

TOGETHER
**NORTH
JERSEY.**

CONNECTING
PEOPLE, PLACES,
AND
POTENTIAL.

NEWARK ACCESS TO OPPORTUNITY: CONNECTING NEIGHBORHOODS TO LOCAL ECONOMIC DEVELOPMENT

SPRING 2014

A LOCAL DEMONSTRATION PROJECT



JOB

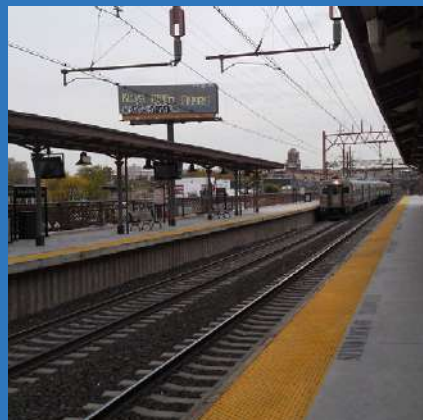
ACCESS

LIVING

WAGES

ENHANCED

COLLABORATION



PROJECT PARTNERS

City of Newark



Ironbound Community Corporation



La Casa de Don Pedro



Urban League of Essex County



PROJECT PARTNERS

Brick City Development Corporation



Greater Newark LISC



Housing & Community Development Network of New Jersey



Newark Housing Authority



Rising Tide Capital



Forward Ever Sustainable Business Alliance



Episcopal Community Development



Newark Workforce Investment Board



PROJECT TEAM

Regional Plan Association



4ward Planning



NJ TRANSIT



North Jersey Transportation Planning Authority



Together North Jersey



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ABOUT TOGETHER NORTH JERSEY

In November 2011, the U.S. Department of Housing and Urban Development (HUD) awarded TOGETHER NORTH JERSEY (aka, North Jersey Sustainable Communities Consortium) a \$5 million Sustainable Communities Regional Planning Grant. The grant is matched with an additional \$5 million in leveraged funds from project partners. Grant funds have been used to implement the Local Demonstration Project (LDP) Program, develop a Regional Plan for Sustainable Development (RPSD) for the 13-county planning region (pictured to the right), and provide technical assistance and offer education opportunities that build the capacity of jurisdictions, organizations and the public to advance sustainability projects and initiatives.

The plan is both “place-based” and “issue-based” and uses sustainability, transit system connectivity and Transit-Oriented Development (TOD) as the central framework for integrating plans, regulations, investments, and incentive programs at all levels of government to improve economic and environmental conditions, while promoting regional equity and resource efficiency. For more information, please visit

togethernorthjersey.com

ACKNOWLEDGEMENTS

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- NJ Future
- Building One New Jersey
- PlanSmart NJ
- Regional Plan Association (RPA)

DISCLAIMER

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statements and interpretations contained in this document. Such statements and interpretations do not necessarily reflect the views the Together North Jersey Steering Committee or its individual members or any other agency or instrumentality of Government.

ABOUT THE LOCAL DEMONSTRATION PROJECT PROGRAM

The Local Demonstration Project (LDP) Program seeks to advance specific projects, initiatives, and other investments for local communities to achieve short-term, implementable projects which are consistent with the RPSD goals and program outcomes.

The LDP Program provides technical assistance for strategic planning studies focused on designated areas or corridors associated with established or anticipated transit services and/or facilities. Eligible LDP projects will be sponsored by municipalities, counties, non-governmental organizations, community development corporations, and other interested organizations.

These demonstration projects help to identify partnering opportunities, milestones, and potential funding sources and serve as a model for future initiatives.

Please visit www.togethernorthjersey.com to learn more

12 KEY ISSUES

The range of issues faced by the communities within the Region in positioning themselves for a more sustainable future is broad. The Local Demonstration Project program as a whole will attempt to engage all of the major policy issues that have been identified in recent

years, as seen in the adjacent diagram. Each project of the LDP program will address Land Use and Transportation at its core and will identify several primary issues as the project's focus.



EXECUTIVE SUMMARY

PROJECT DESCRIPTION

Newark Access to Opportunity: Connecting Neighborhoods to Local Economic Development is a project that focuses on regional opportunities and local strategies for increasing access to living wage jobs for the residents of four target Newark neighborhoods. The goal is to capitalize on existing assets and relationships to help revitalize traditionally poor, underserved communities, moving them closer to becoming stable, thriving, mixed-income communities.

This project builds off of prior planning efforts, existing institutions, and local stakeholder input and aims to:

1. Identify opportunities and barriers for accessing living wage jobs locally and regionally for residents in four target neighborhoods
2. Identify opportunities and barriers for living wage jobs with businesses located within pedestrian and transit-accessible areas for residents of the four neighborhoods
3. Capitalize on the multi-layered interventions that are already underway by working in cooperation with neighborhood associations, community

development corporations, the city and others

4. Build on existing forums for discussion to further empower residents to engage in conversation and decision-making about sustainable regional development

The project's study area encompasses four neighborhoods in the City of Newark: East Ferry in the Ironbound, Fairmount in the Central Ward, Lower Broadway in the North Ward, and Upper Clinton Hill in the South Ward. For research and implementation purposes, the City of Newark, Essex County and the Greater Newark area were included in the analysis conducted.

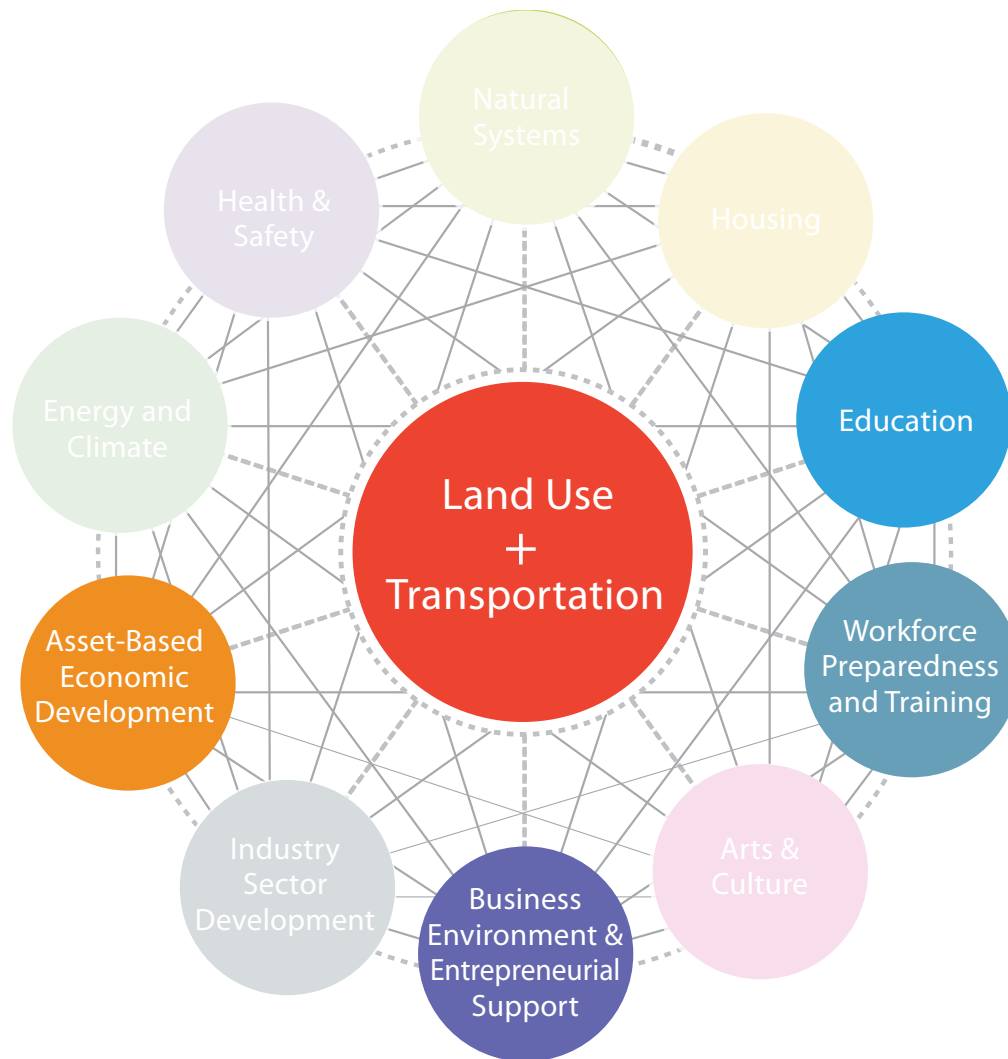
The product is a stakeholder-driven plan that offers strategies to improve access to living wage jobs for residents living in the four study area neighborhoods.



Downtown Newark



Construction in Downtown Newark



PROJECT THEMES

This study encompasses various themes, including:

- Land Use & Transportation
- Workforce Preparedness & Training
- Business Environment & Entrepreneurial Support
- Asset-Based Economic Development
- Education

APPROACH

Recognizing the strength of existing community building networks in the city as well as a proactive approach towards planning, Newark Access to Opportunity builds heavily off of past and current planning efforts, existing civic partnerships, and parallel job access and industry studies. Given the focused approach within four neighborhoods, feedback from community stakeholders and resident round table discussions served to represent the interests and concerns of Newark residents, versus large public forums. The result is a comprehensive strategic plan that offers short and long term strategies to enhance living wage job access. While this plan is targeted to four Newark neighborhoods, the guiding principles and recommendations have citywide and regional applications.

KEY CHALLENGES

Based on review of economic, demographic and market conditions, as well as feedback from stakeholders and residents, the following key challenges have been identified.

1. Despite a well-connected public transit network of buses, trains, subways and shuttles, neighborhood residents face

both real and perceived obstacles getting to job centers.

2. Because of the limited availability of living wage jobs that are accessible to neighborhood residents both in the neighborhoods and in the region, residents face long commutes, multiple transfers, and/or higher transportation cost burdens.
3. Despite its diversity of employment opportunities, neighborhood residents of all ages and backgrounds find it challenging to secure well paying, long term jobs within the city. At the same time, small neighborhood businesses face limits to growth, and rely on greater productivity from the existing workforce, rather than hiring new employees.
4. Neighborhood residents are affected by preexisting barriers to employment, such as lack of education, long gaps in employment, lack of soft skills, language barriers, and criminal backgrounds.
5. Information sharing on job opportunities and training programs is often limited or conducted in isolation.
6. Collaboration between organizations and entities with common community-building objectives needs to be improved and secured for the long term.



Rutgers-Newark



Newark Penn Station

RECOMMENDATIONS

Research and analysis, as well as feedback from steering committee meetings, resident round tables, and a public open house, have helped to inform objectives across five overarching categories. Each objective has associated strategies, actions, and implementation partners.

Getting to Work

- Enhance awareness of public transportation options, making schedules readily available and providing convenient information around the most efficient ways to get places.
- Continue and enhance collaborations between transit providers and major regional employers to ensure service between neighborhoods and job centers for all shifts.
- Ensure safe, walkable and bikeable routes and transit stops.

Building Locally

- Use existing vacant building space to advance job opportunities.
- Realize redevelopment potential of opportunity sites within local neighborhoods.

Working & Doing Business Locally

- Leverage state and local policy to support local sourcing and employment of Newark's residents.
- Encourage growth of opportunity businesses and industries for living wage jobs.

Closing the Skills & Information Gap

- Improve the flow of information about employment between job providers, job seekers and key organizations to encourage greater hiring of local residents.
- Improve the efficacy of workforce and career development programs to more effectively train for local and regional living wage jobs.
- Expand opportunities for mentorships, apprenticeships and internships.
- Advance efforts in Newark schools to promote skill-building for living wage and career path jobs for youth and all residents.
- