavements), pedestrian zones, parks, urban farms and pedestrian zones. Designate a pedestrian zone in one of the urban areas to be a test pilot area for driverless cars. Develop one of the urban centers a "hybrid car" or "all-electric car" hub

Objectives:

- Develop and implement policies where municipalities can direct/shape county and regional economies
- Develop policies to revitalize residential districts, undertake infrastructure revitalization, and support/create knowledge intensive making/manufacturing and distribution
- Pilot new models of urban living as a basis for revitalizing the inner city

13. *Share the Health: Exploring Innovation in Health Care Delivery for Vibrant Communities*

Taskforce: Industry/Small Business/Social Entrepreneurship

Opportunity/issue: Develop a healthy communities/lifestyles initiative that explores and leverages innovative approaches to delivering health care and wellness services and education. This pilot would explore both collaboration with existing health care systems, and more entrepreneurial approaches, such as the Buurtzorg approach to community nursing and health care in the Netherlands (and now in the US)

<http://journal.aarpinternational.org/a/b/2013/06/Buurtzorg-Nederland-Nurses-Leading-the-Way>.

It would capitalize on both centralized and distributed, neighborhood health models of care delivery where each is the most appropriate and effective. The initiative would also focus on technologies that support proactive approaches to wellness, educate community members and monitor health.

This initiative offers significant job creation opportunities, including nursing/care-giving/health counseling and education, medical coding, etc.

Objectives:

- Improve the health outcomes of citizens in the 19 Municipalities
- Develop the capability for delivering new models of pro-active health service delivery

Stakeholders: Visiting nurses association, hospitals, hospital association, senior centers, medical doctors, Pharma schools, food industry

The Tasks:

1. Engagement, challenging improve menu, cooking programs, healthy food drives part of RFP, regional health contest

14. Regional Knowledge Sharing and Planning

Taskforce: Governance

Opportunity/issue: Establish a Permanent Roundtable to compare activities and measure the results of different approaches to challenges and opportunities in each of the NJUMA cities/municipalities and learn from each other's successes. The mayors, and executive, business and community leaders, meet annually to develop a short list of issues/challenges/opportunities to research and compare. One issue/challenge/opportunity is assessed and shared each quarter. Data is collected from all municipalities on the topic. Operational/front line staff attends the workshops, share what they are doing and learn from each other. Municipalities consult to each other on the programs where they enjoy the most success.

Establish a central site to share "promising practices" among the municipalities. Support the program with training for economic and community development professionals and community leaders in various economic development tools/techniques. Support with selected SWAT teams from other municipalities to provide temporary support for specific initiatives e.g. Brownfields redevelopment. Steering Committee members could be "expert" members/consultants on SWAT teams as appropriate to assist communities taking an interdisciplinary, systemic perspective to create integrated and sustainable solutions.

Objectives:

- Learn from what each municipality/city is doing well. Replicate success in other municipalities/cities.
- Develop the skills capacities of staff in all municipalities to think/operate locally AND regionally, and in terms of economic AND community social outcomes.
- Celebrate success so it becomes contagious.

Stakeholders: Mayors, business administrators, economic development point persons

15. Funding Initiatives

Taskforce: Funding and Fundraising

Opportunity/issue: Develop templates for municipalities to leverage state and federal funding that enables the communities to create regional systems that support the 19 urban communities i.e. Telecommunications, transportation, a specific industry or industry cluster that feeds jobs to the urban centers and to the region/state in general.

Review all other CEDS initiatives and recommend funding strategies, business case development, and or grant proposal writing capacity of the region and municipalities to increase the shovel-readiness of projects.

Objectives:

- Identify suitable funding mechanisms for each of the CEDS initiatives.
- Develop the capacity in the region/municipalities to conceptualize projects/initiatives, identify the appropriate funding sources, and write business cases, grant proposals, etc.

Governance: Opt person at Thomas Edison? With each town responsible for day-to-day.

Stakeholders: Municipality, small-mid-sized developers

Time frame(s) for development, implementation etc.: within a year

The Tasks:

1. Research current resources/options
2. Establish a clearinghouse of these resources

16. Think Globally

Taskforce: Industry/New Business/Social Entrepreneurship

Opportunity/issue: Develop a program to capitalize on the ethnic diversity of the 19 municipalities to attract global investment such as the EB-5 program. Develop facilities to support Industries/Businesses with a Port/Distribution focus. Target businesses that could add-value to products in New Jersey Trade Free Zones. Undertake a program of collective marketing and business development and attraction to different industries on a global scale (i.e. The Panama Canal, boutique industries that are global)

Objectives:

- Create new business opportunities by building on the international connections of New Jersey citizens and business leaders
- Capitalize on new value-adding manufacturing, fabricating or distribution opportunities (and jobs) that will emerge as a result of an increase in shipping in the Port resulting from the widening of Panama Canal

Stakeholders: Export/import biz, think tank, entrepreneurs, etc.

