

NORTH JERSEY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

JUNE 2015

VOLUME 1: ACTION PLAN

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JERSEY.**

ACKNOWLEDGMENTS

The Together North Jersey (TNJ) Economic Competitiveness and Workforce Development (EC&WD) Committee with guidance from TNJ and the North Jersey Transportation Planning Authority (NJTPA) have led this project. This Committee included:

Community Colleges	NJ Department of Transportation
County Planning and Economic Development Offices	NJ Office for Planning Advocacy
Developers	NJ TRANSIT
Economic Development Corporations	NJ Urban Mayors Association
Edward J. Bloustein School for Planning and Public Policy at Rutgers University	North Jersey Partners
Housing and Urban Development – US and NJ Offices	North Jersey Transportation Planning Authority
Hudson County CEDS Committee	Passaic County Economic Development
Hunterdon County CEDS Committee	PlanSmart NJ
John S. Watson Institute for Public Policy, Thomas Edison State College	Port Authority of New York & New Jersey
Monmouth County Economic Development	Somerset County Business Partnership
New Jersey Chapter of NAIOP	Transportation Management Associations
NJ Department of Environmental Protection	Workforce Investment Boards
NJ Department of Labor and Workforce Development	

The EC&WD Committee reviewed and provided feedback on the process and key deliverables throughout the development of the North Jersey Regional Comprehensive Economic Development Strategy (CEDS).

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INTRODUCTION

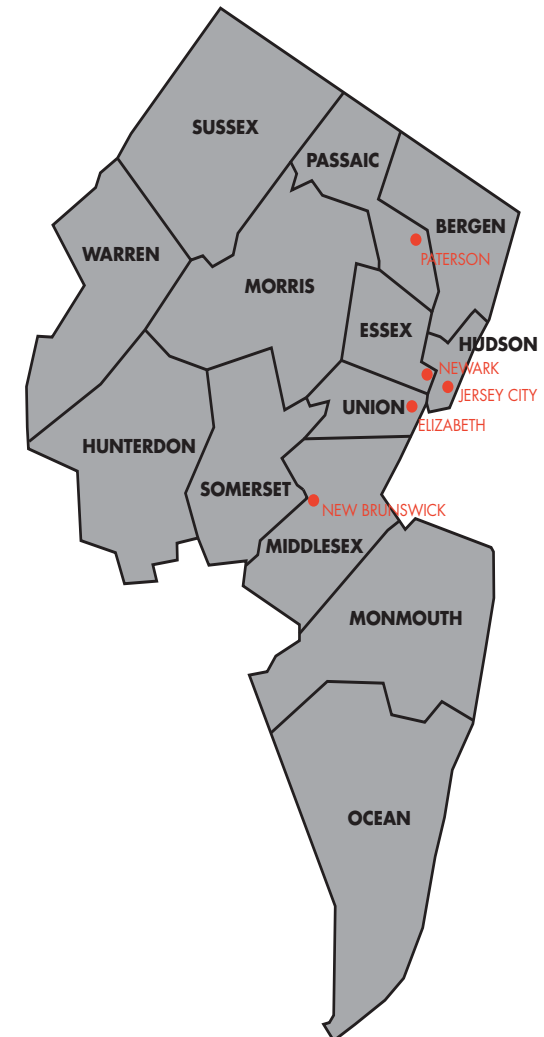
ABOUT TOGETHER NORTH JERSEY

Together North Jersey (TNJ) was created in 2011 to help develop a regional plan for North Jersey. Funded by almost \$10 million in federal grants and leveraged funds from members, TNJ brought together a coalition of nearly 100 diverse partners—counties, municipalities, educational institutions, nonprofits, businesses, and other groups—to develop the first comprehensive plan for sustainable development for the 13 northern New Jersey counties: Bergen, Essex, Hudson, Hunterdon, Middlesex, Morris, Monmouth, Ocean, Passaic, Somerset, Sussex, Union and Warren.

Initial funding for Together North Jersey came from the U.S. Department of Housing and Urban Development (HUD). In 2009, HUD joined with the U.S. Department of Transportation and the Environmental Protection Agency to create an Interagency Partnership for Sustainable Communities. In the context of the federal partnership, HUD created the Sustainable Communities Regional Planning Grant Program in an effort to support metropolitan and multijurisdictional planning efforts that integrate housing, land use, economic and workforce development, transportation, and infrastructure plans. This will serve to empower jurisdictions to consider the interdependent challenges of economic growth and revitalization, access to opportunity, public health, and environmental impact. In August 2011, in response to HUD's FY 2011 Sustainable Communities Grant Program solicitation, the Edward J. Bloustein School for Planning and Public Policy at Rutgers University (Rutgers-Bloustein) submitted a collaborative grant application on behalf of a coalition of government agencies, non-profit organizations, and others to create Together North Jersey.

In November 2011, HUD notified Together North Jersey that its application had been selected for an award in the amount of \$5 million, and the partners, as part of the application process, entered into a formal “consortium agreement” in January of 2012. The HUD grant was then matched with an additional \$5 million in leveraged funds from project partners.

We are all familiar with the challenges of living, working, and doing business in North Jersey—for a start, scarce jobs, costly housing, and commutes that jangle the toughest nerves. In North Jersey, people frequently travel between towns—or even between counties—to get to work, school, entertainment, and home again. Our lives and our communities are deeply interwoven.



This means that improving quality of life in North Jersey cannot be done one town at a time. Just as members of a family might work together to create a plan to buy a house, pay for college, or budget for retirement, communities throughout the region must work together to achieve their long-term goals: creating places where people want to live and where businesses want to be.

But how can diverse communities work together? That is where regional planning comes in.

Regional planning is a process that brings together planning experts, public officials, civic leaders, businesses, and citizens to articulate goals, identify challenges, and devise solutions that meet the needs of all stakeholders in an area including residents, businesses, and local governments.

THE REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT

The Regional Plan for Sustainable Development (RPSD) is not a compliance document, another set of regulations, or a layer of red tape. It is not legislation. It is a detailed, field-tested guide for the kinds of public policy initiatives North Jersey needs to improve lives and opportunities for residents and businesses.

This RPSD is not just for elected officials or academics (though it is for them too). It is for business owners, workers, teachers, developers, stay-at-home parents, students, urban planners, small farmers, commuters, artists, entrepreneurs, homeowners, renters, and advocates—just to name a few. We all have a role to play in making our communities better.

The bottom line is: the decisions we make as individuals, families, and communities are all connected. Choices about where to live or work shape where a person shops, goes for fun, or sends his or her children to school. They also influence whether he or she drives, bikes, walks, or uses public transit to do these things. Taken together, our individual choices shape our shared environment. The first step in planning for a sustainable future is recognizing and appreciating these connections and their impacts.

North Jersey may be part of the New York Metropolitan area, but it is also a distinctive region in its own right, with a strong workforce, vibrant local culture, abundant natural and manufactured local resources, and a dense transit system at the heart of one of the world's most vital markets. In the RPSD, North Jersey is envisioned as a world-class destination that attracts talent from around the world and as a great place to live, work, raise children, and retire.

The TNJ partners and communities explored a wide range of topics in developing the RPSD with land use and transit at its heart. While the plan includes recommendations and strategies for improving individual areas, it also emphasizes the “big picture,” articulating a holistic approach to planning for our region's future.

Here is a brief overview of what you can expect from the RPSD:

- [Where we are today](#) describes existing conditions and trends in North Jersey, and highlights some of the challenges and opportunities facing the region.
- [Where we want to go](#) lays out a vision for the region's future, based on five core goals.

- [How we get there](#) identifies 16 focus areas and over 75 strategies the region can pursue to achieve its desired vision.
- [Leading the way](#) highlights important work accomplished as part of TNJ's 40 local initiative planning projects.
- [Making it all happen](#) discusses the difficult choices our region faces to find financial resources for implementation, and suggests a framework for moving forward.
- [Measuring success](#) identifies short and long-term indicators the region can use to track its progress and evaluate success in implementing the plan.

THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Promoting the economic competitiveness and vibrancy of North Jersey is one of the three key topics included the RPSD. To address this issue, Together North Jersey and the North Jersey Transportation Planning Authority (NJTPA) led the development of the Comprehensive Economic Development Strategy (CEDS). As outlined by the U.S. Economic Development Administration (EDA), a CEDS is designed to foster public-private partnerships in order to develop an economic roadmap for diversifying and strengthening the regional economy. An Economic Competitiveness and Workforce Development (EC&WD) Committee was formed to guide this effort for North Jersey. In essence, the EC&WD Committee served the same role as a traditional CEDS Committee. Members of the committee included public officials and business representatives from throughout the 13-county region. The committee met on multiple occasions to prepare reports on regional conditions, to hear progress from the planning team on the CEDS development, to provide input and feedback, and to review documents. Representatives of NJTPA, Rutgers University, TIP Strategies, and Business Development Advisors Inc., carried out the development of the CEDS.

COMMUNITY AND PRIVATE SECTOR PARTICIPATION

Experts and officials alone did not shape the Regional Plan for Sustainable Development (RPSD) and the CEDS. From 2012 to early 2015, TNJ staff as well as consulting team members traveled around North Jersey and spoke with thousands of residents, business owners, and local leaders about the quality of life and economic development issues most important to them. Insights gleaned from these interviews were critical to shaping the plan. TNJ undertook three phases of outreach: discovery, visioning, and action planning.

LIVABILITY & ENVIRONMENT

- Land Use and Urban Design
- Housing
- Transportation
- Natural Systems
- Energy and Climate

ECONOMIC COMPETITIVENESS & WORKFORCE DEVELOPMENT

- Asset Based Economic Development
- Industry Sector Development
- Workforce Preparedness and Training
- Business Environment and Entrepreneurial Support

SOCIETY & COMMUNITY

- Health and Safety
- Education
- Arts and Culture

In the discovery phase, TNJ staff conducted a series of public workshops that asked “Where are we now?” and “Where are we headed?” They talked about current conditions where they live and discussed what these conditions might mean for the future of their communities. Through group discussion and interactive polling exercises, participants and the TNJ project team established shared values and developed an understanding of local needs and regional planning goals.

The Visioning Phase asked a new question: “Where do we want to be?” Building on what was learned in the discovery workshops, the TNJ project team conducted outreach through “pop-up” kiosks in area malls, community colleges, and museums. Participants considered how much and where the region had grown over the past 30 years and talked about where they thought future growth should occur.

The Action Planning Phase built on the first two phases of outreach, asking, “How do we get there?” With the goals for the region made clear, participants considered potential strategies for reaching those outcomes and recommended steps to achieve the region’s vision for the future. During this phase, in the summer of 2014, Together North Jersey collaborated with The Star-Ledger to engage with North and South Jersey residents through interactive posts on NJ.com. The series of op-eds, articles, live chats, polls, and other engagement activities resulting from this partnership created an opportunity for New Jersey residents to learn about the development challenges facing our region and to be involved in shaping the Together North Jersey plan.

EXECUTIVE SUMMARY



OVERVIEW

North Jersey is among the nation's most vital economic regions. It connects to New York City and to Philadelphia and serves one of the largest population concentrations in North America. It is also a major international presence, driven by a major seaport that includes global access both directly and through the Panama Canal. Similarly, air linkages tie the region to most of the world's major markets. These advantages have resulted in major corporate relocations and burgeoning clusters. Clearly, however, there is much more to be done for economic development.

North Jersey truly is a distinct region. The labor shed, which all 13 counties have in common, and shared transportation and logistics concerns, define the region. Site selectors and corporate executives operate on this assumption. So too do the major employers in northern New Jersey. In many ways, the alignment sought by this initiative acts as a signal to the many political entities among and within the counties. In other words, ***the success of the CEDS rests on closer cooperation between the business community on the one hand, and political jurisdictions on the other.*** This point is further underscored in the Introduction to this document. While the recommendations that follow are around economic vitality, they are part of the broader community and regional goals articulated in the RPSD.

The North Jersey CEDS consists of four Focus Areas:

- Regional Innovation Clusters
- Entrepreneurship and Innovation
- Infrastructure
- Workforce Training

These themes dominated the extensive input that was received and were reaffirmed by the data that drove the process. The cluster approach underscores what economic development professionals have long argued – growth in a region is dependent on interconnected businesses. Cluster growth, however, must be linked with an active economic development effort. This goal has wide-ranging implications. It calls for a pilot project for streamlining state and local permitting, a North Jersey Economic Development District (EDD), and outreach events with each Regional Industry Cluster. In addition, it supports the creation of a North Jersey Futures Council.

Entrepreneurship and innovation fuel new clusters and are a magnet for talent. Regions without an active entrepreneurial scene lag the nation. Of the four Focus Areas, this one has the most immediate potential to influence economic growth. From the creation of a regional fund to the support of a virtual incubator network, entrepreneurship and innovation are vital to the success of this plan.

Economic success is impossible without functional infrastructure. North Jersey knows this as well as any part of the country. This goal addresses incentives for sites as well as ways to leverage the transportation system. In addition, tourism and arts sectors are reaffirmed as vital to the regional economy.

While not unique to North Jersey, the need for a skilled workforce is a constant challenge that affects not only the business community but the entire fabric of the community. The six strategies that support this focus area underscore the need for a closer alignment of business needs with the multiple “systems” that address workforce training. This is an extraordinarily difficult goal to achieve, but it is one that must be met.

This is an ambitious plan for driving future economic vitality in the region. Key to the implementation of the action plan is the leveraging of existing mechanism, programs, forums, and partnerships. Through the partnership of Together North Jersey and the EC&WD Committee, as well as established economic development institutions, the goal of a more prosperous region is possible.

INTEGRATION OF LOCAL AND REGIONAL CEDS

The North Jersey CEDS seeks to identify economic challenges and opportunities that have regional impact and cross-jurisdictional application. The intent is not to create a document that is merely a compendium of local CEDS priority projects. Together North Jersey preferred a strategy with a long-term regional focus incorporating local input on issues of regional significance. Local input was derived from a number of individual interviews, focus groups, and workshops with local stakeholders throughout the region.

Additionally, the project team worked closely with counties and other regional entities that have completed or are in the process of developing their own CEDS documents. This coordination includes communicating regularly with county planning and economic development officials and incorporating local CEDS priorities into the regional plan. We also visited with a number of state officials and reviewed statewide planning documents to align the regional CEDS with the State of New Jersey's economic development priorities. Notably, we sought the insight of the New Jersey Department of Labor and Workforce Development (NJDOLWD), Choose NJ, the NJ Office for Planning Advocacy (NJOPA), Workforce Investment Boards (WIBs) and Talent Networks as subject matter experts and for institutional knowledge of the regional economy. We acknowledge the existing and influential roles of these organizations. We do not intend to duplicate efforts. We seek, instead, an integration of local, regional, and statewide initiatives towards the goal of prosperity. Indeed, examples of existing efforts and documents utilized in the regional CEDS are listed below. A summary of priority projects and strategies for these and other economic development plans and reports is provided in the Technical Report.

- Hunterdon County CEDS (2014)
- New Jersey Urban Mayors Association – Urban Focused CEDS (2015)
- Somerset County CEDS (2013)
- Hudson County CEDS (2012 update)
- New Jersey's State Development and Redevelopment Plan (2001, Adopted)
- New Jersey's State Strategic Plan (2012, Draft)

CEDS STRUCTURE

The North Jersey CEDS is divided into two volumes: an Action Plan and a Technical Report.

Volume 1: Action Plan	Volume 2: Technical Report
• Regional Economic Profile • Action Plan • Implementation Matrix • Performance Measures • Significant Planned Regional Investments	• Industry and Occupational Analysis • Supported CEDS and Related Plans • Resource Matrix • North Jersey Economically Distressed Communities

The heart of the Volume 1—the Action Plan—is organized around four focus areas: regional innovation clusters, entrepreneurship and innovation, infrastructure, and workforce training. The Action Plan is preceded by a Regional Economic Profile, which includes a summary of key economic indicators for each of the 13 counties. The Implementation Matrix breaks out each of the strategies and actions into a table and provides estimates of impact, feasibility, duration, and partner organizations needed for implementation. A section on Performance Measures lists the recommended metrics to gauge the success of the plan in building economic competitiveness in future years. Finally, a description of major Regional Infrastructure Investments is provided.

Volume 2 contains the supporting components of the CEDS planning effort. This includes an extensive Industry and Occupational Analysis of the region, a listing of High Priority Strategies found in existing county CEDS and other state/regional planning documents, a Resource Matrix of organizations that can support implementation of the CEDS, and a summary of Economically Distressed Communities in the region.

The following pages include a summary of all the strategies, as well as a description of the vital projects and actions steps for each focus area.

SUMMARY OF STRATEGIES

FOCUS AREA 1: Support the growth of Regional Innovation Clusters. • Strategy 1: Create a pilot project in the region to demonstrate a model for streamlining state and local permitting processes. • Strategy 2: Develop a framework for establishing a North Jersey Economic Development District (EDD). • Strategy 3: Coordinate outreach events for each Regional Innovation Cluster with partners. • Strategy 4: Create a North Jersey Futures Council. • Strategy 5: Create program(s) in the region to connect small businesses to growth and business development opportunities, with a focus on Regional Innovation Clusters.	FOCUS AREA 2: Enhance North Jersey's innovation and entrepreneurship ecosystem. • Strategy 1: Establish a regional system of virtual incubators. • Strategy 2: Enhance the depth and diversity of technical assistance and networking resources available to the region's startups and second-stage companies. • Strategy 3: Foster other types of shared workspaces and connect them to economic development and finance programs. • Strategy 4: Explore a framework for creating and capitalizing on a regional innovation fund.
FOCUS AREA 3: Build on the region's infrastructure assets. • Strategy 1: Provide incentives packages targeted at job creation and private-sector investment in underutilized land ripe for mixed-use redevelopment. • Strategy 2: Use the regional transportation and utility system as a framework for future investment. • Strategy 3: Leverage the region's location and its goods movement facilities and infrastructure as a major source of economic growth. • Strategy 4: Strengthen tourism by promoting North Jersey's cultural and natural amenities. • Strategy 5: Enhance the promotion of arts and cultural tourism in the region. • Strategy 6: Strengthen tourism by promoting North Jersey's entertainment and recreation amenities at a regional scale. • Strategy 7: Support and expand agritourism programs in order to generate economic activity while preserving farmlands.	FOCUS AREA 4: Align workforce training with industry needs. • Strategy 1: Support the creation of a demand-driven system that aligns workforce development efforts with employer needs. • Strategy 2: Create occupational and soft skills training programs to help remove employment barriers for underrepresented populations. • Strategy 3: Identify career pathway initiatives and other similar training programs to help incumbent workers transition to living-wage occupations. • Strategy 4: Create/Facilitate the development of a regional apprenticeship program for non-college-bound students. • Strategy 5: Raise awareness of opportunities in skilled trades and other traditional vocational and technical programs. • Strategy 6: Promote workforce development strategies to support the state's tourism industry.

FOCUS AREA 1: REGIONAL INNOVATION CLUSTERS–VITAL PROJECTS AND STRATEGIES

Timeframe: *Short = 9-18 months Medium = 24-48 months Long = +5 years

1.1: Create a pilot project in the region to demonstrate a potential model for streamlining state and local permitting processes.		1.2: Develop framework for establishing a North Jersey Economic Development District (EDD).	
The NJTPA and Bridgewater will jointly initiate pilot project to explore streamlining permitting for small manufacturing facilities, creating a “one-stop-shop” for local permits, and establishing a centralized electronic permit tracking system. • Action a: Engage Bridgewater Township on the logistics to serve as pilot location for streamlining the permitting process. • Action b: Establish an interagency working group with Bridgewater Township to identify a specific project. • Action c: Develop a plan and timeline for project implementation. • Action d: Report annually on the progress of the project and lessons learned.		The NJTPA and its regional partners should establish a regional EDD to serve as a coordinating agency in the implementation of the region CEDS. • Action a: Establish an economic development liaison office within the NJTPA to assist in the implementation of the CEDS and the process for creating an EDD. • Action b: Create a working group to explore the best options and process for establishing a regional EDD. • Action c: Consult with the EDA about the formal application process for establishing an EDD. • Action d: Hold a regional meeting of economic development stakeholders and state officials to formally agree to establish an EDD. • Action e: Make a formal application for EDA approval.	
Who: Bridgewater, NJTPA	When: Medium	Who: NJTPA, RU	When: Short
1.3: Coordinate outreach events for each Regional Innovation Cluster with partners.		1.4: Create a North Jersey Futures Council.	
Organize a series of outreach events for the seven Regional Innovation Clusters: Bio/Pharma and Life Sciences; Transportation, Logistics, and Distribution; Financial Services; Manufacturing; Healthcare; Technology; and Tourism. • Action a: Reach out to statewide industry associations, Talent Networks, and business groups to support outreach events and identify participants. • Action b: Explore potential state and private funding sources for the outreach events. • Action c: Work with Talent Networks and business partnerships to host events in different locations in the region. • Action d: Establish other feedback mechanisms for key industries, such as surveys, webinar discussion forums, and conference calls. • Action e: Invite local elected officials as well as industry representatives to outreach events in order to add perspectives about geographic context sensitivity to the discussion.		Create a Futures Council composed of regional leaders to improve the economic competitiveness of North Jersey by directly engaging the private sector in addressing regional challenges, identifying solutions and opportunities, and catalyzing actions. • Action a: Organize a group of regional leaders to serve on an exploratory committee.* • Action b: Coordinate with the State of New Jersey and Choose NJ.* • Action c: Develop a proposed mission for the Futures Council. • Action d: Dedicate NJTPA staff to support the Council.	
Who: NJDOLWD, NJBAC, Talent Networks, and Business Partnerships	When: Medium	Who: NJBAC, NJDOLWD, WIBs, TMAs, NJTPA, RU	When: Medium

FOCUS AREA 2: INNOVATION AND ENTREPRENEURSHIP–VITAL PROJECTS AND STRATEGIES

Timeframe: *Short = 9-18 months Medium = 24-48 months Long = +5 years

2.1: Establish a regional system of virtual incubators.		2.2: Enhance the depth and diversity of technical assistance and networking resources available to the region's startups and second-stage companies.	
Local economic development organizations will establish virtual incubators allow clients to access services and expertise independent of their location. • Action a: Encourage local and county economic development organizations (EDOs) that manage physical incubators to offer virtual incubator programs as well. • Action b: Counties and communities without a physical incubator should collaborate with existing private, public, and nonprofit incubators in the region to provide virtual incubation services and assistance to businesses located in existing buildings/sites or districts. • Action c: Explore creating a regional virtual incubation network targeting local businesses located in strategic sites or districts.		Create both depth (number of sources) and diversity (types) in these areas. • Action a: Work with NJBAC (Office for Small Business Advocacy) to supplement a comprehensive inventory of North Jersey's key industry, entrepreneurship, small business development, and research assets. • Action b: Explore and assess options for establishing a regional network of angel and/or venture capital investors. • Action c: Support NJBAC in exploring options for a task force of business finance investors and experts in the region to discuss opportunities for and challenges to improving access to capital for North Jersey businesses. • Action d: Work with state and local chambers and business organizations to identify needs and resources to support the growth of Disadvantaged Business Enterprises (DBEs), Minority Business Enterprises (MBEs), and Women's Business Enterprises (WBEs).	
Who: Local Economic Development Orgs, NJBIN	When: Medium	Who: New Ventures & Entrepreneurship group at RU, NJBAC, NJBIN, AACC, SHCC, GNEC, NJAWBO, NJBAC, Rising Tide Capital	When: Medium
2.3: Foster other types of shared workspaces and connect them to economic development and finance programs.		2.4: Explore a framework for creating and capitalizing on a regional innovation fund.	
Offer an alternative to working from home or in "third spaces" (such as coffee shops), for individuals and start-ups that are not ready to commit to the overhead associated with traditional office spaces. • Action a: Encourage the inclusion of shared workspaces in redevelopment of urban and suburban office buildings into mixed-use developments. • Action b: Market redevelopment sites to private firms that develop/manage shared workspaces. • Action c: Explore opportunities to include shared workspaces in new public facilities such as government buildings and libraries.		Create a North Jersey regional innovation fund to supplement technology developed in the region's R&D and higher education institutions. • Action a: Allocate funding to sponsor a study to research existing innovation fund models in other states and nations and explore potential funding sources. • Action b: Work with existing state and regional agencies, organizations, and institutions to pilot best practices models. • Action c: Encourage regional community colleges to explore becoming a partner member in Innovation Fund America.	
Who: Municipalities, Counties, Local Economic Development Orgs	When: Medium	Who: NJBAC, NJDOLWD, NJ Higher ED	When: Long

FOCUS AREA 3: INFRASTRUCTURE AND OTHER ASSETS–VITAL PROJECTS AND STRATEGIES

Timeframe: *Short = 9-18 months Medium = 24-48 months Long = +5 years

3.1: Provide incentives packages targeted at job creation and private-sector investment in underutilized land ripe for mixed-use redevelopment.		3.2: Use the regional transportation and utility system as a framework for future investment.	
OPA and NJTPA will incentivize mixed-use centers with multiple transportation options allows the public to get around to their jobs, homes, and activities by walking—improving public health outcomes. • Action a: Adopt the 2012 draft New Jersey State Strategic Plan. • Action b: Apply criteria of designated growth areas, transit oriented development (TOD) locations, and distressed areas as described in the State Development and Redevelopment Plan and New Jersey Economic Opportunity Act (EOA) to select potential underutilized sites. • Action c: Support county/municipal participation in the identification of sites with technical assistance under NJTPA's Planning for Emerging Centers grant programs. • Action d: Support corporate campus redevelopments such as the Sanofi site initiative and apply success stories elsewhere. • Action e: Convene peer exchanges for municipalities to discuss growth options in a cooperative manner. Use the NJ Urban Mayors Association as a model forum for connecting the 19 communities.		NJTPA and its regional partners should seek alternative transportation investment options. • Action a: Perform a best practices analysis of other state and international models of alternative funding resources for transportation systems that can be used to supplement existing resources. • Action b: Encourage maximization of the region's transportation system in identifying local priority investments in roadway, public transit, and bike/pedestrian corridors that support access to opportunity by connecting mixed-use centers in the region. • Action c: Foster partnerships for investment to solicit private-sector input on transportation plans and infrastructure investment. • Action d: Integrate economic development planning, including job creation and private-sector economic investment considerations, in transportation planning. • Action e: Develop strategies for promoting alternative commuting options that connect workers to jobs in underserved areas. In suburban areas, this could involve utilizing commuter hubs for integrating highway corridors; last-mile travel options; and expanded bus, rail, and shuttle services.	
Who: OPA, NJTPA	When: Short	Who: NJTPA, RU, NJ TRANSIT, NJDOT, municipalities, counties	When: Medium
3.3: Leverage the region's location and its goods movement facilities and infrastructure as a major source of economic growth.			
Advance projects identified in the joint PANYNJ/NJDOT/NYS DOT Goods Movement Action Program (G-MAP).			
• Action a: Enhance the movement of freight both regionally and beyond. • Action b: Maximize the efficiency and reliability of freight movement by truck, rail, maritime, and air routes, while working to optimize transport by rail. • Action c: Coordinate among agencies, operators, and communities regarding routes and operations to respect local needs to the maximum extent possible.		• Action d: Update the NJTPA truck parking study. • Action e: Conduct a survey of regional complete streets and goods movement best and practices. • Action f: Explore regional implementation of off-peak goods movement.	
Who: PANYNJ Lead with: EPA Region 2, NJDEP, NYCDOT, NJTPA, NJCCC, railroads, port terminal operators, Council on Port Performance			When: Long

4.1: Support the creation of a demand-driven system that aligns workforce development efforts with employer needs.		4.2: Create occupational and soft skills training programs to help remove employment barriers for underrepresented populations.	
NJDOLWD to obtain better information on the supply side of the equation—including data on training and educational capacity, enrollments, and program completions—to address workforce challenges. • Action a: Define an “urgent, common need” that will serve as a call to action for employers. • Action b: Formalize existing relationships – through board memberships, regular meetings, and events —to better understand the current ecosystem and establish regional priorities. • Action c: Coordinate and consolidate virtual talent development services (including a professional development portal) when appropriate.		NJDOLWD and partners to reduce barriers to basic employability skills, such as attendance, customer service skills, and the inability to pass employment screening (e.g., drug tests, criminal background checks). • Action a: Validate barriers to employment using Talent Networks and other outreach events with representative employers. • Action b: Based on findings of validation task, create a plan for addressing specific barriers, using a sector-based approach where possible. • Action c: Include in the plan strategies that address improving remedial skills of underrepresented populations at the K-12 level. • Action d: Look for opportunities within existing programs, including career pathways, to create on-ramps and stackable credentials.	
Who: NJDOLWD, Talent Networks, WIBs	When: Medium	Who: NJDOLWD, Talent Networks, WIBs	When: Medium
4.3: Identify career pathway initiatives and other similar training programs to help incumbent workers transition to living-wage occupations.		4.4: Create/Facilitate the development of a regional apprenticeship program for non-college-bound students.	
Upgrade the skill levels of incumbent workers and remove barriers to employment. • Action a: Convene inter-agency forums to discuss the current status of career pathway initiatives in the region. • Action b: Identify specific occupations/pathways within each Talent Network to serve as a pilot program. • Action d: Identify potential funding sources for pilot program(s). • Action e: Evaluate effectiveness of pilot program(s) and refine/expand as appropriate.		Apprenticeships offer a number of advantages and can provide an important path to higher wage jobs for both students and incumbent workers. • Action a: Work with relevant Talent Networks to create an inventory of existing public, private, and nonprofit work apprenticeship programs. • Action b: Identify a mechanism for coordination and support of innovative and effective programs. • Action c: Work with industry to create paid internship opportunities for students participating in the apprenticeship programs.	
Who: NJDOLWD, Talent Networks, WIBs	When: Medium	Who: Chambers of Commerce	When: Medium

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

This figure below highlights North Jersey's economic development strengths, weaknesses, opportunities, and threats, commonly referred to as a SWOT analysis. It was developed based on direct input provided by the Economic and Workforce Development Committee as well as information gathered from focus groups and interviews conducted throughout the region. Data and quantitative analysis completed as part of the regional profile and the industry and occupational analysis also informed the SWOT.

 STRENGTHS	 WEAKNESSES
• Regional transportation network, including the port • Location—proximity to large northeastern markets • Access to abundant and diverse lifestyle amenities • The region's numerous and high quality higher education institutions • The region is home to one of the most highly educated populations in the nation • Port of New York and New Jersey—one of the most important seaports in the world • New state economic development emphasis on regional innovation clusters • Quality of life, plus access to lifestyle amenities • Location, plus proximity to other large markets such as New York and Philadelphia • Focus on specific industries – identified in draft State Strategic Plan • NJ Business Action Center – a one-stop shop for New Jersey businesses, offering information about NJ's comprehensive resources and programs.	• Weight limits on rail lines connecting to the Port • Older local level plans and codes don't address emerging industries • Hodge-podge of local and state policy related to real estate development • Local zoning often doesn't support newer work-live types of development • Stock of aging and obsolete suburban office parks that have been abandoned or suffer high vacancy rates • Multitude of municipalities and taxing districts with control of local land use and zoning • Perception that state redevelopment incentives are primarily focused on urban areas at the expense of suburban and rural counties • Lack of affordable workforce housing for younger workers in suburban and rural areas limits their attractiveness • Traffic congestion at major highways connecting to the Port; secondary roads need major upgrades to alleviate congestion • High costs, taxes, and regulatory hurdles make it difficult to start a business in New Jersey

 OPPORTUNITIES	 THREATS
• Promoting a greater role for countywide and regional master planning • Encouraging greater regional collaboration through the sharing of county and regional planning services and tools (data and technical assistance) with municipalities • Development of new transportation options in suburban areas to support mixed-use redevelopment of office parks & other evolving growth patterns • Redeveloping suburban office parks into mixed-use developments—employment, housing, entertainment, recreation, transportation • Connecting individuals and companies by expanding worker mobility and skills training programs • Grass roots workforce training programs directed at minority populations and connected to specific development projects • Small business entrepreneurship • Creating more national destinations in the region, not just an ancillary destination for NYC (need hospitality, entertainment, retail, and cultural assets to complement existing assets) • Promoting rural tourism assets • Building on demonstrated local successes and extending them to the region • Addressing higher density at the regional level • Promote higher education as an economic driver	• The rigid dedication to the suburban lifestyle continues to inhibit new economic development opportunities in some communities • Municipalities will cooperate only if they share common pain • Ongoing political controversies will further harm the state's perceived business climate • Outmigration of talent, especially young people, from rural and suburban areas • Inadequate water and wastewater infrastructure in several communities • Regional transportation system needs major investments to remain competitive

REGIONAL PROFILE



REGIONAL ECONOMIC PROFILE

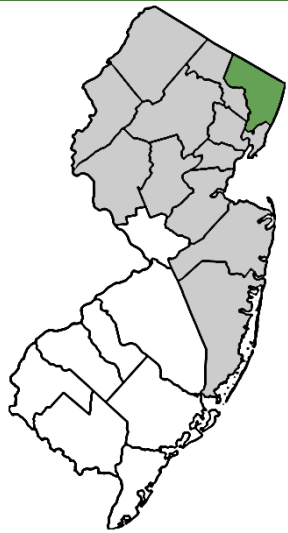
To provide a framework for the planning process, we prepared a snapshot of key indicators for each of the 13 NJTPA counties. Data sources and notes on the analysis are provided at the end of the profile. A more detailed assessment of the regional economy was prepared as a separate deliverable.

Employment trends in the NJTPA region mirror the state, a reflection of the 13 counties share of the New Jersey economy. However, both have lagged national trends over the last decade. Job growth has been uneven within the region, with only a few counties (Hudson, Middlesex, Ocean, and Somerset) outperforming the region during the period analyzed.

The region as a whole has seen only modest population growth in recent years, adding slightly more than 100,000 residents (an increase of 1.5 percent) since the 2010 Census. The largest gain, in both numeric and percentage terms, was seen in Hudson County, which added roughly 26,000 residents, accounting for one-quarter of the region's total growth. By contrast, a handful of counties—Hunterdon (-1.6 percent), Monmouth, (-0.1 percent), Sussex (-2.2 percent), and Warren (-1.2 percent)—experienced declines.

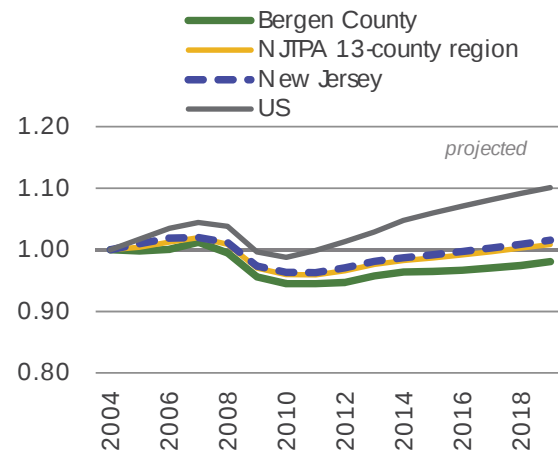
While the region saw a steady volume of international migration in recent years, the 13 counties combined saw an annual net gain from outside the US of roughly 6 people for every 1,000 residents over the past three years. However, this influx was nearly completely offset by a net loss of residents to other parts of the US, with slightly more than five residents per 1,000 leaving each year. In fact, among the 13 counties, only Ocean County had a positive average domestic migration rate, adding slightly less than 1 person per 1,000 (0.5) during the period. The largest domestic out-migration rate was seen in Passaic County, which had a net outflow of nearly 11 residents per 1,000.

BERGEN COUNTY



EMPLOYMENT TRENDS (2004=1.00)

Historic (2004-14) and projected (2014-19)

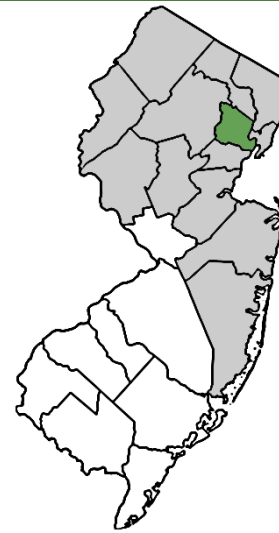


KEY INDICATORS

2013 Population (estimated)	▲ 925,328
2010 Population	▲ 905,116
Population change, 2010-2013, net (#)	+20,212
Population change, 2010-2013, percent (%)	+2.2%
International migration rate (per 1,000, 3-year average)	5.8
Domestic migration rate (per 1,000, 3-year average)	-0.9
Median age, in years	41.5
% of total population age 65 years and over	15.8%
% of pop. age 25+ years, high school graduate or above	91.7%
% of pop. age 25+ years, bachelor's or above	47.1%
Unemployment rate (Dec. 2014, not seasonally adjusted)	4.6%
Labor force participation rate	65.1%
Jobs-to-housing ratio (2010)	1.34
2013 Median household income	\$81,670

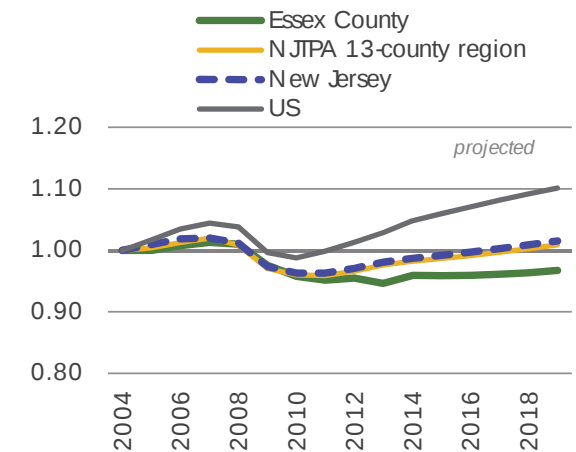
▲ Highest/largest among 13 counties ▼ Lowest/smallest among 13 counties

ESSEX COUNTY



EMPLOYMENT TRENDS (2004=1.00)

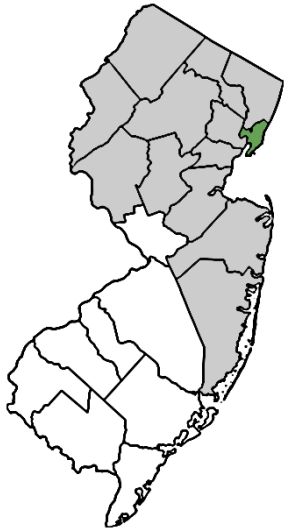
Historic (2004-14) and projected (2014-19)



KEY INDICATORS

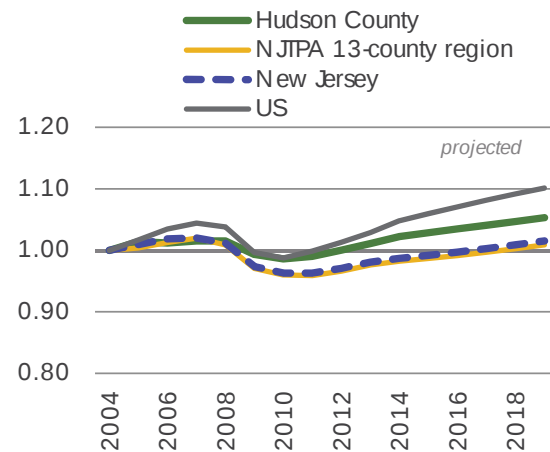
2013 Population (estimated)	789,565
2010 Population	783,969
Population change, 2010-2013, net (#)	+5,596
Population change, 2010-2013, percent (%)	+0.7%
International migration rate (per 1,000, 3-year average)	6.5
Domestic migration rate (per 1,000, 3-year average)	-9.9
Median age, in years	37.0
% of total population age 65 years and over	12.3%
% of pop. age 25+ years, high school graduate or above	84.6%
% of pop. age 25+ years, bachelor's or above	32.5%
Unemployment rate (Dec. 2014, not seasonally adjusted)	6.7%
Labor force participation rate	66.4%
Jobs-to-housing ratio (2010)	1.29
2013 Median household income	▼ \$53,610

HUDSON COUNTY



EMPLOYMENT TRENDS (2004=1.00)

Historic (2004-14) and projected (2014-19)

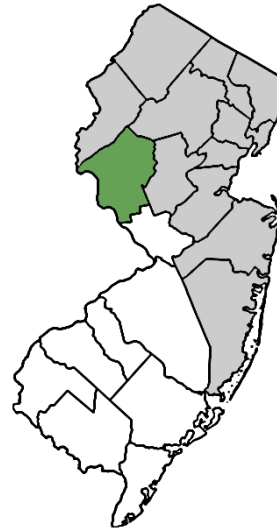


KEY INDICATORS

2013 Population (estimated)	660,282
2010 Population	634,266
Population change, 2010-2013, net (#)	▲ +26,016
Population change, 2010-2013, percent (%)	▲ +4.1%
International migration rate (per 1,000, 3-year average)	▲ 12.8
Domestic migration rate (per 1,000, 3-year average)	▼ -9.1
Median age, in years	▼ 34.6
% of total population age 65 years and over	▼ 10.7%
% of pop. age 25+ years, high school graduate or above	▼ 82.4%
% of pop. age 25+ years, bachelor's or above	36.7%
Unemployment rate (Dec. 2014, not seasonally adjusted)	6.2%
Labor force participation rate	68.9%
Jobs-to-housing ratio (2010)	0.97
2013 Median household income	\$56,079

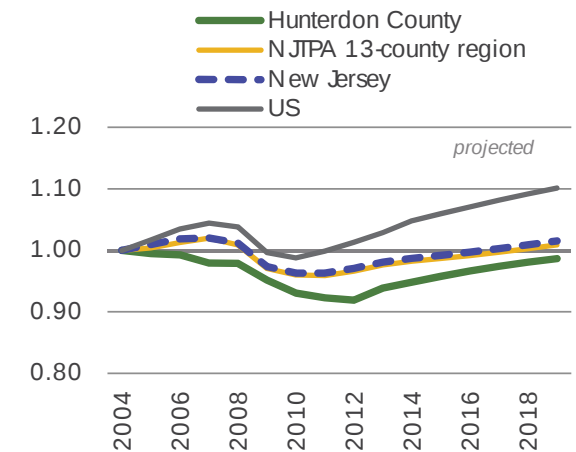
▲ Highest/largest among 13 counties ▼ Lowest/smallest among 13 counties

HUNTERDON COUNTY



EMPLOYMENT TRENDS (2004=1.00)

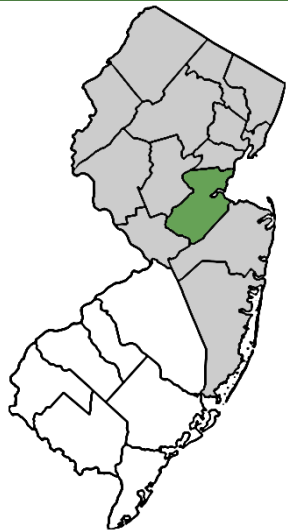
Historic (2004-14) and projected (2014-19)



KEY INDICATORS

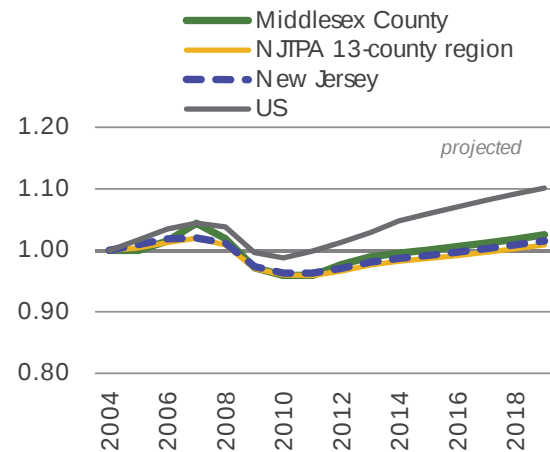
2013 Population (estimated)	126,250
2010 Population	128,349
Population change, 2010-2013, net (#)	▼ -2,099
Population change, 2010-2013, percent (%)	▼ -1.6%
International migration rate (per 1,000, 3-year average)	1.6
Domestic migration rate (per 1,000, 3-year average)	▼ -5.5
Median age, in years	▲ 45.1
% of total population age 65 years and over	15.2%
% of pop. age 25+ years, high school graduate or above	▲ 95.6%
% of pop. age 25+ years, bachelor's or above	46.8%
Unemployment rate (Dec. 2014, not seasonally adjusted)	▼ 4.1%
Labor force participation rate	66.4%
Jobs-to-housing ratio (2010)	1.05
2013 Median household income	▲ \$110,457

MIDDLESEX COUNTY



EMPLOYMENT TRENDS (2004=1.00)

Historic (2004-14) and projected (2014-19)

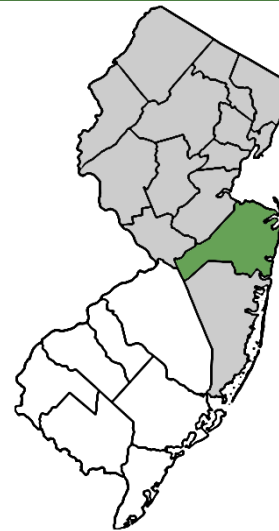


KEY INDICATORS

2013 Population (estimated)	828,919
2010 Population	809,858
Population change, 2010-2013, net (#)	+19,061
Population change, 2010-2013, percent (%)	+2.4%
International migration rate (per 1,000, 3-year average)	8.2
Domestic migration rate (per 1,000, 3-year average)	-6.1
Median age, in years	37.8
% of total population age 65 years and over	13.2%
% of pop. age 25+ years, high school graduate or above	88.3%
% of pop. age 25+ years, bachelor's or above	40.6%
Unemployment rate (Dec. 2014, not seasonally adjusted)	4.7%
Labor force participation rate	65.5%
Jobs-to-housing ratio (2010)	1.46
2013 Median household income	\$76,848

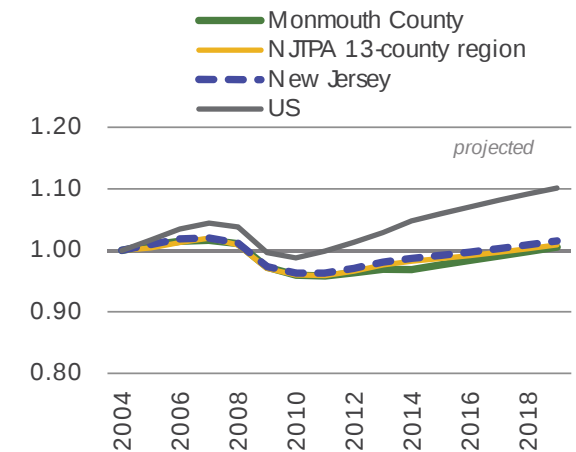
▲ Highest/largest among 13 counties ▼ Lowest/smallest among 13 counties

MONMOUTH COUNTY



EMPLOYMENT TRENDS (2004=1.00)

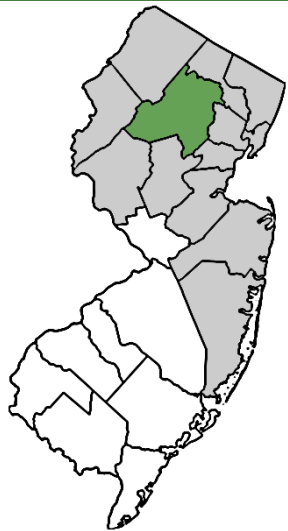
Historic (2004-14) and projected (2014-19)



KEY INDICATORS

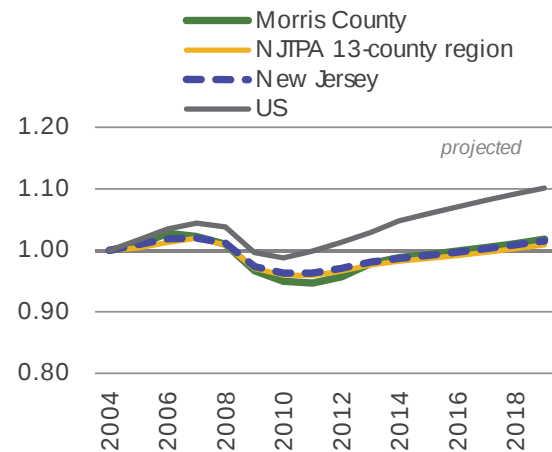
2013 Population (estimated)	629,672
2010 Population	630,380
Population change, 2010-2013, net (#)	-708
Population change, 2010-2013, percent (%)	-0.1%
International migration rate (per 1,000, 3-year average)	2.1
Domestic migration rate (per 1,000, 3-year average)	-3.9
Median age, in years	42.6
% of total population age 65 years and over	15.2%
% of pop. age 25+ years, high school graduate or above	92.6%
% of pop. age 25+ years, bachelor's or above	42.7%
Unemployment rate (Dec. 2014, not seasonally adjusted)	5.1%
Labor force participation rate	66.7%
Jobs-to-housing ratio (2010)	1.05
2013 Median household income	\$83,749

MORRIS COUNTY



EMPLOYMENT TRENDS (2004=1.00)

Historic (2004-14) and projected (2014-19)

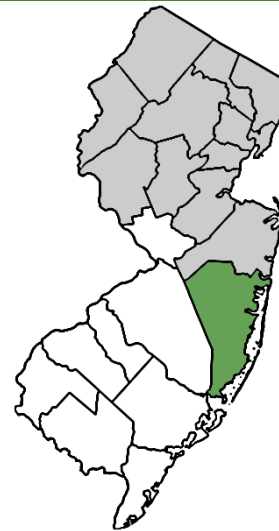


KEY INDICATORS

2013 Population (estimated)	499,397
2010 Population	492,276
Population change, 2010-2013, net (#)	+7,121
Population change, 2010-2013, percent (%)	+1.4%
International migration rate (per 1,000, 3-year average)	4.2
Domestic migration rate (per 1,000, 3-year average)	-1.8
Median age, in years	42.0
% of total population age 65 years and over	15.2%
% of pop. age 25+ years, high school graduate or above	93.3%
% of pop. age 25+ years, bachelor's or above	51.7%
Unemployment rate (Dec. 2014, not seasonally adjusted)	4.2%
Labor force participation rate	69.1%
Jobs-to-housing ratio (2010)	▲ 1.53
2013 Median household income	\$100,176

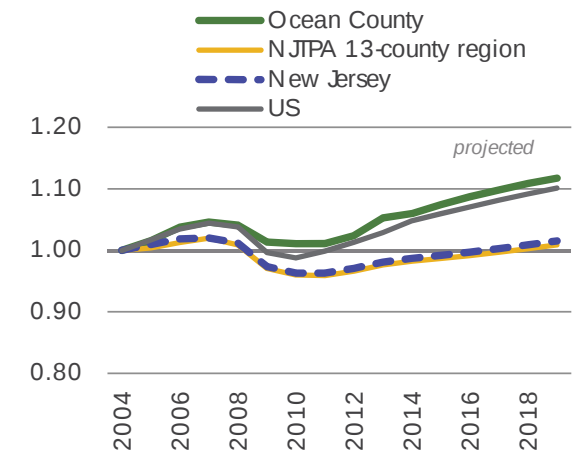
▲ Highest/largest among 13 counties ▼ Lowest/smallest among 13 counties

OCEAN COUNTY



EMPLOYMENT TRENDS (2004=1.00)

Historic (2004-14) and projected (2014-19)



KEY INDICATORS

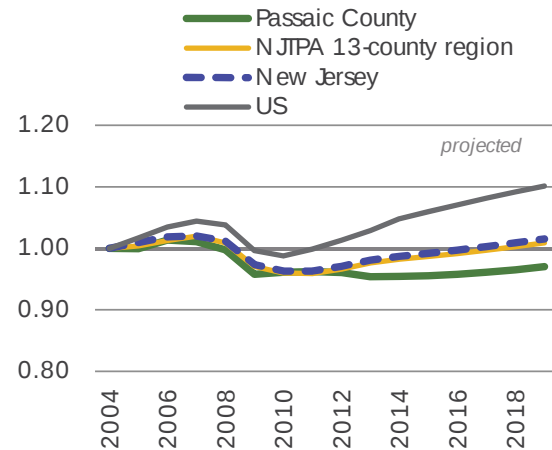
2013 Population (estimated)	583,414
2010 Population	576,567
Population change, 2010-2013, net (#)	+6,847
Population change, 2010-2013, percent (%)	+1.2%
International migration rate (per 1,000, 3-year average)	▼ 1.1
Domestic migration rate (per 1,000, 3-year average)	▲ 0.5
Median age, in years	43.0
% of total population age 65 years and over	▲ 21.8%
% of pop. age 25+ years, high school graduate or above	89.1%
% of pop. age 25+ years, bachelor's or above	25.9%
Unemployment rate (Dec. 2014, not seasonally adjusted)	6.3%
Labor force participation rate	▼ 58.3%
Jobs-to-housing ratio (2010)	▼ 0.67
2013 Median household income	\$60,227

PASSAIC COUNTY



EMPLOYMENT TRENDS (2004=1.00)

Historic (2004-14) and projected (2014-19)

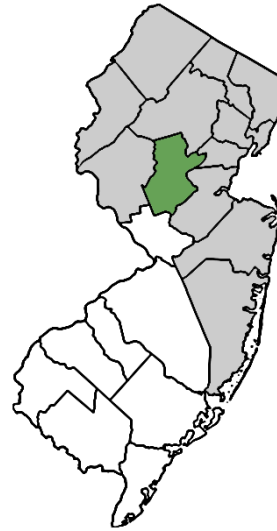


KEY INDICATORS

2013 Population (estimated)	505,672
2010 Population	501,226
Population change, 2010-2013, net (#)	+4,446
Population change, 2010-2013, percent (%)	+0.9%
International migration rate (per 1,000, 3-year average)	5.8
Domestic migration rate (per 1,000, 3-year average)	▼ -10.5
Median age, in years	36.3
% of total population age 65 years and over	12.9%
% of pop. age 25+ years, high school graduate or above	82.7%
% of pop. age 25+ years, bachelor's or above	▼ 25.2%
Unemployment rate (Dec. 2014, not seasonally adjusted)	▲ 6.9%
Labor force participation rate	63.2%
Jobs-to-housing ratio (2010)	1.04
2013 Median household income	\$58,898

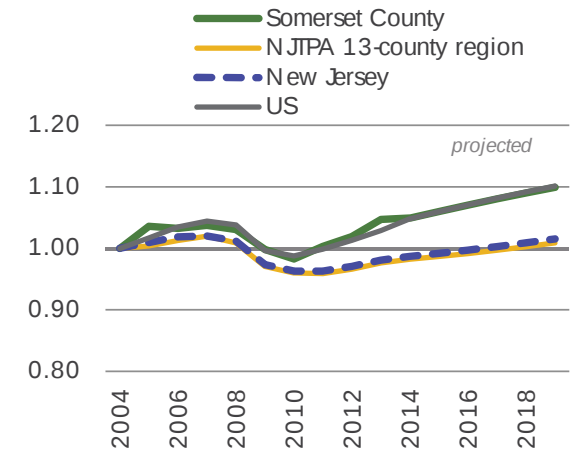
▲ Highest/largest among 13 counties ▼ Lowest/smallest among 13 counties

SOMERSET COUNTY



EMPLOYMENT TRENDS (2004=1.00)

Historic (2004-14) and projected (2014-19)



KEY INDICATORS

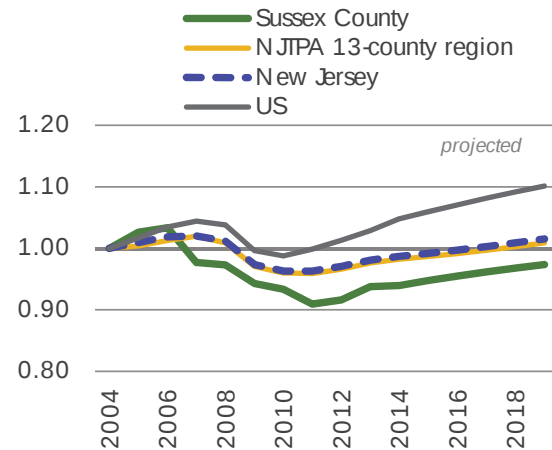
2013 Population (estimated)	330,585
2010 Population	323,444
Population change, 2010-2013, net (#)	+7,141
Population change, 2010-2013, percent (%)	+2.2%
International migration rate (per 1,000, 3-year average)	4.7
Domestic migration rate (per 1,000, 3-year average)	-2.2
Median age, in years	41.1
% of total population age 65 years and over	13.7%
% of pop. age 25+ years, high school graduate or above	93.8%
% of pop. age 25+ years, bachelor's or above	▲ 52.7%
Unemployment rate (Dec. 2014, not seasonally adjusted)	4.2%
Labor force participation rate	69.3%
Jobs-to-housing ratio (2010)	1.51
2013 Median household income	\$97,219

SUSSEX COUNTY



EMPLOYMENT TRENDS (2004=1.00)

Historic (2004-14) and projected (2014-19)

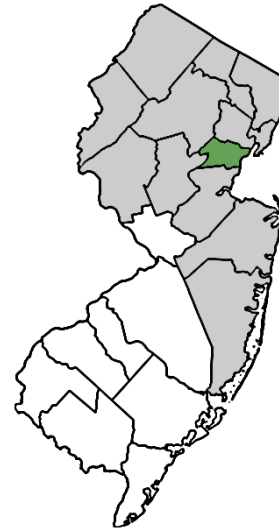


KEY INDICATORS

2013 Population (estimated)	145,992
2010 Population	149,265
Population change, 2010-2013, net (#)	▼ -3,273
Population change, 2010-2013, percent (%)	▼ -2.2%
International migration rate (per 1,000, 3-year average)	1.2
Domestic migration rate (per 1,000, 3-year average)	-8.9
Median age, in years	43.0
% of total population age 65 years and over	14.1%
% of pop. age 25+ years, high school graduate or above	94.2%
% of pop. age 25+ years, bachelor's or above	34.9%
Unemployment rate (Dec. 2014, not seasonally adjusted)	5.4%
Labor force participation rate	▲ 69.9%
Jobs-to-housing ratio (2010)	0.69
2013 Median household income	\$88,407

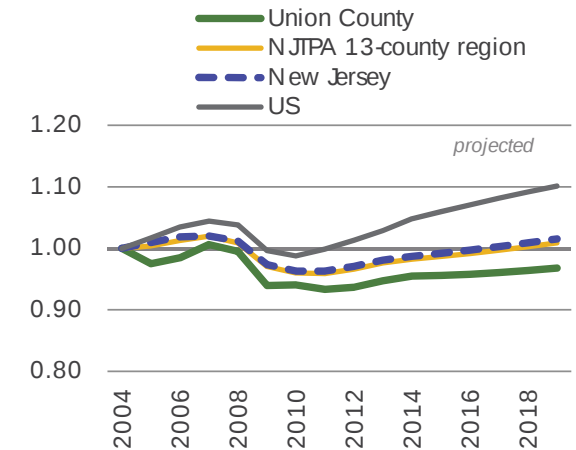
▲ Highest/largest among 13 counties ▼ Lowest/smallest among 13 counties

UNION COUNTY



EMPLOYMENT TRENDS (2004=1.00)

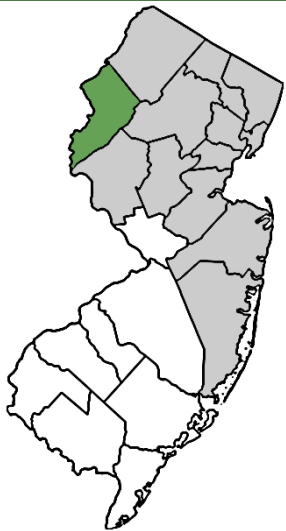
Historic (2004-14) and projected (2014-19)



KEY INDICATORS

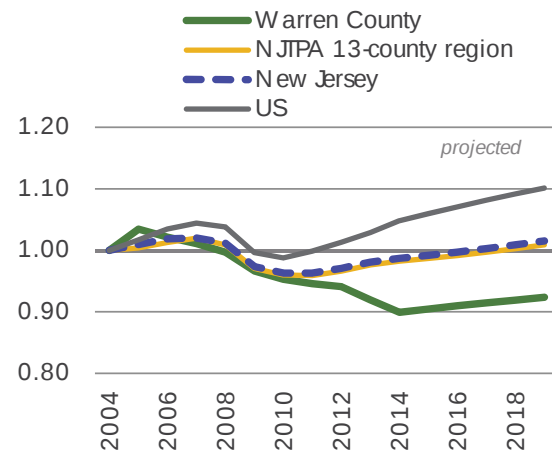
2013 Population (estimated)	548,256
2010 Population	536,499
Population change, 2010-2013, net (#)	+11,757
Population change, 2010-2013, percent (%)	+2.2%
International migration rate (per 1,000, 3-year average)	6.3
Domestic migration rate (per 1,000, 3-year average)	-4.9
Median age, in years	38.2
% of total population age 65 years and over	12.9%
% of pop. age 25+ years, high school graduate or above	85.8%
% of pop. age 25+ years, bachelor's or above	32.4%
Unemployment rate (Dec. 2014, not seasonally adjusted)	5.8%
Labor force participation rate	68.6%
Jobs-to-housing ratio (2010)	1.26
2013 Median household income	\$64,593

WARREN COUNTY



EMPLOYMENT TRENDS (2004=1.00)

Historic (2004-14) and projected (2014-19)



KEY INDICATORS

2013 Population (estimated)	▼ 107,379
2010 Population	▼ 108,692
Population change, 2010-2013, net (#)	-1,313
Population change, 2010-2013, percent (%)	-1.2%
International migration rate (per 1,000, 3-year average)	2.1
Domestic migration rate (per 1,000, 3-year average)	-7.6
Median age, in years	42.5
% of total population age 65 years and over	15.6%
% of pop. age 25+ years, high school graduate or above	91.5%
% of pop. age 25+ years, bachelor's or above	31.0%
Unemployment rate (Dec. 2014, not seasonally adjusted)	5.0%
Labor force participation rate	67.3%
Jobs-to-housing ratio (2010)	0.84
2013 Median household income	\$67,208

▲ Highest/largest among 13 counties ▼ Lowest/smallest among 13 counties

Sources:

Employment: EMSI 2014.4 – QCEW Employees, Non-QCEW Employees, and Self-Employed. Data are indexed to 2004 (i.e., line shows employment changes relative to the number of jobs at that point in time) and include historic (2004 to 2014) and projected figures (2015-2019).

Population: US Census Bureau estimates and decennial census figures accessed via New Jersey Department of Labor and Workforce Development.

Migration rates: Three-year averages calculated by TIP Strategies from estimates prepared by the US Census Bureau (CO-EST2013-alldata) for 2011, 2012, and 2013.

Age, educational attainment, and median household income: 2013 American Community Survey, 1-year estimates. Regional totals calculated by TIP Strategies where possible.

Unemployment rate: US Bureau of Labor Statistics accessed via New Jersey Department of Labor and Workforce Development.

Labor force participation rate (LFPR): Estimate calculated by TIP Strategies using data from 2013 American Community Survey, 1-year estimates. The LFPR reflects the share of the total population age 16 years and over that are part of the civilian labor force (i.e., currently working or actively looking for work). Using this approach, the national LFPR is 63.2 percent.

Jobs-to-housing ratio: Calculated by TIP Strategies using planning data for 2010 and 2040 provided by the New Jersey Transportation Planning Authority.

ACTION PLAN



FOCUS AREA 1: SUPPORT THE GROWTH OF REGIONAL INNOVATION CLUSTERS

WHAT AND WHY

A key focus area of the Together North Jersey Regional Comprehensive Economic Development Strategy (CEDS) is to foster a world-class regional economy that supports new employment and investment in a variety of innovative industries. Regional economic development partners will continue to promote growth in traditional economic engines such as higher education institutions, Talent Networks, Workforce Investment Boards, Economic Development Corporations, Trade Association and Business Partnerships as well as to encourage new development opportunities in sectors such as Transportation, Logistics, and Distribution; Life Sciences; and Manufacturing, Renewable Energy, Healthcare, and Tourism. Success will depend on enhancing the economic competitiveness of North Jersey. It will also require close collaboration among the private sector, local government, and regional planning organizations in addressing the region's long-term economic challenges and opportunities. Therefore, the CEDS seeks to create new platforms, forums, and programs all designed to enhance North Jersey as a location where Regional Innovation Clusters (as defined by the draft State Strategic Plan) can flourish.

Supporting the development of Regional Innovation Clusters is a top priority of the State of New Jersey as well as the US Department of Commerce. Vibrant Regional Clusters can positively affect employment, wages, innovation, and entrepreneurship. At the same time, however, a region can be home to a cluster that is in decline and, through spillover effects, can bring down an entire regional or state economy. The concentration of the US auto industry in Michigan is such an example. The goal of the plan, therefore, should not be solely to support a fixed number of clusters, but to foster an innovation economy that can support a variety of industries, especially those that North Jersey is uniquely positioned to nurture.

HOW

Establishing collaborative institutions, programs, and events would foster productive relationships between private sector actors, regulators, and policymakers. These efforts should focus in particular on strengthening innovative industries with the potential to drive the regional economy.



STRATEGY 1.1: CREATE A PILOT PROJECT IN THE REGION TO DEMONSTRATE A POTENTIAL MODEL FOR STREAMLINING STATE AND LOCAL PERMITTING PROCESSES.

WHAT AND WHY

Simplifying the regulatory process in New Jersey is essential for business attraction. Businesses are attracted to states and regions where there exists predictability, consistency, efficiency of the permitting process at every jurisdictional level. However, it is not a simple task and requires a complex coordination framework of varying authorities. Technically, the approach has proven highly feasible. Political feasibility varies with the players—further complicated by the fact that New Jersey is a Home Rule state. Together North Jersey should identify and implement a pilot project that has potential regional and state impact and can serve as a statewide model for process improvements. A volunteer partner in this demonstration effort is Bridgewater Township. The pilot should be completed within a fixed timeframe and outcomes/lessons learned should be reported at its conclusion. Pilot projects could include streamlining permitting for small manufacturing facilities, creating a “one-stop-shop” for local permits, and/or establishing a centralized electronic permit tracking system.

RESOURCES

Bridgewater Township has volunteered to serve as the initial pilot location for the demonstration project. The **Somerset County** and **Hunterdon County** have also streamlining the local permitting process and reducing the regulatory burden on businesses and developers as priority projects in their respective CEDS. The **New Jersey State League of Municipalities** serves as a statewide resource for municipalities seeking to streamline local permitting.

ACTIONS

- a. Engage Bridgewater Township on the logistics to serve as pilot location for streamlining the permitting process. (24-48 months)
- b. Establish an interagency working group with Bridgewater Township to identify a specific project. (24-48 months)
- c. Develop a plan and timeline for project implementation. (24-48 months)
- d. Report annually on the progress of the project and lessons learned. (24-48 months)

EXAMPLES/CASE STUDIES

State of Massachusetts Best Practices Model for Streamlined Local Permitting: The Massachusetts Association of Regional Planning Agencies (MARPA) published a Best Practices Model to Streamlined Local Permitting. To create this guide, MARPA conducted a statewide municipal survey, hosted 14 permitting focus groups, conducted extensive research, and utilized the expertise of the Regional Planning Agencies throughout Massachusetts. The Best Practices are designed to make permitting more predictable, equitable, cost effective, and efficient while reinforcing local jurisdiction, encouraging community-supported projects, preserving local resources, and maintaining the standard of review. (www.mass.gov/hed/economic/eohed/pro/tools/best-practices-model-for-streamlined-local.html)

State of Oregon's Regulatory Streamlining and Simplification Project: In 2012, the Office of Oregon Governor John A. Kitzhaber published a RoadMap to Improving Regulatory Effectiveness in Oregon, which like New Jersey, is a Home Rule state. One of the strategic initiatives recommended in the strategy was to

promote and monitor select pilot projects to develop models for process improvements. The selected projects each involve substantive, regulated topics which are administered by various state, local, and federal agencies. They include regional wetlands permitting, a water permitting kaizen process, energy facility siting, and wave energy permitting. The objective of these pilot projects is not only to make the specific improvements in the processes that are the subject of the respective project, but to learn from the experience, record the lessons learned, and develop a reservoir of knowledge that may be applied to future collaborative work (www.oregon.gov/COO/docs/RegStream/Regulatory_Streamlining_Final_Proposal.pdf)

STRATEGY 1.2: DEVELOP A FRAMEWORK FOR ESTABLISHING A NORTH JERSEY ECONOMIC DEVELOPMENT DISTRICT.

WHAT AND WHY

For the North Jersey Regional CEDS to be successfully implemented, there must be an orchestrated regional effort in which various organizations collaborate to realize goals that would be difficult to achieve in piecemeal fashion by individual organizations. Facilitating this effort is the primary job of any regional economic development organization. North Jersey's challenge is the lack of formal structure and resources to carry out economic development activities. Therefore, NJTPA and its regional partners should establish an Economic Development District (EDD) to serve as a coordinating agency in the implementation of the CEDS. The purpose of the EDD is not to add a new level of governmental bureaucracy or oversight over local governments and economic development organizations. Rather, it will serve as a facilitator of regional initiatives and a conduit for additional funding sources.

NJTPA should take the lead in the process by creating an internal liaison office within the NJTPA to coordinate with regional partners through a working group, the State of New Jersey, and the US Economic Development Administration on forming an EDD. The NJTPA should designate staff to provide administrative and technical support to the EDD.

ACTIONS

- a. Establish an economic development liaison office within the NJTPA to assist in the implementation of the CEDS and the process for creating an EDD. (9-18 months)
- b. Create a working group to explore the best options and process for establishing a regional EDD. (9-18 months)
- c. Consult with the EDA about the formal application process for establishing an EDD. (9-18 months)
- d. Hold a regional meeting of economic development stakeholders and state officials to formally agree to establish an EDD. (9-18 months)

RESOURCES

Choose New Jersey StateBook and (www.choosenj.com/statebook) **SelectUSA Tools** (www.selectusa.commerce.gov/tools) are two online resources the North Jersey EDD can utilize in implementing the CEDS.

The **South Jersey Economic Development District** (www.sjedd.com) is currently the only agency of its kind sanctioned by USED A in the state. A model for offering additional technical and financial resources for complementing and coordinating county and state economic initiatives. It is comprised of an executive committee consisting of the chief elected officials of the four counties, as well as an executive director, support staff, and a board of directors. The board of directors includes local officials, community leaders, and economic development directors.

- e. Make a formal application for EDA approval. (18 months)

EXAMPLES/CASE STUDIES

Metropolitan Area Planning Council: The Metropolitan Area Planning Council (MAPC) is the regional planning agency for the 101 cities and towns in the greater Boston Metropolitan Area. MAPC's diverse service territory encompasses the city of Boston, inner core communities, regional urban centers, mature suburbs, developing suburbs, and semi-rural communities. MAPC is involved in regional issues such as land use, natural resources, transportation, housing, public safety, clean energy, and public health. The agency also supports regional economic development efforts as the designated EDD for the region and is responsible for producing the regional CEDS. Additionally, MAPC enhances local governmental collaboration throughout the region through its Municipal Collaboration Department, which leads initiatives such as local government leaders professional forums, collective procurement programs, grant management services, and local technical assistance. (www.mapc.org)

Mid-America Regional Council: The Mid-America Regional Council (MARC) is the MPO for the bi-state Kansas City region, which includes nine counties and 119 cities. MARC's leads regional planning efforts related to transportation, community development, workforce development, public safety, health care, environmental protection, and local government services. In addition, as the designated EDD for the Kansas City metro area, MARC receives U.S. Economic Development Administration (EDA) funds and provides support to local agencies and organizations seeking to address economic distress in the region.

RESOURCES

The **New Jersey Business Action Center** serves as a "one-stop" shop for businesses helping companies to stay, grow, and relocate to New Jersey. **Choose New Jersey** is the state's lead economic development organization for business attraction and retention. These entities maintain extensive ties to the state's business community.

Talent Networks have been established to focus on the specific needs of key industries. All work collaboratively with **NJDOLWD**, the **State Employment and Training Commission (SETC)**, local **Workforce Investment Boards**.

STRATEGY 1.3: COORDINATE OUTREACH EVENTS FOR EACH REGIONAL INNOVATION CLUSTER WITH PARTNERS.

WHAT AND WHY

Organize a series of outreach events for the seven Regional Innovation Clusters (RICs) (as defined in the Draft State Strategic Plan): Bio/Pharma and Life Sciences; Transportation, Logistics, and Distribution; Financial Services; Manufacturing; Healthcare; Technology; and Tourism. These events will provide a regional voice for the statewide RICs and Talent Networks and identify regional challenges to or opportunities for cluster growth. This will help raise awareness and create a platform for action with local economic development groups and regional industry organizations. Talent Networks already arrange in-person meetings to regularly engage key industries. This outreach should be supplemented with other mechanisms such as online surveys, webinar discussion forums, and conference calls that not only focuses on unique industry needs but also the diverse geographic sensitivities in the region. Discussions about the different sets of challenges and opportunities in urban, suburban and rural locations are also needed. Such communications tools will ensure local elected officials and business leaders throughout the 13-county region have a voice in the current economic development matters.

ACTIONS

- a. Reach out to statewide industry associations, Talent Networks, and business groups to support outreach events and identify participants. (24-48 months)
- b. Explore potential state and private funding sources for the outreach events. (24-48 months)
- c. Work with Talent Networks and business partnerships to host outreach events in different locations in the region. (24-48 months)
- d. Establish other feedback mechanisms for key industries, such as surveys, webinar discussion forums, and conference calls. (24-48 months)
- e. Invite local elected officials as well as industry representatives to outreach events in order to add perspectives about context sensitivity (i.e. urban, suburban, and rural) to the discussion. (24-48 months)

EXAMPLES/CASE STUDIES

Jobs4Jersey.com: The New Jersey Department of Labor and Workforce Development is keenly aware of key industry needs and operationalizes this knowledge through various training programs. The Jobs4Jersey website is a central repository for jobseekers and employers seeking tools for matching needs with skills. (<http://jobs4jersey.com/jobs4jersey/>)

Cincinnati USA Regional Chamber: The Cincinnati USA Regional Chamber organizes CEO Roundtables to bring CEOs and presidents of regional companies together for a confidential and invigorating exchange of information, ideas and insights. Each Roundtable consists of 10 to 12 members of noncompetitive companies representing various types of industries and organizations. Through monthly meetings, members enjoy candid, confidential discussions and receive advice and support from fellow CEOs who understand and share the unique challenges of top-level management. (www.cincinnatiachamber.com)

Oregon Entrepreneurs Network: The Oregon Entrepreneurs Network (OEN) organizes CEO Roundtables for executives of emerging businesses in Oregon and Southwest Washington. Events are facilitated by experienced serial CEOs and limited to 12 attendees. They offer opportunities for leaders in their sectors to discuss issues of interest to them, including building a team, raising capital, exit strategies, and the role of the CEO in company culture. (www.oen.org/events/ceo-roundtable)

STRATEGY 1.4: CREATE A NORTH JERSEY FUTURES COUNCIL.

WHAT AND WHY

As a result of convening the series of outreach events for each Regional Innovation Cluster, a North Jersey Futures Council would be formed to engage in a dialogue about the long-term economic competitiveness of the region. The council membership would consist of prominent private sector and institutional leaders in the region. Business leaders on the council should represent the full spectrum of the New Jersey business community, including corporations, small and medium-sized enterprises (SMEs), and emerging entrepreneurs. Institutional leaders should provide expertise on long-term issues such as education, workforce development, housing, and mobility. The Futures Council would help to develop an overall investment agenda for the region that is informed by private sector needs and supported by independent research and analysis. It would work in close alignment with a regional EDD, and as a subcommittee to the NJTPA, to focus resources and planning efforts to meet economic development needs. The same NJTPA staff dedicated to the EDD would support the Council. A Futures Council will improve the economic

competitiveness of North Jersey by directly engaging the private sector in addressing regional challenges, identifying solutions and opportunities, and catalyzing actions. The council will identify investment opportunities and needs, programs, and initiatives that enhance the economic vitality of the region.

ACTIONS

- a. Organize a group of regional leaders to serve on an exploratory committee. Committee members will visit potential benchmark organizations such as the Greater Louisville Project (GLP), Austin Area Research Organization, and the Economy League of Greater Philadelphia. The purpose of the visits will be to learn best practices and lessons regarding the leadership, structure, and support of such a committee. (9-18 months)
- b. Coordinate with the State of New Jersey and Choose New Jersey. (9-18 months)
- c. Develop a proposed mission for the Futures Council. (24-48 months)
- d. Dedicate NJTPA staff to support the Council. (24-48 months)
- e. Seek support from other regional and statewide institutions, industry associations, business groups, nonprofits, and foundations. (24-48 months)

EXAMPLES/CASE STUDIES

Austin Area Research Organization: The Austin Area Research Organization (AARO) is a nonprofit organization comprised of 100 business and community leaders from the Central Texas region. AARO works to advance the economic and social well-being of Central Texas by researching and addressing public policy issues in five priority areas: Energy & Water, Health Care, P-16 Education, Social Equity, and Transportation. (www.aaroregion.com)

Greater Philadelphia Futures Group: The Delaware Valley Regional Planning Commission is establishing a Futures Group as part of its “Connections 2040 Plan for Greater Philadelphia”. This group will identify “social, technical, economic, environmental, and political” global drivers of change and assess how they will impact Greater Philadelphia, which will help guide long-range strategic planning and increase preparedness for future decision making. (www.dvrpc.org/Connections2040)

STRATEGY 1.5: CREATE PROGRAM(S) IN THE REGION TO CONNECT SMALL BUSINESSES TO GROWTH AND BUSINESS DEVELOPMENT OPPORTUNITIES, WITH A FOCUS ON REGIONAL INNOVATION CLUSTERS.

RESOURCES

The draft **New Jersey State Strategic Plan** seeks to create working groups to bring together industry leaders from the identified sectors and officials from government and higher education to identify actions and resources needed to foster physical and economic development.

The **Office for Small Business Advocacy** is a division within the **New Jersey Business Action Center (NJBAC)**, located in the Department of State, “helping start-ups get started.” (www.nj.gov/state/bac/njbac)

The **New Jersey Business Incubation Network (NJBIN)** is a statewide collaborative community of business experts and resource facilities dedicated to enhancing the commercial success of early stage and expansion stage entrepreneurial companies, to growing higher paying jobs, and to supporting the economic growth strategy for the state. Its mission is to accelerate economic growth through business incubation and innovation and actively promote the value of incubation and its contribution to the state’s economy. (www.njbin.org)

WHAT AND WHY

A Business Connect program should be established to help regional businesses increase sales and revenue through professional services, mentorships, supplier development initiatives, and connections to major procurements/leading business purchasers. Specific connection activities could include networking, matchmaking, and the creation of an online marketplace to connect suppliers and buyers. Initial steps to developing such programs involve inventorying existing local business assistance programs, identifying gaps in business services and programs, and working to fill critical gaps by establishing regional programs that coordinate with local and state business assistance assets.

ACTIONS

- a. Coordinate with NJBAC to supplement inventory of local business technical assistance programs in the region. (24-48 months)
- b. Work with Regional Innovation Clusters and Talent Networks to identify gaps in business assistance programs and develop strategies to meet those needs. (24-48 months)
- c. Work with the New Jersey EDA to explore the potential of establishing a regional Business Connect program. (24-48 months)
- d. Identify and promote compatible emerging businesses around advanced manufacturing and hydroponics. (24-48 months)

EXAMPLES/CASE STUDIES

Pure Michigan Business Connect: Pure Michigan Business Connect (PMBC) is a public-private initiative developed by the Michigan Economic Development Corporation (MEDC) that introduces Michigan companies to opportunities that help them grow and expand, including procurement resources, new business opportunities, B2B networking, professional services/business assistance. (www.puremichiganb2b.com/b2b-web)

CONNECT: CONNECT is a regional program that catalyzes the creation of innovative technology and life sciences products in the San Diego region by linking inventors and entrepreneurs with the resources they need for success. (www.connect.org)

FOCUS AREA 2: ENHANCE NORTH JERSEY'S INNOVATION AND ENTREPRENEURSHIP ECOSYSTEM.

WHAT AND WHY

A robust entrepreneurship ecosystem is vital to the long-term health of the North Jersey economy. Communities and regions can no longer base their economic development programs on recruiting large corporate headquarters, manufacturing plants, or distribution facilities. Such opportunities are rare and, even if successful, require substantial public sector investments in the form of incentives and infrastructure. Innovative regions that have invested in the support systems necessary for talented and ambitious entrepreneurs to succeed are where economic vitality is truly anchored.

The North Jersey region, however, must embrace an approach to supporting entrepreneurship that leverages its existing strengths. The region should not try to recreate Silicon Valley or Seattle. It should look to support the talent, research and development, and industries that are unique to the region and provide the climate and support to ensure these assets thrive.

The purpose of this focus area is to position North Jersey as a global destination for world-class talent and investment by building an innovation ecosystem. Since the Great Recession, it has become abundantly clear that regional competitiveness is a defining feature of the global economy. While national performance certainly matters, regions increasingly drive growth. Competitive regions may suffer from downturns, but they recover faster, and they represent an increasing share of national GDP. The most dynamic regions in the US and abroad have fully embraced the goal of innovation and entrepreneurship by actively supporting the growth of emerging companies in a wide range of industries. In fact, the defining characteristic of this approach is the serious consideration given to the technology component of every industry.

HOW

Foster connections between research institutions and entrepreneurs, and support entrepreneurs and research facilities through networking, technical assistance, workspaces, and sources of funding and financing.



STRATEGY 2.1: ESTABLISH A REGIONAL SYSTEM OF VIRTUAL INCUBATORS.

WHAT AND WHY

Business incubators provide technical assistance and other services to startup companies. Unlike traditional incubators, which require a physical location, virtual incubators allow clients to access services and expertise independent of their location. The main advantage of a virtual incubator is the lack of capital investment required for new facilities to host businesses. Instead, existing office space, of which there is plenty in North Jersey, can be utilized. Therefore, risk is reduced and existing space is better utilized. In addition, virtual incubators can operate anywhere in the region and do not need to be tied to specific communities or institutions. Functionally, a virtual incubator can be connected to an existing resident incubator program, with the incubator offering technical services and mentoring in exchange for a fee. Local economic development organizations can offset the fees as incentives and can even offer incentives to qualifying entrepreneurs in the form of subsidized rents.

RESOURCES

The **New Jersey Business Incubation Network (NJBIN)** is a collaborative statewide community of business experts and resource facilities dedicated to enhancing the commercial success of early stage and expansion stage entrepreneurial companies in the state.

ACTIONS

- a. Encourage local and county economic development organizations (EDOs) that manage physical incubators to offer virtual incubator programs as well. (24-48 months)
- b. Counties and communities without a physical incubator should collaborate with existing private, public, and nonprofit incubators in the region to provide virtual incubation services and assistance to businesses located in existing buildings/sites or districts. (24-48 months)
- c. Explore creating a regional virtual incubation network targeting local businesses located in strategic sites or districts. (24-48 months)

EXAMPLES/CASE STUDIES

Montgomery County Business Innovation Network: The Montgomery County, Maryland, Department of Economic Development has developed a virtual tenant program connected to its resident incubator program. Virtual residents pay a small monthly fee for access to the shared meeting spaces and equipment, training, networks, and contacts. (www.mcinnovationnetwork.com/about-the-program/virtual-tenant-program/)

Tampa Bay Innovation Center: The City of Clearwater, Florida, partners with the Tampa Bay Innovation Center to provide virtual incubation services and assistance to software/IT companies located in Clearwater's downtown Technology District. (www.myclearwater.com/gov/depts/econ_devel/tech_district/index.asp)

STRATEGY 2.2: ENHANCE THE DEPTH AND DIVERSITY OF TECHNICAL ASSISTANCE AND NETWORKING RESOURCES AVAILABLE TO THE REGION'S STARTUPS AND SECOND-STAGE COMPANIES.

WHAT AND WHY

Access to capital and expertise are critical for startups, with the type of assistance needed varying by stage of growth. This includes creating both depth (number of sources) and diversity (types) in these areas. On the capital side, this means ensuring a range of options are available, from traditional bank loans and small business loans (debt capital) to angel investors and venture capital funds (equity capital). Facilitating access to real-world expertise can be accomplished through activities like hosting and promoting networking events, implementing mentoring programs, creating peer networks, and linking entrepreneurs with service providers in relevant fields including taxation, law, human resources, marketing, and IT.

ACTIONS

- a. Work with NJBAC (Office for Small Business Advocacy) to supplement a comprehensive inventory of North Jersey's key industry, entrepreneurship, small business development, and research assets. (24-48 months)
- b. Explore and assess options for establishing a regional network of angel and/or venture capital investors. (24-48 months)
- c. Support NJBAC in exploring options for a task force of business finance investors and experts in the region to discuss opportunities for and challenges to improving access to capital for North Jersey businesses. (24-48 months)
- d. Work with state and local chambers and business organizations to identify needs and resources to support the growth of Disadvantaged Business Enterprises (DBEs), Minority Business Enterprises (MBEs), and Women's Business Enterprises (WBEs). (24-48 months)

RESOURCES

North Jersey is home to a number of entities dedicated to assisting start-up and second-stage enterprises. Located on the grounds of the Picatinny Arsenal, the **Picatinny Innovation Center** provides entrepreneurial technology companies and corporate development teams business, technical, and financing assistance, as well as shared business services. **Rising Tide Capital** is a Jersey City-based 501-c3 that transforms lives and communities through entrepreneurship. **UCEDC** is a statewide, not-for-profit economic development corporation dedicated to assisting and financing small businesses and minority- and women-owned enterprises.

EXAMPLES/CASE STUDIES

Wisconsin Business Innovation Corporation: Nonprofit created in 1996 by the Northwest Regional Planning Commission, which serves a 10-county region of the state. The Wisconsin Business Innovation Corporation (WBIC) operates two revolving loan funds, as well as the Wisconsin Rural Enterprise Fund (WREF), a community-based, "evergreen," venture fund established in 2000, which limits investors to local governments, utilities, and electric cooperatives. (www.nwrpc.com/index.aspx?NID=880)

Louisville EnterpriseCORP Business Advising: Local companies complete an online assessment tool to receive benchmarking reports, as well as customized recommendations from ENTERPRISECORP's Business Advisory Council and referrals to service providers as needed. CEOs and business owners are also invited to participate in professionally facilitated, monthly CEO Roundtables. (www.greaterlouisville.com/Advising)

STRATEGY 2.3: FOSTER OTHER TYPES OF SHARED WORKSPACES AND CONNECT THEM TO ECONOMIC DEVELOPMENT AND FINANCE PROGRAMS.

WHAT AND WHY

Co-working spaces offer an alternative to working from home or in “third spaces,” such as coffee shops, for individuals and startups that are not ready to commit to the overhead associated with traditional office spaces. Although usually targeted to office and IT workers, the concept of expanding access to alternative workspaces should also include other types of space, such as studio spaces for artists, kitchen facilities for food-based ventures, and production equipment for manufacturers. Such co-working spaces are especially viable in transit-accessible locations that allow commuters to utilize the region’s public transportation system.

ACTIONS

- a. Encourage the inclusion of shared workspaces in redevelopment of urban and suburban office buildings into mixed-use developments. (24-48 months)
- b. Market redevelopment sites to private firms that develop/manage shared workspaces. (24-48 months)
- c. Explore opportunities to include shared workspaces in new public facilities such as government buildings and libraries. (24-48 months)

EXAMPLES/CASE STUDIES

Indiegrove: A community of individuals committed to hard work, collaboration and business sustainability. The co-working space, conveniently located in downtown Jersey City in proximity to transit and Manhattan, offers resources and amenities essential to start-up businesses. (www.indiegrovejc.com/)

Gangplank: Free co-working space and access to business services supported in part by the City of Chandler, Arizona. Established in 2007, the company has expanded to Avondale, Arizona; Richmond, Virginia; and Sault Ste. Marie, Ontario. (www.gangplankhq.com)

TechShop: A do-it-yourself workshop and fabrication studio that provides access to tools, equipment, and instruction for members. Based in San Jose, California, the company has facilities in several cities, including Chicago, Austin, and Washington, DC. (www.techshop.ws)

WeWork: Co-working space and shared services for various stages of development available to members in several major cities, including New York, San Francisco, Seattle, and Boston. (www.wework.com)

Tel Aviv has two publicly funded and managed co-working spaces: **The Library** (www.thelibrary.co.il) which offers both co-working space and incubator-like mentoring services, and **The Social Lab** aimed at young entrepreneurs.

RESOURCES

Situated on a 75-acre campus, the **Technology Centre of New Jersey** is designed to meet the lab and office needs of emerging research and development companies in the biosciences, microelectronics, advanced materials, and communications technologies industries.

The **Office for Planning Advocacy** has identified 44 sites through the Corporate Campus Initiative that could be investigated for shared workspace potential.

STRATEGY 2.4: EXPLORE A FRAMEWORK FOR CREATING AND CAPITALIZING ON A REGIONAL INNOVATION FUND.

WHAT AND WHY

North Jersey's extensive assets—in research institutions and labs—are justly celebrated. Nevertheless, the benefits of the research, and even the commercialization of technologies, have not accrued in the region. The ability to transfer and commercialize technologies developed in the region's R&D and higher education institutions is essential to the region's long-term success. The State of New Jersey, institutions of higher education, and research facilities in the region should explore the idea of creating and capitalizing an innovation fund to partner promising technology developed in the region with North Jersey entrepreneurs. In addition to creating a fund that can be leveraged by higher education and corporations, it can also attract researchers, scientists, and entrepreneurs.

ACTIONS

- a. Allocate funding to sponsor a study to research existing innovation fund models in other states and nations and explore potential funding sources. (24-48 months)
- b. Work with existing state and regional agencies, organizations, and institutions to pilot best practices models. (5+ years)
- c. Encourage regional community colleges to explore becoming a partner member in Innovation Fund America. (5+ years)

EXAMPLES/CASE STUDIES

The Chesapeake Regional Innovation Fund: The Chesapeake Crescent Initiative (CCI), in collaboration with Maryland's Technology Development Corporation (TEDCO), has formed a regional innovation fund to help commercialize on the numerous resources and invest in top quality research and talent in the "Chesapeake Crescent" Region of Virginia, Maryland, Delaware, and the District of Columbia. The Fund will identify and invest in early-stage companies tied to the Chesapeake Crescent Region which intend to create commercial enterprises from potentially game-changing technologies in the energy, life sciences, and security arenas. (www.chesapeakecrescent.org)

Ben Franklin Technology Partners: The Ben Franklin Technology Partners (BFTP) is an initiative of the Pennsylvania Department of Community and Economic Development and is funded by the Ben Franklin Technology Development Authority. BFTP provides early-stage, technology-based firms, and established manufacturers with funding, business and technical expertise, and access to a network of innovative, expert resources. (www.benfranklin.org)

Innovation Fund America: A nonprofit organization leveraging the capacity and mission of community colleges to nurture the growth of promising, high-impact startups through rigorous mentoring and pre-seed funding. It partners with community colleges to stimulate entrepreneurship and promote innovation that develops smart entrepreneurs leading strong businesses that create new jobs in communities across the country. (www.innovationfundamerica.org)

RESOURCES

The **State of New Jersey Commission on Science & Technology** provides innovation funding to New Jersey technology companies through its Edison Innovation R&D Fund, Edison Innovation Clean Energy Fund, and Small business Innovation & Research (SBIR) Bridge Grant Program. A North Jersey Regional Innovation Fund could supplement those funding programs for companies located in the 13-county region.

The **New Jersey Innovation Institute (NJII)** is an NJIT corporation that applies the intellectual and technological resources of the state's science and technology university to challenges identified by industry partners. (www.njii.com)

FOCUS AREA 3: BUILD ON THE REGION'S INFRASTRUCTURE AND OTHER ASSETS.

WHAT AND WHY

An essential component of North Jersey's economic vitality is the infrastructure it provides to residents, visitors, and businesses. Long-term investments in marine, water, natural ecosystem, air, road, rail, energy, buildings, and land infrastructure formed the foundation of the regional economy. World-class Infrastructure made North Jersey a global hub of people and goods. However, like many areas, the region's infrastructure is aging and in need of repair. Some assets are overwhelmed while others are underutilized. Global competition has increased the pressure for greater efficiencies in the movement of people and freight. Environmental impacts and regulations require new technologies and conservation efforts. In addition, demographic changes have altered the housing and site location preferences for workers and businesses, respectively.

In short, North Jersey must continue building on its infrastructure assets if the region hopes to compete for new business investment and workers. Without it, the region may not meet the basic site location criteria businesses use in choosing where to invest or people use in choosing where to live and work. This focus area is critical to every county in North Jersey. Infrastructure decisions made in one area of the region will have repercussions for many other areas. Perhaps no other issue ties the 13-county region together more closely than infrastructure. For that reason, it is among the four focus areas of the CEDS.

HOW

Reinforcing the region's infrastructure entails redeveloping underutilized sites and buildings into modern, mixed-use destinations. It also involves utilizing the transportation system as guide for new investments, modernizing the goods movement facilities and infrastructure to promote growth in the freight transportation and manufacturing sectors, and ensuring visitors can access the region's tourism attractions and features. Additionally, regional governments must continue to foster the use of shared services agreements to improve transportation efficiency and environmental protection.



STRATEGY 3.1: PROVIDE INCENTIVES PACKAGES TARGETED AT JOB CREATION AND PRIVATE-SECTOR INVESTMENT IN UNDERUTILIZED LAND RIPE FOR MIXED-USE REDEVELOPMENT.

WHAT AND WHY

North Jersey contains millions of square feet of office space and acres of brownfields ready to be transformed into economic centers. The new generation of workers and responsive employers wants to be located in mixed-use hubs that are transit accessible and offer diverse housing, retail, dining, telecommunications, and entertainment options. Faced with the challenge of aging assets and changing demographics, the region should provide incentives to encourage the reuse of vacant properties to revitalize communities and positively transform the landscape of North Jersey while enhancing and making efficient use of existing infrastructure. The transformation potential of the region's assets increases economic competitiveness and the ability to adapt. Having mixed use centers with multiple transportation options enables the public to reach their jobs, homes, and activities by walking—improving public health outcomes. Mixed-use employment centers will create jobs for a variety of skill levels. Impact levels for all populations will only be limited by the level of diversity in the housing stock and targeted workforce.

ACTIONS

- a. Adopt the 2012 New Jersey State Strategic Plan. (9-18 months)
- b. Apply criteria of designated growth areas, Transit Oriented Development (TOD) locations, and distressed areas as described in the draft State Strategic Plan and New Jersey Economic Opportunity Act (EOA) to select potential underutilized sites. (9-18 months)
- c. Support county/municipal participation in the identification of sites with technical assistance under NJTPA's Planning for Emerging Centers grant programs (9-18 months)
- d. Support corporate campus redevelopments such as the Sanofi site initiative and apply success stories elsewhere. (9-18 months)
- e. Convene peer exchanges for municipalities to discuss growth options in a cooperative manner. Use the NJ Urban Mayors Association as a model forum for connecting the 19 communities. (24-48 months)

EXAMPLES/CASE STUDIES

Former Sanofi site: In Somerset County, New Jersey, municipal officials and the developer, Advance Realty, said they wanted to tear down about 300,000 square feet of the Sanofi complex—the pharmaceutical firm has consolidated staff in Cambridge, Mass., and at another facility in Bridgewater—and change zoning to allow

RESOURCES

Redeveloping underutilized sites is a high priority throughout the region. CEDS documents developed by **Somerset County, Hunterdon County, Hudson County, and the New Jersey Urban Mayors Association** all address the need to revitalize such sites into destinations for new investment, employment, transit, and housing.

Currently, the **Office for Planning Advocacy** is offering assistance to the over 40 municipalities that have underutilized sites. Assistance include: meeting to discuss vision, considering State Plan Map modifications, coordinating state inter-agency team meetings and providing state incentives through the Economic Opportunity Act (EOA). Example Corporate Campus sites include: Red Hill Road, Middletown; Bell Labs, Holmdel; Bayer Healthcare, Whippany; Lincroft Road, Lincroft; and for Sanofi site, Bridgewater.

different types of uses. The park is one of several in Somerset County— where one-fifth of 25 million square feet of office space is vacant—that could also be redeveloped. "It's easy to say these office buildings or office complexes may be obsolete, but we can't walk away from them," said Michael Kerwin, president and chief executive of the Somerset County Business Partnership, a regional chamber of commerce. It remains to be seen if the new complexes will attract residents, retailers, and companies. Most office parks are not connected to reliable public transportation, and even a makeover may not create the appeal that now draws more young people to live in city centers. ([www. nline.wsj.com/news/articles/SB10001424127887323463704578497181555081610](http://www.nline.wsj.com/news/articles/SB10001424127887323463704578497181555081610))

STRATEGY 3.2: USE THE REGIONAL TRANSPORTATION AND UTILITY SYSTEM AS A FRAMEWORK FOR FUTURE INVESTMENT.

WHAT AND WHY

The region's transportation system should be a principal consideration in local and regional decisions about where to plan for and encourage new development and redevelopment. With limited resources, public support, and land available to expand public transportation infrastructure (especially roads), economic development and land use planning must maximize the existing transportation system in deciding where to concentrate employment and housing. Conversely, transportation planning should incorporate job creation and private investment considerations in prioritizing transportation infrastructure investments. Regional leaders should strive to do more to connect workers to jobs and businesses to customers using the existing transportation infrastructure. Scarce resources must be utilized to develop alternative commuting options for workers in underserved parts of the region, including urban, suburban, and rural areas.

ACTIONS

- a.** Perform a best practices analysis of other state and international models of alternative public funding resources for transportation systems that can be used to supplement existing resources. (9-18 months)
- b.** Encourage maximization of the region's transportation system in identifying local priority investments in roadway, public transit, and bike/pedestrian corridors that support access to opportunity by connecting mixed-use centers in the region. (24-48 months)
- c.** Foster partnerships for investment to solicit private-sector input on transportation plans and infrastructure investment. (24-48 months)
- d.** Integrate economic development planning, including job creation and private-sector economic investment considerations, in transportation planning. (24-48 months)

- e. Develop strategies for promoting alternative commuting options that connect workers to jobs in underserved areas. In suburban areas, this could involve utilizing commuter hubs for integrating highway corridors; last-mile travel options; and expanded bus, rail, and shuttle services. (5+ years)

EXAMPLES/CASE STUDIES

TMA Council of NJ (TMAC NJ) is comprised of the Executive Directors of New Jersey's eight Transportation Management Associations. TMAs are non-profit organizations that work with businesses, commuters, county and local governments, and state agencies to implement programs that reduce traffic congestion and improve air quality. Funding for the TMAs is provided, in part, by the Federal Highway Administration through North Jersey Transportation Planning Authority (NJTPA), and by NJ TRANSIT. (www.tmacouncilnj.org)

Greater Mercer TMA, working with NJ TRANSIT, Mercer County, Amazon and other Matrix tenants and partners, designed a new bus service called ZLine that will meet NJ TRANSIT buses at Hamilton Marketplace and travel to the Matrix Business Park. (www.gmtma.org/pg-bus-zline.php)

Investment Somerset: The Somerset County Comprehensive Economic Development Strategy includes Transportation and Commuting as one of its primary focus areas. The CEDS lays out a number of goals, objectives, and actions for utilizing the region's transportation system to promote economic growth and investment in the county. (www.scbp.org/images/uploads/file/5_15_13%20FINAL%20VERSION.pdf)

STRATEGY 3.3: LEVERAGE THE REGION'S LOCATION AND ITS GOODS MOVEMENT FACILITIES AS A MAJOR SOURCE OF ECONOMIC GROWTH.

WHAT AND WHY

The Transportation, Logistics, and Distribution cluster continues to serve as an underlying foundation for the North Jersey economy. Due to its location and infrastructure, the region endures as one of the world's premier freight-distribution centers. To cement its position, the Port Authority of New York and New Jersey (PANYNJ) has undertaken a number of investment and planning initiatives designed to ensure the port remains a global hub for the movement of goods. PANYNJ continues to invest in infrastructure that will improve goods movement flows within and through the region, while also creating jobs and regional economic activity. In February 2014, the PANYNJ Board authorized a \$27.5 billion, 10-year Capital Plan that will create 126,000 jobs and \$29 billion in economic activity. In June 2014, the Port Performance Task Force, created by the PANYNJ and the New York Shipping Association, released 23 recommendations that, if implemented, will reduce truck congestion and air emissions in the Port of New York and New Jersey, improve customer service for truckers and other port stakeholders, and enhance the flow of goods from the port to the marketplace. The Clean Air Strategy (CAS) for the PANYNJ, finalized in 2009, was developed to ensure that air emissions,

RESOURCES

The **New Jersey State Rail Freight Assistance Program** supports the preservation, rehabilitation and enhancement of New Jersey's freight railroad network, and details projects that have been applied for under the current State Fiscal Year, as well as projects submitted in prior years.

Rutgers' **Freight Management Program (FMP)** is a dedicated academic initiative incorporating research, education, and training activities in the fields of freight logistics, maritime and rail transportation, global supply chain management, urban goods movement, ports and marine terminals, and intermodal freight and distribution facilities. FMP operates within the Rutgers' Center for Advanced Infrastructure and Transportation, a US Department of Transportation-designated University Transportation Center. transit-supportive and walkable communities.

generated by mobile sources associated with marine terminal operations and activities, decline even with anticipated port growth over the subsequent 10 years. The joint PANYNJ/NJDOT/NYS DOT Goods Movement Action Program (G-MAP) is a multi-jurisdictional, multi-modal, regional platform that builds off existing plans, projects, and data. G-MAP actions include infrastructure, policy, technology, and funding initiatives. Beyond these initiatives, there are a number of additional regional infrastructure needs that must be met.

ACTIONS

- a. Cooperatively improve facilities, operations, and policies at and connected with the region's seaport to enhance the movement of freight both regionally and beyond. Concentrate on intermodal access, processing and terminal operations, and coordinating improvements across public agencies and private owners and operators. Respecting the character of neighboring communities, reuse brownfields for freight purposes, and support employment in port-related jobs for local residents. Ensure facilities are in good repair, secure, and resilient to weather, climate, or other disruptions. (5+ years)
- b. Maximize the efficiency and reliability of freight movement by truck, rail, maritime, and air routes, while working to optimize transport by rail. Concentrate public and private resources to facilitate access to critical retail, manufacturing, distribution, and employment areas. Target critical capacity bottlenecks in the freight system and enhance truck parking and other support facilities. (5+ years)
- c. Coordinate among agencies, operators, and communities regarding routes and operations to respect local needs to the maximum extent possible. Minimize pollution and carbon footprint in goods movement and harden facilities against extreme weather and climate. (24-48 months)
- d. Update the NJTPA truck parking study, which estimated a regional truck parking shortage at 1300 spaces. This effort would revisit the supply of regional truck parking (including amenities), the change in demand driven by the economic recovery, and the revised Hours of Service rules. The study would also identify locations suitable for this use and look for ways to build local support for truck parking. Community incentive programs will be explored along with the potential regional impacts of Jason's Law. Dual permitting (NJDOT/NJDEP) for truck stop development will be explored as well as sales of alternative fuels at the truck stops. (24-48 months)
- e. Conduct a survey of regional complete streets and goods movement best and worst practices. This effort would identify regional examples, for each typology, of how goods movement integration into complete streets works and does not work. It would develop a list of remedies that can be used to properly address goods in the complete streets environment with the clear understanding that there is no one-size-fits-all solution. This would be coordinated with: NJDOT, counties, municipalities, and industry. (24-48 months)
- f. Explore regional implementation of off-peak goods movement. This effort would: identify best practices; explore the potential of expanding the NYCDOT Off-Hour Delivery Program to northern New Jersey; and look to expand beyond the retail sector to also include other parts of the supply chain. (24-48 months)

EXAMPLES/CASE STUDIES

NJTPA Freight Studies: Northern New Jersey is the platform for the distribution of goods to one of the largest and richest consumer markets on earth. To ensure the region's freight distribution system remains robust, the NJTPA conducts Freight Studies on issues critical to region's port, air, rail, and trucking network. The Freight Initiatives Committee informs the NJTPA of the issues and actions determined to be of the highest priority for further consideration. Current and past studies are provided online. (www.njtpa.org/planning/regional-studies/freight.aspx)

Somerset County Priority Growth Investment Areas (PGIAs): As part of the Together North Jersey planning initiative, Somerset County has identified 23 PGIAs on which to focus future infrastructure (i.e., utilities, transportation) and land use (i.e., housing, redevelopment) investments. (www.togethernorthjersey.com/?grid-portfolio=supporting-priority-investment-in-somerset-county)

STRATEGY 3.4: STRENGTHEN TOURISM BY PROMOTING NORTH JERSEY'S CULTURAL AND NATURAL AMENITIES.

WHAT AND WHY

Tourism is one of state of New Jersey's most important economic activities, generating over \$40 billion in spending, investment, and support in 2013. Travel and Tourism was identified as one of the state's industry clusters and is addressed via a state Talent Network focused on Retail, Hospitality, and Tourism. Tourism is also significant in the North Jersey region and is addressed in several local economic development strategies. The TNJ partnership already has some experience facilitating funding and improving access to the region's outdoor, historical, and cultural resources through its efforts with the Morris Canal Greenway, the Woodbridge Rahway Regional Access to the Arts initiative, and the Middlesex Greenway.

ACTIONS

- a. Continue working with partners to identify cross-community development opportunities similar to existing initiatives. (9-12 months)
- b. Engage network of North Jersey tourism offices and visitor bureaus to share resources and expertise. This network of local experts can evaluate the opportunities for regional (cross-county) marketing of historical, cultural, and outdoor recreational options in all or segments of the North Jersey region. (24-48 months)
- c. Convene a meeting of Destination Marketing Organization (DMOs) in the region to determine regional initiatives that would be valuable. (9-18 months)
- d. Convene a working group to identify specific, targeted public and private transit investments across the region that would improve tourist access to natural amenities and outdoor recreational opportunities. (24-48 months)
- e. Enhance a transit/transportation page/mobile app for the region's individual tourism and visitors' bureaus to make it easier for individuals to identify ways to access the region's historic sites and natural resources using transit. (24-48 months)
- f. Convene a one-time meeting bringing together arts and cultural organizations with groups promoting natural resources (such as the Highlands, Pinelands, and Meadowlands Councils) to consider ways in which art can be created (and financed) to celebrate New Jersey's natural features. (24-48 months)

EXAMPLES/CASE STUDIES

RESOURCES

Destination Marketing Organizations (DMOs) in northern New Jersey include Destination Jersey City, Greater Newark Convention & Visitors Bureau, Hudson County Division of Tourism, Jersey Shore Convention & Visitors Bureau, Long Beach Island Region of the Jersey Shore DMO, Meadowlands Liberty CVB, Monmouth County Tourism, Morris County Tourism Bureau, Ocean County Business Development & Tourism, Somerset County Business Partnership, and the Sussex County Chamber of Commerce.

The Morris Canal Greenway Working Group: The NJTPA formed the group in 2012 to bring stakeholders together in an open forum to coordinate current and future plans for this important transportation resource. The NJTPA has provided grant funding for planning studies of the canal route. The former right of way of the canal is being converted into a public greenway. (www.morriscanalgreenway.org)

STRATEGY 3.5: ENHANCE THE PROMOTION OF ARTS AND CULTURAL TOURISM IN THE REGION.

WHAT AND WHY

Many of North Jersey's communities already have extensive experience promoting events and tourism related to arts and culture. Other communities in the region have less experience, although they may have both tourism offices and/or arts initiatives. Best practices for promoting arts and cultural tourism should be shared and communicated throughout the North Jersey region, especially in those areas with less experience in fostering this sector. State and regional partners can play a positive role in facilitating events and networks to extend ideas and technical assistance.

ACTIONS

- a. Organize events in which speakers from tourism, arts, and culture organizations share knowledge and expertise with the communities throughout the region. (Ongoing)
- b. Taking Hudson County as a model, identify a network of regional organizations and motivated individuals who can provide advisory services, technical assistance, access to grant programs, and audience development initiatives to smaller arts and culture organizations in the region. (24-48 months)

EXAMPLES/CASE STUDIES

Hudson County Local Arts Program Grant: Hudson County awards competitive matching grants to organizations, based on merit and financial need, which clearly demonstrates their commitment to the arts in the County by producing or sponsoring arts programs and services of high artistic quality and professionalism. (www.hudsoncountynj.org/2015-local-arts-program-grant)

Monmouth County Connecting Community Corridors: The Connecting Community Corridors project focuses on a series of interconnecting transportation corridors. This effort is a partnership between Monmouth County, the City of Asbury Park, Borough of Bradley Beach, Neptune Township, Interfaith Neighborhoods and Together North Jersey. (www.togethernorthjersey.com/wp-content/uploads/2014/03/Monmouth-Final-Report_sm.pdf)

RESOURCES

Both the **Hunterdon County CEDS** and the draft **New Jersey State Strategic Plan** identify specific strategies and actions needed to support the region's vital tourism sector. Hunterdon County seeks to brand itself as an historic, arts, tourism, recreation, and farming county. The state plan calls for state agencies to review regulations that impact the growth of tourism, farming/fishing and green energy sectors.

STRATEGY 3.6: STRENGTHEN TOURISM BY PROMOTING NORTH JERSEY'S ENTERTAINMENT AND RECREATION AMENITIES AT A REGIONAL SCALE.

WHAT AND WHY

As one of our State's most important economic drivers, the tourism industry generates over \$40 billion in spending and investment per year—much of it in our region. Our region is blessed with many recreational opportunities and amazing entertainment destinations. We also have miles of beaches, bay fronts and boardwalks that attract millions of visitors each year. Building on past and current work, our region must continue to bring together varied stakeholders to identify opportunities to coordinate and promote tourism at the regional level. We should create a network of North Jersey tourism offices and visitor bureaus to share resources and expertise between communities and develop a regional marketing campaign. We can also tap into the power of technology by developing a website and mobile app that improves tourist access to attractions.

ACTIONS

- a. Organize events in which speakers from tourism, recreational, and entertainment organizations share knowledge and expertise with the communities in the Jersey Shore, Meadowlands Complex, and waterfront communities that have tourism offices but have not focused on entertainment and recreational tourism. (Ongoing)
- b. Identify a network of regional organizations and motivated individuals who can provide advisory services, technical assistance, access to grant programs, and audience development initiatives in the region. (24-48 months)

EXAMPLES/CASE STUDIES

Meadowlands American Dream: Rising at the Meadowlands Sports Complex, this 4.8 million-square-foot entertainment destination will offer visitors of all ages a broad array of engaging experiences, including interactive entertainment venues, fine dining, outdoor amusements, runway fashion shows and its main attraction—America's first Snow Dome for indoor skiing. Meadowlands American Dream will also offer a luxury hotel and Class A office buildings.

Monmouth Park Race Track: Monmouth Park Racetrack, with its gracefully manicured grounds, English Walking Ring, and stately presence, has long been considered by generations of shore residents and visitors as one of America's most beautiful racing venues and is the home of the \$1,000,000 Haskell Invitational Handicap, the richest invitational thoroughbred race in North America.

RESOURCES

The mission of the **New Jersey Sports & Exposition Authority** is for the state, its citizens, and guests to reap the entertainment and economic benefits from the Authority facilities for generations. The NJSEA will provide the world's best in sports and entertainment. We will represent the citizens of New Jersey in a manner that makes all residents of the Garden State proud. The NJSEA will invest in its facilities to ensure a positive impact on job creation and tourism, throughout the 21st Century.

STRATEGY 3.7: SUPPORT AND EXPAND AGRITOURISM PROGRAMS IN ORDER TO GENERATE ECONOMIC ACTIVITY WHILE PRESERVING FARMLANDS.

WHAT AND WHY

Rutgers New Jersey Agricultural Experiment Station (NJAES) is at the forefront of agritourism efforts in New Jersey. It has released reports including *The Economic Contributions of Agritourism in New Jersey* and *The Opportunity for Agritourism Development in New Jersey*. According to agricultural census data, New Jersey ranks first nationally in the percentage of farm revenue earned from agritourism. Moreover, the New Jersey Agricultural Extension Station Rutgers reports that one in five New Jersey farms offer agritourism activities. Agritourism often includes educational tourism, entertainment, accommodations, and outdoor recreation activities, along with on-farm sales to consumers. It provides opportunities for farmers to earn additional income, diversify income streams, build relations with the community, and increase customer traffic. Together North Jersey economic development partners should reach out to agritourism businesses and proponents to ensure that opportunities for sector expansion are pursued and challenges are addressed at the regional level.

ACTIONS

- a. Ensure that agritourism proponents are included within the activities proposed for the overall strategy recommendation to promote, enhance, and connect North Jersey's abundant natural and recreational resources. (24-48 months)
- b. Create a working group of agritourism organizations in the North Jersey region to determine opportunities for regional marketing and promotion as well as to share information and expertise. (24-48 months)
- c. Reach out to existing organizations that have been active in agritourism issues—such as www.visitnjfarms.org, the Rutgers Food Policy Institute, the New Jersey Farmers' Direct Marketing Association, and the New Jersey Farm Bureau—to incorporate their members and interest in the RPSD process in order to identify issues (if any) that may be addressed on a regional basis. Examples that have been previously identified as challenges to agritourism that overlap with topics addressed in the CEDS and RPSD include: availability and training of workers, access to capital, access to information, municipal and state regulations, and land use. (24-48 months)

RESOURCE

Visit NJ Farms! is an online resource dedicated to helping the state's farm operators raise awareness of their locations and events as tourism destinations. Visitors to the site can search for specific vineyards/wineries, farmers' markets, nursery/greenhouses, and Christmas tree farms. The **New Jersey Farmers' Direct Marketing Association**, the **New Jersey Farm Bureau**, and **Rutgers University** sponsors the website. (www.Visitnjfarms.org)

EXAMPLES/CASE STUDIES

Sustainable Farming on the Urban Fringe: Rutgers University's New Jersey Agricultural Experiment Station provides New Jersey farm operators and communities with a number of best practices, resources, and articles related to agritourism. (<http://sustainable-farming.rutgers.edu/>)

CityFood™ is a "triple bottom line" vertically integrated, sustainable green-business consulting firm and incubator. It is focused on developing urban agricultural facilities, fostering farm and urban relationships, and infrastructure and logistics for local food. The organization identifies and rehabilitates industrial real estate, as well as designs and develops aquaponics and hydroponics facilities that provide living wage jobs. (www.cityfoodresources.com)

FOCUS AREA 4: ALIGN WORKFORCE TRAINING WITH INDUSTRY NEEDS.

WHAT AND WHY

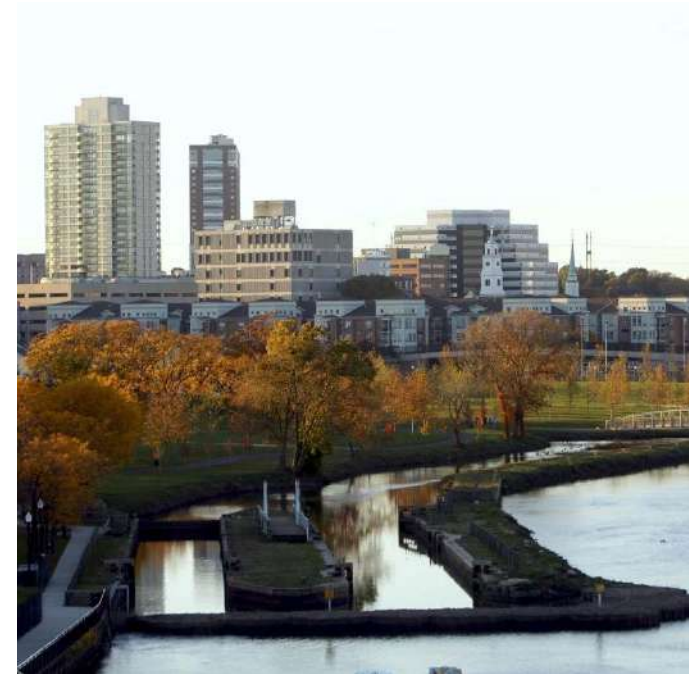
A region's ability to demonstrate the availability of skilled workers has become an increasingly essential component of a successful economic development strategy. The strategies outlined in this section are designed to create an employer-driven system that supports the growth and attraction of key industries, including Regional Innovation Clusters, while moving the region closer to a “cradle-to-college-and-career” approach to improving economic opportunity for area residents. Facilitating the alignment of priorities and resources is the foundation of this effort. Alignment and prioritization start with the identification of specific needs—a call to action—and a careful consideration of potential solutions. Career pathways, training in both “soft” and occupation-specific skills, apprenticeships, and worker re-entry programs are examples of proven strategies. In some cases, the tools needed may be readily available, requiring only a shift in responsibility or the expansion of an existing charge. Raising awareness of existing initiatives and fully leveraging them should be emphasized. Ensuring that all partners are operating with the same information about the regional labor market is another critical piece of the puzzle. Finally, creating ladders of opportunity to connect all residents with employment and training options must be part of a comprehensive approach.

Connecting employers with qualified workers would help reduce hiring and turnover-related costs, making their presence and investment in the region more sustainable. Building on existing relationships and increasing opportunities for collaboration between public and private players, including the Talent Networks, Employer Services, and Workforce Investment Boards (WIBs), increases the likelihood of success while keeping the costs of alignment to a minimum.

HOW

Building a sustainable labor force—one that can meet the needs of current and future employers—begins by forming and strengthening relationships among a broad range of regional partners, including workforce and education professionals, economic development organizations, and the private sector. Having all the right parties at the table, aligned behind a common set of needs and priorities, will help ensure that objectives of all participants in the system are better met.

STRATEGY 4.1: SUPPORT THE CREATION OF A DEMAND-DRIVEN SYSTEM THAT ALIGNS WORKFORCE DEVELOPMENT EFFORTS WITH EMPLOYER NEEDS.



WHAT AND WHY

Data used to inform training and career decisions is typically based on historical trends and does not necessarily reflect what is on the horizon. While collecting data from employers is difficult, it is paramount to better understanding future hiring needs, both in terms of numbers and skillsets. Unfortunately, private-sector engagement is typically the most difficult part of implementing industry-driven workforce strategies. According to a variety of studies, including a 2012 report by the US General Accounting Office, focusing on “urgent, common needs” and being responsive to specific employer requirements can increase the odds of success. Obtaining better information on the supply side of the equation—including data on training and educational capacity, enrollments, and program completions—must also be part of the equation if North Jersey is to address its workforce challenges.

ACTIONS

- a. Define an “urgent, common need” that will serve as a call to action for employers. (9-18 months)
- b. Develop a centralized repository of workforce training providers in the region. (9-18 months)
- c. Formalize existing relationships—through board memberships, regular meetings, and events—to better understand the current ecosystem and establish regional priorities. (24-48 months)
- d. Coordinate and consolidate virtual talent development services (including a professional development portal) when appropriate. (24-48 months)
- e. Enlist partners to organize an annual talent development conference where issues, including data collection and sharing, will be addressed. (24-48 months)
- f. Engage employers and partners in evaluating and prioritizing comprehensive, long-term strategies for improving access to economic opportunity for all residents. Programs that facilitate re-entry into the workforce for underrepresented populations should be emphasized. (Examples of other “ladder of opportunity” strategies include increasing financial literacy; increasing the availability of high-quality early-childhood education programs; and connecting disadvantaged populations with local workforce training, employment centers, health care, and other vital services through improved transportation access.) (9-12 months)

RESOURCES

The New Jersey Department of Labor and Workforce Development provides New Jersey employers two workforce training grant programs. **Recovery4Jersey** helps to offset employer hiring costs through an on-the-job training program that reimburses 50% of new workers' wages.

Skills4Jersey training grant funds are available to New Jersey employers to upgrade the skills of their current employees and/or train new employees, for purposes of retaining highly skilled and high wage jobs in New Jersey.

EXAMPLES/CASE STUDIES

Skills for Chicagoland’s Future: A public-private partnership that provides industry-driven recruitment, placement, and job training services in Cook County at no cost to the employer or the job seeker. SCF is funded by the City of Chicago, the State of Illinois, the Chicago Cook Workforce Partnership, foundation support, and multiple private sector donations (2013 budget & staffing: \$3 million, 18 full-time employees). (www.skillsforchicagolandsfuture.com)

Wisconsin Regional Training Partnership: A nonprofit workforce intermediary founded in 1992 that brings together employers, labor unions, and community organizations to increase and preserve family-supporting jobs and create a more competitive economy in southeastern Wisconsin. W RTP’s mission is to assist economically disadvantaged populations in gaining employment in manufacturing and skilled trades while ensuring member companies have access to skilled workers. (www.wrtp.org)

STRATEGY 4.2: CREATE OCCUPATIONAL AND SOFT SKILLS TRAINING PROGRAMS TO HELP REMOVE EMPLOYMENT BARRIERS FOR UNDERREPRESENTED POPULATIONS.

WHAT AND WHY

For some, the path to employment includes significant obstacles which can ultimately keep them from participating fully in the labor market. These underrepresented groups can include low-income adults, women, minorities, Veterans, and ex-inmates looking to re-enter the workforce. Along with more intractable issues, such as a lack of reliable transportation or affordable childcare, these groups may face skills-related challenges. These challenges extend from language barriers to basic employability skills, such as attendance, customer service skills, and the inability to pass employment screening (e.g., drug tests, criminal background checks). Several studies, including the work of the Aspen Foundation, point to the value of sector-based approaches in addressing these challenges. Sector-based strategies can incorporate elements of other strategies, including the use of industry-driven curriculum and career pathways, to improve employment outcomes for specific populations.

ACTIONS

- a. Validate barriers to employment using Talent Networks and other outreach events with representative employers. (9-18 months)
- b. Based on findings of validation task, create a plan for addressing specific barriers, using a sector-based approach where possible. (24-48 months)
- c. Include strategies that address improving remedial skills (e.g., literacy, language, basic math) of underrepresented populations at the K-12 level. (24-48 months)
- d. Look for opportunities within existing programs, including career pathways, to create on-ramps and stackable credentials (i.e., programs that combine English language instruction with entry-level occupational training, enabling participants to earn a paycheck more quickly than standard approaches). (Ongoing)

RESOURCES

Skills to Pay the Bills is a collection of materials created by the US Department of Labor for teaching soft skills to in-school and out-of-school youth, ages 14 to 21. This publication can be a starting point for soft skills curriculum. (www.dol.gov/bdep/topics/youth/softskills/softskills.pdf)

EXAMPLES/CASE STUDIES

YouthBuild USA: Young adults from low-income communities spend 6 months to two years gaining educational, leadership, and work skills through a variety of programs, including one in which they help build affordable housing. The organization is federally funded, originally by the US Department of Housing and currently by the US Department of Labor. Elizabeth, New Jersey's **YouthBuild** program is facilitated by the nonprofit Brand New Day. The program is geared toward young adults who were at-risk, juvenile offenders, and/or who had not finished high school. (www.youthbuild.org)

Women Rising: Women Rising is a Jersey City nonprofit dedicated to helping women who have been the victims of domestic violence achieve self-sufficiency through counseling, training, housing, and job placement services. Community Partnerships in Hotel Employment is a joint program of Women Rising and Hudson

County Community College. The training and job placement in the hotel/hospitality industry provided by the program has led to many women finding higher-paying jobs in Manhattan. (www.womenrising.org)

STRATEGY 4.3: IDENTIFY CAREER PATHWAY INITIATIVES AND OTHER SIMILAR TRAINING PROGRAMS TO HELP INCUMBENT WORKERS TRANSITION TO LIVING-WAGE OCCUPATIONS.

WHAT AND WHY

Upgrading the skill levels of incumbent workers and removing barriers to employment for target population—such as low-income adults, unemployed, or underemployed workers—can offer significant benefits to both the worker and the employer. These strategies are often the most challenging. For incumbent workers, opportunities for on-the-job training and professional development are often limited due to lack of funds and/or the inability to take time away from the job. At the same time, technological changes make it more important for employed or dislocated workers to keep their skills current. For those with barriers to employment the problems include skills deficiencies as well as wider challenges such as lack of access to childcare and transportation. The most successful efforts, like career pathways initiatives, are often organized around specific industries or occupations. Career pathways provide a series of linked education and training programs that lead to a clearly defined credential, allowing students and incumbent workers to advance within a given occupation or industry. The region's existing Talent Networks provide a mechanism for coordinating career pathways programs and identifying ways to scale up successful initiatives.

ACTIONS

- a. Convene an inter-agency forums to discuss the current status of career pathway initiatives in the region. (Ongoing)
- b. Identify specific occupations/pathways within each Talent Network to serve as a pilot program. (Build on existing pilots, such as Passaic County Technical Institute and Bergen County Technical School's pilot program to prepare students for careers in global logistics/supply chain management.) (Ongoing)
- c. Work to ensure that training programs are accessible to existing workers who may require evening or weekend programs. Look at offering training programs in multiple languages beyond English and Spanish. (Ongoing)
- d. Identify potential funding sources for pilot program(s). (9-12 months)
- e. Evaluate effectiveness of pilot program(s) and refine/expand as appropriate. (24-48 months)

EXAMPLES/CASE STUDIES

Metropolitan College: A nationally recognized partnership between selected Louisville-area higher education institutions and United Parcel Service (UPS). Participants in the Metropolitan College program work part-time at UPS, receiving wages and full benefits, then receive full tuition and textbook reimbursement to

RESOURCES

The Center for Prevention & Counseling has developed the **Pathway 2 Prosperity (P2)** initiative. Through education, mentoring, skill building, and networking, participants (Path Leaders) design their own pathway to self-reliance and resiliency. P2 is a partnership of NORWESCAP, United Way of Northern NJ, and The Center for Prevention & Counseling.

attend either Jefferson Community and Technical College or the University of Louisville (upon meeting certain eligibility criteria). Some aspects of the program have been extended to two other employers in the region: Community Alternatives Kentucky (a subsidiary of ResCare) and Humana. (www.metro-college.com)

Minnesota FastTRAC (Training, Resources, and Credentialing): A collaboration of state, local, and national partners that operates adult career pathways programs in high-demand career fields. FastTRAC partners select and fund these local programs through a competitive selection process. The evaluation report (2011) is available at www.asa.mnscu.edu/researchandplanning/docs/MN_FastTRAC_ACP_Implementation_Study_Report.pdf. (www.mn.gov/deed/programs-services/minnesota-fast-trac/about/index.jsp)

STRATEGY 4.4: CREATE/FACILITATE THE DEVELOPMENT OF A REGIONAL APPRENTICESHIP PROGRAM FOR NON-COLLEGE-BOUND STUDENTS.

WHAT AND WHY

Apprenticeships offer a number of advantages and can provide an important path to higher wage jobs for both students and incumbent workers. The US Bureau of Labor Statistics (BLS) defines an apprenticeship as “a formal relationship between a worker and sponsor,” typically an employer or labor organization. These programs offer a combination of on-the-job training and technical instruction, providing both practical and theoretical understanding of the occupation. Under this formal definition, the typical apprenticeship program extends over a three- to five-year period, providing at least 144 hours of occupation-specific technical instruction and 2,000 hours of on-the-job training per year. Industries in which apprenticeships are most commonly found include construction, manufacturing, and healthcare. The Talent Networks provide a mechanism for supporting and promoting existing apprenticeship.

RESOURCES

Youth Transition to Work Program: This program, created by the Workforce Development Act of 1992, offers apprenticeships in a variety of industries in an effort to help New Jersey high school students to transition into well-paying jobs. The program offers a link between apprenticeship programs and higher education.

ACTIONS

- a. Work with relevant Talent Networks to create an inventory of existing public, private, and nonprofit work apprenticeship programs. (24-48 months)
- b. Based on inventory task, identify a mechanism for coordination and support of innovative and effective programs. (24-48 months)
- c. Work with industry to create paid internship opportunities for students participating in the apprenticeship programs. (24-48 months)
- d. Increase funding for apprenticeship and pre-employment training programs. Potential sources of funding include Community Development Block Grants (CDBGs), NJDOLWD, trade associations, and existing industry partnerships. (24-48 months)
- e. Host a practical education summit featuring trade associations and union representatives to raise awareness of career development options for non-college-bound workers. (24-48 months)

EXAMPLES/CASE STUDIES

Washington Aerospace Joint Apprenticeship Program: To address a looming shortfall of aerospace workers, the State of Washington established the Aerospace Joint Apprenticeship Committee (AJAC), which was charged with designing, developing, and implementing apprenticeship programs for multiple aerospace and advanced manufacturing occupations and various size employers. The AJAC committee is comprised of an equal number of employer and employee representatives from different segments of the aerospace and advanced manufacturing industries. AJAC also engages in partnerships with city officials, representatives from chambers of commerce, and other economic development organizations.

STRATEGY 4.5: RAISE AWARENESS OF OPPORTUNITIES IN SKILLED TRADES AND OTHER TRADITIONAL VOCATIONAL AND TECHNICAL PROGRAMS.

WHAT AND WHY

Middle skill jobs are those that require more than a high school diploma but less than a four-year degree. Examples of middle skills occupations include construction workers, skilled trades (such as plumbers and electricians), drivers, mechanics, and technicians. Middle skill positions are often among those listed by employers as hard to fill. Yet many of these same positions offer higher earnings potential than those requiring a four-year degree and are often part of a well-defined career ladder. Loss of these well-paying jobs is cited by several studies, including a 2010 analysis by the Federal Reserve, as a key factor in rising wage inequality. Raising awareness of middle skill employment opportunities and ensuring the appropriate career and technical education programs are available to help move workers into these fields would help employers meet demand for these positions and would provide residents with viable career options that require a smaller investment of time and financial resources.

ACTIONS

- a. Support the implementation of common standards for career and technical education. (Ongoing)
- b. Identify and prioritize high-growth, high-wage middle skills occupations within each network and devise strategy for promoting these opportunities. (Ongoing)
- c. Based on middle skills priorities established in Action b, target training resources at programs offering the highest potential to lead to an industry-recognized credential in a high-demand and/or high-wage middle skills occupation. (24-48 months)
- d. Create mechanisms to keep school guidance counselors and teachers updated about career opportunities in skilled trades. (24-48 months)
- e. Host events that connect young people with concepts related to middle skills jobs (e.g., Mini Maker Faire). (9-12 months)

RESOURCES

The **National Skills Coalition** produces state middle-skill fact sheet for each state. The 2014 New Jersey Fact Sheet found that middle-skill jobs account for the largest share of New Jersey's Job market. Moreover, key industries in the state cannot find enough trained workers to fill these jobs.

(www.nationalskillscoalition.org/resources/publications/file/middle-skill-fact-sheets-2014/NSC-New-Jersey-MiddleSkillFS-2014.pdf)

EXAMPLES/CASE STUDIES

WRTP Center of Excellence for Skilled Trades and Industry: In 2005, the Wisconsin Regional Training Partnership (WRTP) launched the Center of Excellence for Skilled Trades & Industry, a program designed to serve as a clearinghouse to assess, prepare, and place Milwaukee residents into family-supporting jobs in the construction and manufacturing sectors. Since its inception, the Center has facilitated more than 3,000 job placements at an average wage of \$16.43 an hour.

Go Build Alabama: Go Build Alabama is a high-energy campaign designed to inform and educate the citizens of Alabama about the opportunities for great jobs in the construction industry—many of which are not being filled even as demand grows for more. A major thrust of the Go Build campaign is to build recognition that a college degree is not the only path to a successful career. Mike Rowe, creator and host of Discovery Channel's "Dirty Jobs" series and the nation's most visible

supporter of skilled labor, serves as spokesperson for the campaign. As he said at the launch of Go Build Alabama on Labor Day 2010, “There are opportunities in Alabama right now that most people don’t even know about in construction. These opportunities aren’t alternatives to viable careers—they are viable careers.”

STRATEGY 4.6: PROMOTE WORKFORCE DEVELOPMENT STRATEGIES TO SUPPORT THE STATE’S TOURISM INDUSTRY.

WHAT AND WHY

Tourism is not traditionally viewed as a target for economic or workforce development activity. However, given its importance to the state’s economy, the industry should be supported to the fullest extent possible. Tourism brings in outside dollars and can help introduce the region to potential new residents. In addition, since tourism typically impacts a wide range of place types, it can provide an excellent starting point for regional collaboration. Tourism can also provide an important stepping stone for young people entering the job market by providing skills training and by connecting them with future employment opportunities both within the hospitality arena and outside. The Retail, Hospitality, and Tourism (RHT) Talent Network should be the vehicle for defining specific career pathways and promoting career resources.

ACTIONS

- a. Define job opportunities and career pathways in the tourism industry. (9-12 months)
- b. Provide support and help promote relevant events, such as Retail, Hospitality, and Tourism Industry Week. (Ongoing)
- c. Support the RHT Talent Network in the preparation and promotion of career resources. (Ongoing)
- d. Work with the education and training providers identified by the RHT Talent Network to ensure that pathways are clearly articulated and transferrable. (Ongoing)

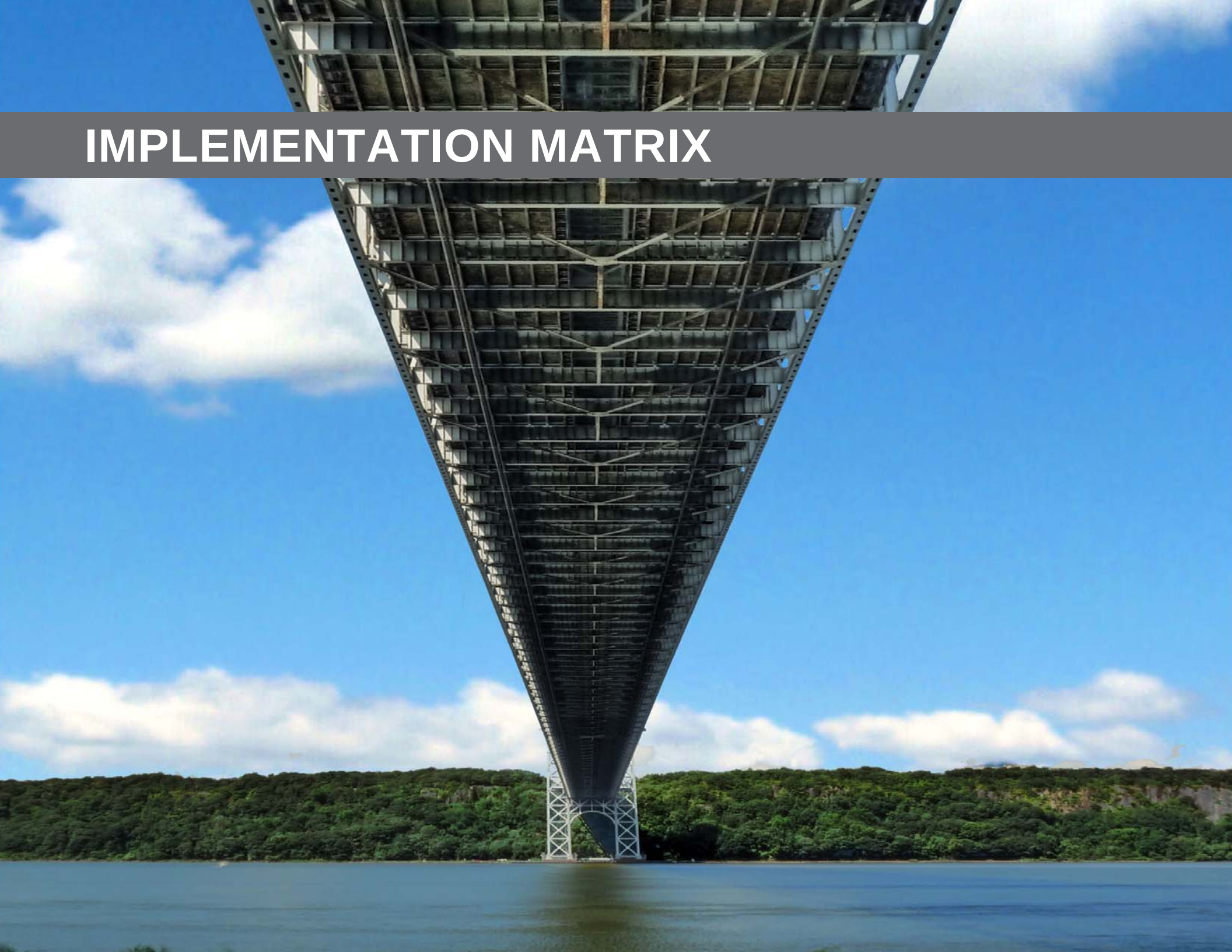
EXAMPLES/CASE STUDIES

Retail/Hospitality/Tourism “Learn and Earn”: California Community College’s Economic Workforce Development (CCCEWD) program has established a Learn and Earn program that develops training curriculum designed to meet the needs of the state’s massive RHT sector. CCCEWD aligns community college and other workforce development resources with the needs of industry sectors that result in highly specialized industry training, technical consulting and business development. (www.cccewd.net/initiative_wplrc.cfm)

RESOURCES

The **Restaurant, Hospitality, and Tourism (RHT) Talent Network** is one of the newest of New Jersey Talent Networks. The Talent Networks are designed to focus on the specific needs of key industries in the state in order to connect employers, job seekers, the state’s One Stop Career Centers and educational institutions. (www.rhtn.org)

IMPLEMENTATION MATRIX



IMPLEMENTATION MATRIX

ABBREVIATION	DEFINITION
AACC	African American Chamber of Commerce
EDOs	Economic Development Organizations
GNEC	Greater Newark Enterprises Corporation
NJ EDD	North Jersey Economic Development District
NJAES	Rutgers New Jersey Agricultural Experiment Station
NJAWBO	New Jersey Association of Women Business Owners
NJBAC	New Jersey Business Action Center
NJBIN	New Jersey Business Incubation Network
NJDEP	New Jersey Department of Environmental Protection
NJDOLWD	New Jersey Department of Labor and Workforce Development
NJDOT	New Jersey Department of Transportation
NJEDA	New Jersey Economic Development Authority
NJOPA	New Jersey Office of Planning Advocacy
NJSLM	New Jersey State League of Municipalities
NJSSA	North Jersey Shared Services Association
NJTPA	North Jersey Transportation Planning Authority
NJUMA	New Jersey Urban Mayors Association
NYCDOT	New York City Department of Transportation
PANYNJ	Port Authority of New York and New Jersey
RHT Talent Network	Retail, Hospitality, and Tourism Talent Network
RPSD	Regional Plan for Sustainable Development
RU	Rutgers University
SHCC	Statewide Hispanic Chamber of Commerce
TMA	Transportation Management Associations
WIBs	Workforce Investment Boards

LEGEND						
Impact	Low		Medium		High	
Feasibility	Low		Medium		High	
When	Short		Medium		Long	

HOW	IMPACT	FEASIBILITY	WHEN	DURATION	WHO
FOCUS AREA 1: SUPPORT THE GROWTH OF REGIONAL INNOVATION CLUSTERS.					
Strategy 1.1. Create a pilot project in the region to demonstrate potential models for streamlining state and local permitting processes.					
a. Engage Bridgewater Township on the logistics to serve as pilot location for streamlining the permitting process.	★ ★ ★	⚙️ ⚙️ ⚙️	◆ ◆ ◆	24-48 months	NJTPA, Bridgewater
b. Establish an interagency working group with Bridgewater Township to identify a specific project.	★ ★ ★	⚙️ ⚙️ ⚙️	◆ ◆ ◆	24-48 months	Bridgewater, NJTPA, NJLM
c. Develop a plan and timeline for project implementation.	★ ★ ★	⚙️ ⚙️ ⚙️	◆ ◆ ◆	24-48 months	Bridgewater, NJTPA
d. Report annually on the progress of the project and lessons learned.	★ ★ ★	⚙️ ⚙️ ⚙️	◆ ◆ ◆	24-48 months	Bridgewater, NJTPA
Strategy 1.2. Develop a framework for establishing a North Jersey Economic Development District.					
a. Establish an economic development liaison office within the NJTPA to assist in the implementation of the CEDS and the process for creating an EDD.	★ ★ ★	⚙️ ⚙️ ⚙️	◆ ◆ ◆	9-18 months	NJTPA
b. Create a working group to explore the best options and process for establishing a regional EDD.	★ ★ ★	⚙️ ⚙️ ⚙️	◆ ◆ ◆	9-18 months	NJPTA, RU
c. Consult with the EDA about the formal application process for establishing an EDD.	★ ★ ★	⚙️ ⚙️ ⚙️	◆ ◆ ◆	9-18 months	NJTPA
d. Hold a regional meeting of economic development stakeholders and state officials to formally agree to establish an EDD.	★ ★ ★	⚙️ ⚙️ ⚙️	◆ ◆ ◆	9-18 months	NJPTA, and other partners

HOW	IMPACT	FEASIBILITY	WHEN	DURATION	WHO
e. Make a formal application for EDA approval.	★★★★	⚙️⚙️⚙️	◆◆◆	18 months	NJTPA
Strategy 1.3. Coordinate outreach events for each Regional Innovation Cluster with partners.					
a. Reach out to statewide industry associations, Talent Networks, and business groups to support outreach events and identify participants.	★★★☆☆	⚙️⚙️⚙️	◆◆◆	24-48 months	NJ EDD, NJTPA, NJDOLWD, NJBAC, NJIT, Choose New Jersey
b. Explore potential state and private funding sources for the outreach events.	★★★☆☆	⚙️⚙️⚙️	◆◆◆	24-48 months	NJ EDD, NJTPA
c. Work with Talent Networks and business partnerships to host outreach events in different locations in the region.	★★★☆☆	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA, Chambers of Commerce, and Business Partnerships
d. Establish other feedback mechanisms for key industries, such as surveys, webinar discussion forums, and conference calls.	★★★☆☆	⚙️⚙️⚙️	◆◆◆	24-48 months	NJ EDD, NJTPA
e. Invite local elected officials as well as industry representatives to outreach events in order to add perspectives about context sensitivity to the discussion.	★★★☆☆	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA, Chambers of Commerce, and Business Partnerships
Strategy 1.4. Create a North Jersey Futures Council.					
a. Organize a group of regional leaders to serve on an exploratory committee.	★★★★	⚙️⚙️⚙️	◆◆◆	9-18 months	NJTPA, RU, NJBAC, NJDOLWD
b. Coordinate with the State of New Jersey and Choose New Jersey.	★★★★	⚙️⚙️⚙️	◆◆◆	9-18 months	NJTPA, RU, NJBAC, NJDOLWD
c. Develop a proposed mission for the Futures Council.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA, RU, NJBAC, NJDOLWD
d. Dedicate NJTPA staff to support the Council.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA
e. Seek support from other regional and statewide institutions, industry associations, business groups, nonprofits, and foundations.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA, RU
FOCUS AREA 2: ENHANCE NORTH JERSEY'S INNOVATION AND ENTREPRENEURSHIP ECOSYSTEM.					
Strategy 2.1. Establish a regional system of virtual incubators.					
a. Encourage local and county economic development organizations (EDOs) that manage physical incubators to offer virtual incubator programs as well.	★★★☆☆	⚙️⚙️⚙️	◆◆◆	24-48 months	Local EDOs

HOW	IMPACT	FEASIBILITY	WHEN	DURATION	WHO
b. Counties and communities without a physical incubator should collaborate with existing private, public, and nonprofit incubators in the region to provide virtual incubation services and assistance to businesses located in existing buildings/sites or districts.	★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	Local EDOs
c. Explore creating a regional virtual incubation network targeting local businesses located in strategic sites or districts.	★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA, RU, NJBIN, Trade Unions
Strategy 2.2. Enhance the depth and diversity of technical assistance and networking resources available to the region's startups and second-stage companies.					
a. Work with NJBAC (Office for Small Business Advocacy) to supplement a comprehensive inventory of North Jersey's key industry, entrepreneurship, small business development, and research assets.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	New Ventures & Entrepreneurship group at RU, NJBAC, NJBIN
b. Explore and assess options for establishing a regional network of angel and/or venture capital investors.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	New Ventures & Entrepreneurship group at RU, NJBAC, NJBIN
c. Support NJBAC in exploring options a task force of business finance investors and experts in the region to discuss opportunities for and challenges to improving access to capital for North Jersey businesses.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJBAC, NJBIN
d. Work with state and local chambers and business organizations to identify needs and resources to support the growth of Disadvantaged Business Enterprises (DBEs), Minority Business Enterprises (MBEs), and Women's Business Enterprises (WBEs).	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	AACC, SHCC, GNEC, NJAWBO, NJBAC, Rising Tide Capital
Strategy 2.3. Foster other types of shared workspaces and connect them to economic development and finance programs.					
a. Encourage the inclusion of shared workspaces in redevelopment of urban and suburban office buildings into mixed-use developments.	★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	Municipalities, Counties
b. Market redevelopment sites to private firms that develop/manage shared workspaces.	★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	Local EDOs
c. Explore opportunities to include shared workspaces in new public facilities such as government buildings and libraries.	★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	Municipalities, Counties
Strategy 2.4. Explore a framework for creating and capitalizing on a regional innovation fund.					

HOW	IMPACT	FEASIBILITY	WHEN	DURATION	WHO
a. Allocate funding to sponsor a study to research existing innovation fund models in other states and nations and explore potential funding sources.	★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	BAC
b. Work with existing state and regional agencies, organizations, and institutions to pilot best practices models.	★★★	⚙️⚙️⚙️	◆◆◆	5+ years	NJDOLWDWD
c. Encourage regional community colleges to explore becoming a partner member in Innovation Fund America.	★★★	⚙️⚙️⚙️	◆◆◆	5+ years	NJDOLWDWD
FOCUS AREA 3: BUILD ON THE REGION'S INFRASTRUCTURE AND OTHER ASSETS.					
Strategy 3.1. Provide incentive packages targeted at job creation and private-sector investment in underutilized land ripe for mixed-use redevelopment.					
a. Adopt the 2012 draft New Jersey State Strategic Plan.	★★★★	⚙️⚙️⚙️	◆◆◆	9-18 months	State Planning Commission
b. Apply criteria of designated growth areas, TOD locations, and distressed areas as described in the draft State Strategic Plan and New Jersey Economic Opportunity Act (EOA) to select potential underutilized sites.	★★★★	⚙️⚙️⚙️	◆◆◆	9-18 months	NJOPA, NJTPA, municipalities
c. Support county/municipal participation in the identification of sites with technical assistance under NJTPA's Planning for Emerging Centers grant programs.	★★★★	⚙️⚙️⚙️	◆◆◆	9-18 months	NJTPA
d. Support corporate campus redevelopments such as the Sanofi site initiative and apply success stories elsewhere.	★★★★	⚙️⚙️⚙️	◆◆◆	9-18 months	NJOPA
e. Convene peer exchange for municipalities to discuss growth options in a cooperative manner. Use the NJ Urban Mayors Association as a model forum for connecting the 19 communities.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	OPA, NJTPA, NJUMA
Strategy 3.2. Use the regional transportation and utility system as a framework for future investment.					
a. Perform a best practices analysis of other state and international models of alternative funding resources for transportation systems that can be used to supplement existing resources.	★★★★	⚙️⚙️⚙️	◆◆◆	9-18 months	NJTPA, NJDOT, NJ Transit
b. Encourage maximization of the region's transportation system in identifying local priority investments in roadway, public transit, and bike/pedestrian corridors that support access to opportunity by connecting mixed-use centers in the region.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA, NJ Transit, NJDOT, Municipalities, Counties

HOW	IMPACT	FEASIBILITY	WHEN	DURATION	WHO
c. Foster partnerships for investment to solicit private-sector input on transportation plans and infrastructure investment.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA, NJ Transit, NJDOT, Municipalities, Counties
d. Integrate economic development planning, including job creation and private-sector economic considerations metrics, in transportation planning.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA, NJ Transit, NJDOT, NJDOLWD, Municipalities, Counties
e. Develop strategies for promoting alternative commuting options that connect workers to jobs in underserved areas. In suburban areas, this could involve utilizing commuter hubs for integrating highway corridors; last-mile travel options; and expanded bus, rail, and shuttle services.	★★★★	⚙️⚙️⚙️	◆◆◆	5+ years	NJTPA, NJ Transit, NJDOT, Municipalities, Counties
Strategy 3.3. Leverage the region's location and its good movement facilities and infrastructure as a major source of economic growth.					
a. Enhance the movement of freight both regionally and beyond.	★★★★	⚙️⚙️⚙️	◆◆◆	5+ years	PANYNJ
b. Maximize the efficiency and reliability of freight movement by truck, rail, maritime, and air routes, while working to optimize transport by rail	★★★★	⚙️⚙️⚙️	◆◆◆	5+ years	Council on Port Performance
c. Coordinate among agencies, operators, and communities regarding routes and operations to respect local needs to the maximum extent possible.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	PANYNJ Lead with: EPA Region 2, NJDEP, NYCDOT, NJTPA, NJCCC, railroads, port terminal operators
d. Update the NJTPA truck parking study.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA Lead with: counties, municipalities, industry
e. Conduct a survey of regional complete streets and goods movement best practices.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA Lead with: NJDOT, counties, municipalities, industry
f. Explore regional implementation of off-peak goods movement.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA Lead
FOCUS AREA 4: ALIGN WORKFORCE TRAINING WITH INDUSTRY NEEDS.					
Strategy 4.1. Support the creation of a demand-driven system that aligns workforce development efforts with employer needs.					
a. Define an “urgent, common need” that will serve as a call to action for employers.	★★★★	⚙️⚙️⚙️	◆◆◆	9-18 months	NJDOLWD, WIBs

HOW	IMPACT	FEASIBILITY	WHEN	DURATION	WHO
b. Develop a centralized repository of workforce training providers in the region.	★★★★	⚙️⚙️⚙️	◆◆◆	9-18 months	NJDOLWD, WIBs
c. Formalize existing relationships—through board memberships, regular meetings, and events—to better understand the current ecosystem and establish regional priorities.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA, NJDOLWD
d. Coordinate and consolidate virtual talent development services (including a professional development portal) when appropriate.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJDOLWD
e. Enlist partners to organize an annual talent development conference where issues, including data collection and sharing, will be addressed.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJDOLWD, WIBs
f. Engage employers and partners in evaluating and prioritizing comprehensive, long-term strategies for improving access to economic opportunity for all residents.	★★★★	⚙️⚙️⚙️	◆◆◆	9-12 months	NJDOLWD, WIBs
Strategy 4.2. Create occupational and soft skills training programs to help remove employment barriers for underrepresented populations.					
a. Validate barriers to employment using Talent Networks and other outreach events with representative employers.	★★★★	⚙️⚙️⚙️	◆◆◆	9-18 months	NJDOLWD, Talent Networks, WIBs
b. Based on findings of validation task, create a plan for addressing specific barriers, using a sector-based approach where possible.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJDOLWD, Talent Networks, WIBs
c. Include in the plan strategies that address improving remedial skills of underrepresented populations at the K-12 level.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJDOLWD, Talent Networks, WIBs
d. Look for opportunities within existing programs, including career pathways, to create on-ramps and stackable credentials.	★★★★	⚙️⚙️⚙️	Ongoing	Ongoing	NJDOLWD, Talent Networks, WIBs
Strategy 4.3. Identify career pathway initiatives and other similar training programs to help incumbent workers transition to living-wage occupations.					
a. Convene inter-agency forums to discuss the current status of career pathway initiatives in the region.	★★★★	⚙️⚙️⚙️	Ongoing	Ongoing	NJDOLWD, Talent Networks, WIBs
b. Identify specific occupations/pathways within each Talent Network to serve as a pilot program.	★★★★	⚙️⚙️⚙️	Ongoing	Ongoing	NJDOLWD, Talent Networks, WIBs

HOW	IMPACT	FEASIBILITY	WHEN	DURATION	WHO
c. Work to ensure that training programs are accessible to existing workers who may require evening or weekend programs. Look at offering training programs in multiple languages beyond English and Spanish.	★★★★	⚙️⚙️⚙️	Ongoing	Ongoing	NJDOLWD, Talent Networks, WIBs
d. Identify potential funding sources for pilot program(s).	★★★★	⚙️⚙️⚙️	◆◆◆	9-12 months	NJTPA, NJDOLWD
e. Evaluate effectiveness of pilot program(s) and refine/expand as appropriate.	★★★★	⚙️⚙️⚙️	◆◆◆	24-48 months	NJTPA, NJDOLWD
Strategy 4.4. Create/Facilitate the development of a regional apprenticeship program for non-college-bound students.					
a. Work with relevant Talent Networks to create an inventory of existing public, private, and nonprofit work apprenticeship programs.	★★★☆☆	⚙️⚙️⚙️	◆◆◆	24-48 months	Chambers of Commerce
b. Identify a mechanism for coordination and support of innovative and effective programs.	★★★☆☆	⚙️⚙️⚙️	◆◆◆	24-48 months	Chambers of Commerce
c. Work with industry to create paid internship opportunities for students participating in the apprenticeship programs.	★★★☆☆	⚙️⚙️⚙️	◆◆◆	24-48 months	Chambers of Commerce
d. Increase funding for apprenticeship and pre-employment training programs.	★★★☆☆	⚙️⚙️⚙️	◆◆◆	24-48 months	Chambers of Commerce, NJDOLWD, Trade Associations
e. Host a practical education summit featuring trade associations and union representatives to raise awareness of career development options for non-college-bound workers.	★★★☆☆	⚙️⚙️⚙️	◆◆◆	24-48 months	NJDOLWD, Trade Associations, Unions
Strategy 4.6. Promote workforce development strategies to support the state's tourism industry.					
a. Define job opportunities and career pathways in the tourism industry.	★★★☆☆	⚙️⚙️⚙️	◆◆◆	9-12 months	RHT Talent Network
b. Provide support and help promote relevant events, such as Retail, Hospitality, and Tourism Industry Week.	★★★☆☆	⚙️⚙️⚙️	Ongoing	Ongoing	NJTPA, RHT Talent Network
c. Support the RHT Talent Network in the preparation and promotion of career resources.	★★★☆☆	⚙️⚙️⚙️	Ongoing	Ongoing	NJTPA, RHT Talent Network
d. Work with the education and training providers identified by the RHT Talent Network to ensure that pathways are clearly articulated and transferrable.	★★★☆☆	⚙️⚙️⚙️	Ongoing	Ongoing	NJTPA, RHT Talent Network

PERFORMANCE METRICS



PERFORMANCE METRICS

FOCUS AREA	METRIC	DATA SOURCE
REGIONAL INNOVATION CLUSTERS	Private non-farm employment (all industries)	NJ Department of Labor and Workforce Development
	Private non-farm employment (industry clusters)	NJ Department of Labor and Workforce Development
	Average annual wages (all industries)	NJ Department of Labor and Workforce Development
	Average annual wages (industry clusters)	NJ Department of Labor and Workforce Development
	Amount of private sector investment	State and local economic development organizations; business interviews and surveys; media reports
	Commercial and industrial tax base	County tax assessors/boards
	Decrease in time required for permitting development projects	Data and reports provided by pilot jurisdiction(s)
TALENT & WORKFORCE DEVELOPMENT	Percent of population (age 25+) with an associate, bachelor's, or advanced degree	U.S. Census Bureau – American Community Survey (3-year estimates)
	Percent of the population age 20-34	U.S. Census Bureau – American Community Survey (3-year estimates)
	Net migration to the region	Internal Revenue Service
	Degrees and certificates conferred in critical fields (rate per 1000)	National Council of Education Statistics (NCES), Integrated Postsecondary Education Data System (IPEDS0
	Increase in total public school enrollment	Kids Count Data Center
	Labor force participation rate for working-age population	U.S. Census Bureau – American Community Survey (3-year estimates)
	Median Household income	U.S. Census Bureau – American Community Survey (3-year estimates)
	Percentage of youth not enrolled in school and not working, ages 16-24	American Community Survey, PUMS Microdata

FOCUS AREA	METRIC	DATA SOURCE
INFRASTRUCTURE ASSETS	Volume of both imports and exports by seaport	PANYNJ
	Annual container volume by seaport (TEU)	PANYNJ
	Air passenger volume (domestic and international)	PANYNJ
	Air cargo volume at EWR	PANYNJ
	Destinations EWR serves with non-stop air service	PANYNJ
	Vacancy rate of commercial office space	Major commercial real estate brokers (e.g., CBRE, Colliers))
	Percent of total stock of vacant commercial office space	Major commercial real estate brokers (e.g., CBRE, Colliers)
	Vacancy rate of commercial industrial space	Major commercial real estate brokers (e.g., CBRE, Colliers)
	Percent of total stock of vacant industrial space	Major commercial real estate brokers (e.g., CBRE, Colliers)
	Tourism industry sales	New Jersey Division of Travel & Tourism
	State bed tax receipts	New Jersey Division of Travel & Tourism
INNOVATION & ENTREPRENEURSHIP	Private business establishments by county	U.S. Bureau of Labor Statistics (QCEW)
	Average value of venture capital deals	PricewaterhouseCoopers/National Venture Capital Association Moneytree Report (<i>data only available for the NY Metro region</i>)
	Small Business Employment by County	US Census, Longitudinal Employer-Household Dynamics Quarterly Workforce Indicators
	SBIR/STTR award amounts	US Small Business Administration (www.SBIR.gov)
	Utility patent granted	US Patent & Trademark Office - General Patent Statistics Reports
	Federal R&D higher education expenditures	National Science Foundation - Higher Education Research and Development Survey

SIGNIFICANT PLANNED REGIONAL INVESTMENTS



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BAYONNE BRIDGE NAVIGATIONAL CLEARANCE PROJECT

Project Background

The Bayonne Bridge, a historic civil engineering landmark designed by Othmar H. Ammann, is the fourth longest steel arch bridge in the world, and was the longest in the world at the time of its completion. It connects Bayonne, New Jersey, with Staten Island, New York, spanning the Kill Van Kull. Construction began in September 1928 and was completed in 1931. The primary purpose of the bridge was to allow vehicular traffic from Staten Island to reach Manhattan via the Holland Tunnel.

Today, because the bridge is only 151 feet above the water, larger container ships often cannot cross under it to reach our marine terminals – Port Newark, Elizabeth and Howland Hook in Staten Island. Shippers who rely on our ports for access to a regional transportation network are forced to use other smaller, less-efficient and less environmentally friendly ships to bring goods into our region.

Benefits to our Region

“Raise the Roadway” has significant long-term benefits:

- Larger, more efficient ships calling on our ports will mean cleaner air for our neighbors.
- Wider lanes, shoulders and median dividers will make the bridge safer for drivers.
- A bikeway and walkway the entire length of the bridge will make traveling the bridge easier for all of us.
- Stairs will be replaced with access ramps.
- New piers, a new roadway deck and new approach roads will ensure the bridge will be built to last for generations.
- The design allows for future mass transit service.

Investment in the Region

The construction of the new roadway and demolition of the existing roadway represent a significant investment in our region. Early estimates show that from 2014-2018, the project will support nearly 2800 jobs and \$240 million in wages throughout the construction industry.

A RAIL INVESTMENT PROGRAM FOR THE NORTHEAST CORRIDOR

The Federal Railroad Administration's (FRA) NEC FUTURE Program is a comprehensive rail planning and investment evaluation for the Northeast Corridor (NEC), the nation's busiest passenger rail corridor. Its goal is to develop a comprehensive long-term vision to guide investment in the NEC, as a means of supporting the transportation and economic development needs of the Northeast. The NEC, which runs from Washington, D.C. to Boston, is vital to region, which encompasses eight states and the District of Columbia, and is home to one in six Americans. Currently, over 2,000 passenger trains operate over the NEC each day including Amtrak and commuter rail services along with approximately 70 freight trains.

The NEC faces serious challenges posed by century-old infrastructure, outdated technology, and inadequate capacity to fully meet current travel demand or to expand as the region's population grows. With similar capacity constraints affecting the region's highways and congested airports, NEC FUTURE is intended to help address these critical mobility issues.

This coordinated and inclusive effort, launched in February 2012, includes a broad environmental analysis, known as a Tier 1 Environmental Impact Statement (EIS), and a Service Development Plan (SDP) for future passenger rail service on the NEC. These studies will be completed in 2016 and are intended to guide decision makers in directing federal and other investments in the Northeast Corridor through 2040.

Over 2,000 passenger trains operate along the 457-mile corridor each day. The NEC is a vital part of the region's economy; the northeastern region accounts for one of every five dollars of Gross Domestic Product (GDP) in the nation.

NJ TRANSIT

NJ TRANSIT secured **\$1.276 billion** in federal assistance to fund five projects designed to harden NJ TRANSIT's infrastructure. The projects are intended to contribute to the resiliency and preparedness of the state's transportation system and are described below.

NJ TRANSITGRID

\$410 million

Originally announced by Governor Christie and United States Energy Secretary Ernest Moniz in August 2013, NJ TRANSITGRID will serve as a first-of-its-kind electrical microgrid capable of supplying highly-reliable power during storms or other times when the centralized power grid is compromised.

NJ TRANSITGRID will incorporate renewable energy, distributed generation, and other technologies to provide resilient power to key NJ TRANSIT stations, maintenance facilities, bus garages, and other buildings. Through a microgrid design, NJ TRANSITGRID will also provide resilient electric traction power to allow NJ TRANSIT trains on critical corridors, including portions of the Northeast Corridor, to continue to operate even when the traditional grid fails. The award also includes the resilient hardening and raising of key substations, including AMTRAK's Substations 41 and 42, which serve critical functions and will better allow the region's

transit network to withstand, and recover from, extreme weather events. As part of the grant, NJ TRANSIT will purchase electric, non-revenue vehicles to maximize energy storage.

The design of NJ TRANSITGRID resulted through a unique “technology transfer” partnership led by the New Jersey Governor’s Office of Recovery and Rebuilding, NJ TRANSIT, and the U.S. Department of Energy. USDOE’s Sandia National Laboratories was charged with the conceptual design of the microgrid and that effort was also supported by the New Jersey Board of Public Utilities, New Jersey Department of Environmental Protection, New Jersey Office of Homeland Security and Preparedness, and other public and private stakeholders, including the Environmental Defense Fund.

NJ TRANSITGRID represents an important cornerstone of Governor Christie’s continuing commitment to ensure that energy resilience is addressed statewide and that critical public assets have access to resilient energy technologies. In February 2014, Governor Christie announced the creation of a \$200 million New Jersey Energy Resilience Bank to fund projects that would ensure a highly reliable power supply to critical public facilities such as water and wastewater treatment plants, hospitals, shelters, emergency response networks in the event the larger electrical grid fails.

RARITAN RIVER DRAWBRIDGE REPLACEMENT

\$446 million

The North Jersey Coast Line’s Raritan River Drawbridge sustained structural damage during Superstorm Sandy and service was suspended for three weeks while the structure was repositioned and the tracks reset to support train operations. The grant will allow NJ TRANSIT to replace this one-hundred-year-old drawbridge with a far more resilient structure, thus enhancing the reliability of the North Jersey Coast Line.

HOBOKEN LONG SLIP FLOOD PROJECTION

\$147 million

During Sandy, Long Slip—a 2,000- ft. east-west penetration of the Hudson River into Hoboken Rail Yard—acted as a conduit for surge waters and contributed to the inundation of both Hoboken Terminal and its adjacent rail yard. The subsequent damage caused a suspension of commuter rail, bus and light rail service as well as incapacitating the historic Terminal. The project will fill the Long Slip to an elevation above the Federal Emergency Management Agency base flood elevation. The project also includes construction on the filled area of six new tracks serving three high-level, ADA-accessible boarding platforms. The elevated position of these tracks and platforms will permit the rapid recovery of commuter rail services to and from Hoboken Yard—and its associated Hudson Bergen Light Rail (HBLR), Port Authority Trans- Hudson (PATH), and ferry services—even while the main Yard infrastructure and equipment is taken out of service for an impending storm, or being restored following a storm event, allowing NJ TRANSIT to operate longer and recover more quickly from storm events.

NJ TRANSIT coordinated with the design team responsible for the U.S. Department of Housing and Urban Development’s winning Rebuild by Design proposal to support flood mitigation opportunities in Jersey City, Hoboken, and Weehawken. The filling of Long Slip Canal contributes to the continuity of the Rebuild by Design team’s strategy of coastal defense (“resist”) along the waterfront to maximize the benefit of both flood protection efforts.

DELCO LEAD TRAIN SAFE HAVEN STORAGE AND SERVICE RESTORATION PROJECT

\$184 million

NJ TRANSIT will build a new Delco Lead and Service and Inspection Facility. This project is focused on protecting equipment against functional damage resulting from wind or flooding, and facilitating the rapid resumption of service after storms have passed. A key objective in this effort is the development of permanent safe haven storage for rail rolling stock. The Delco Lead Train Safe Haven Storage Service Restoration project (“Delco Lead”) accomplishes this objective.

The Delco Lead, which is strategically located along the Northeast Corridor (NEC), will provide resilient storage for 312 rail cars. The Service and Inspection Facility (S&I), which is included as part of the project, will facilitate the rapid return to service following a storm event. NJ TRANSIT is also, expanding County Yard, which is adjacent to the Delco Lead, to provide additional resilient storage for 132 rail cars. The two projects combined will have a resilient storage capacity of 444 rail cars in New Brunswick and North Brunswick.

TRAIN CONTROLS—WAYSIDE SIGNALS, POWER, AND COMMUNICATION RESILIENCY PROJECT

\$89 million

The Train Controls infrastructure resiliency project aims to continue commuter and light rail line resiliency efforts for certain assets that while not damaged by Superstorm Sandy, remain vulnerable to storm events, including critical life-safety signal and communications systems. Four of NJ TRANSIT's ten commuter rail lines and the Hudson-Bergen Light Rail Line have been identified as having vulnerability to future storms; they lie in coastal and inland floodplains where storms would overtop the trackbed and potentially flood and damage critical signal, power and communications systems used to control train speed, switches and track choice, and following distances for safe operations. The four rail lines targeted for hardening of these assets are the Main Line, the Bergen/Pascack lines and the Morris and Essex Lines in Kearny near its connection with the Northeast Corridor and the Meadows Maintenance Complex maintenance facility.