17. Creation of Microgrid to support essential community functions and services during emergencies.

Taskforce: Infrastructure

Opportunity/issue: During emergencies, it is essential that certain services remain active during emergencies to ensure that citizens remain as safe and as comfortable as possible. Essential services that traditionally may not have extra protection and backup include community centers, street lighting, grocery stores, convenience stores, gas stations, non – emergency government services, etc. Providing separate grid services to these areas in case of emergency will allow local governments to be more responsive to individual communities and neighborhoods during times of disaster.

May be leveraged to also provide workforce development training in renewable, secure energies and opportunity to create community leadership by training persons and business owners and how to conduct these services during an emergency.

Governance: Who will own the project? Local governments, school districts, utility providers, business owners of grocery stores, convenience stores, gas stations, non-profits such as the YMCA and Boys and Girls Club who frequently staff and serve community centers. Providing this service will allow them to continue to do essential business during emergencies and build camaraderie within the community.

Objectives: More responsive emergency services

- Enhanced ability to provide essential services
- Community leadership
- Workforce skills development
- Local emergency preparedness

Activity: Project will capitalize on increasing grid infrastructure focus as climate change affects New Jersey as well as demand for renewable and sustainable energy. Project will involve determination on which service providers in particularly vulnerable neighborhoods should serve as partners in this project. This will include a determination of which non – emergency government services should remain viable during an emergency. Then, the structure of the microgrid will need to be determined and what energy sources should serve to power that grid. Does not necessarily have to be renewable energy – can also rely on natural gas or gasoline generators. Community awareness on essential service delivery during an emergency will also have to occur. There will also need to be significant testing of systems to ensure that all human actors and electrical components are functioning properly when asked to serve. To increase

local impact of this project, workforce development efforts can be undertaken to train community members on building these microgrids and serving as community leaders during times of crisis.

Tap local entrepreneur to create mobile app that will assist in pushing information during an emergency right after power goes out/in time before power goes out.

Estimated cost range and sources of funding: One year time to completion; will need to discuss dollar values and fees with persons more knowledgeable about these systems.

Measureable targets: Several dozen workers could be trained in the development of microgrids and renewable energy technology. Economic activity will be generated by training workers and allowing businesses/governments to operate during emergencies. Civic security will be enhanced by continual government operations and enhanced civilian leadership.

The Tasks:

1. Determine emergency prone city(ies) to pilot in.
2. Determine which businesses, services, and community centers need to remain operable during an emergency
3. Receive buy-in from identified businesses/stakeholders
4. Determine what types of energy should be used to assure continual power
5. Identify community leaders, train them to serve during an emergency, and develop workforce program to train workers in identified technology, if necessary

Stakeholders: Utility providers, Local business owners, Non-governmental operators of community centers, School districts

What relevant data/information do we have on this initiative/situation?

www.solarroadways.com

What data/information do we need to obtain/develop: Data regarding appropriate microgrid development and what technologies will be utilized.

What other expertise might we need for this initiative, and for what purpose? Electric utility expertise.

18. Solar LED Road Modernization

Taskforce: Infrastructure

Opportunity/issue: New technology has recently been developed that will allow micro solar panels to be used as roadways. These solar panels can provide energy as well as change traffic patterns on a moment's notice. This could assist in rush hour traffic alleviation, emergency

evacuations, create safer roadways for pedestrians and bicyclists, and provide power to structures near roadways. This could be piloted in an area that has been closed off for pedestrian and bicyclist only traffic.

Governance: Local governments, county, state, and federal agencies dealing with road transportation, renewable energy providers, traffic consultants, complete streets organizations.

Objectives: Additional energy production

- More responsive roadways
- More complete streets
- Emergency preparedness

Activity: This is a new technology and does not have significant precedent. This could occur on locally maintained roads as the need for completely renovating roads develops, or can occur where there is new development. Only doing it with new development would significantly curtail expansion. This could also be piloted in a pedestrian and bicyclist only space as part of a green technology effort.

Estimated cost range and sources of funding: Depends on how it is rolled out – with new development, renovation, or pedestrian and bicyclist only? Pedestrian and bicyclist only area may make more sense at this point.

Measureable targets: Workforce development in installation and maintenance of this new infrastructure technology will certainly be needed in the future. Actual implementation of this technology could spur renewable energy innovation in areas that support such endeavors. This could also reduce long – term road maintenance costs.

The Tasks:

1. Better understand if this technology is feasible for roll out and in what capacity.
2. Solicit communities for piloting opportunities, if feasible
3. Determine area which will be set aside for pilot program

Stakeholders: Utility companies, Transportation agencies at all levels of government, Businesses making and investing in this kind of technology

What data/information do we need to obtain/develop: Know who is making this technology and how can we get in contact with them to have a preliminary discussion.

Viability: This project has significant risks since there are many unknown variables, including cost, feasibility, new technology, integration with old technology, etc.

19. Early Childhood Education Business Opportunity Program

Taskforce: Industry, New Business & Social Entrepreneurship

Opportunity/issue: Early childhood education providers generate over \$2 billion in economic activity for NJ and employ over 60,000 people full time. These providers assist in improving the long-term life outcomes of children, representing a long term workforce development investment. Despite this, early childhood education providers frequently go out of business, destabilizing an important employment sector and reducing the opportunity for children to receive early education benefits. Providing frequent small business education and mentoring opportunities will assist in the business success rate of these essential service providers

Governance: Giving early childhood education providers business education resources will allow more children to be served by educational opportunities and provide small business employment opportunities.

Objectives:

- Long term workforce investment
- Small business education
- Large employment sector stability

Activity: This initiative combines two economic development activities into a singular initiative. By dedicating small business development resources to early childhood education providers, we are simultaneously improving the small business success rate in a community as well as ensuring children who are currently being educated reap the benefits of investment in small businesses and education in a community. This effort will involve identifying a small business education partner to provide business education services as well as intense mentoring services. This educational effort will need to be hands on and very active rather than distant to ensure that the early childhood education providers are making positive business decisions and that they will eventually be able to serve as a role model in the community for small business development. Small business development related programs and services may be brought in on this effort.

Estimated cost range and sources of funding: \$250,000; ongoing project

Measureable targets: Measurable targets include comparing providers who received small business education and those who did not in terms of financial stability, as well as tracking educational achievement of children who attended an education center that received assistance.

The Tasks:

1. Find out what resources are already available for small business education.
2. Determine if these resources will meet the needs of childhood education centers.
3. If needs are met, set up process for selecting early childhood education centers to receive business training and mentoring.
4. If needs are not met or there are gaps in service, determine how education can be tailored to the needs of early childhood education centers.

Stakeholders: Dept. of Education, Small Business Industry Groups

What relevant data/information do we have on this initiative/situation?

<http://www.theatlantic.com/technology/archive/2010/03/the-32-million-word-gap/36856/>

Manufacturing Institute program for Early Childhood Education carried out in conjunction with Department of Labor

<http://www.themanufacturinginstitute.org/~media/B9A2AD2621BC4334B2B10080F973A2BD.ashx>

20. Manufacturing Initiative

Taskforce: Industry, New Business & Social Entrepreneurship

Opportunity/issue: The manufacturing environment is changing rapidly and, therefore, economic development approaches must be adapted to be able to help manufacturing thrive and grow in local and regional economies.

- Higher wages, economic multiplier, has stopped shedding jobs
- Technology is Changing Manufacturing
- Declining price of computing allows small companies to play globally, disruptive technologies make it hard to dominate, 3-D printing make small batch and custom manufacturing possible
- Niche Manufacturing and Cross Sectors of Knowledge Areas
- Advance materials composites and bio-manufacturing, nano-technology and molecular based manufacturing
- On-Shoring and Near-Shoring Create New Opportunities
- Increased labor costs in China, reduced value of the U.S. dollar, transportation and logistics costs, lack of quality control and intellectual property protection

Objectives:

- To further President Obama’s goal of creating a full-fledged nationwide network that is devoted to innovating and scaling up manufacturing technologies and process.
- Regional hubs to develop and adopt cutting-edge manufacturing technologies. The national goal is 45 hubs over the next 10 years

The Tasks:

What relevant data/information do we have on this initiative/situation? Four exist currently: Youngstown (Additive Manufacturing); North Carolina State University (Power Electronics Manufacturing); Chicago (Digital Manufacturing and Design); Detroit (Lightweight and Modern Metals Manufacturing)

Video: <http://www.youtube.com/watch?v=Acj3Ucn6olk>

How to become an Institute of Manufacturing for Innovation (IMI)

- Requests for Funding notices are published for specific sectors. Interested teams prepare a concept paper and then a full application
- Currently they are looking for a region to focus on Clean Energy Manufacturing Innovation Institute for Composites Materials and Structures
- Who is eligible? Individuals, municipalities, for-profit entities, educational institutions, and nonprofits that are incorporated

B. Economic Analysis: North Central Region of New Jersey

http://www.tesc.edu/watson/institute/documents/Economic_Analysis_North_Central_Region_NJ.pdf

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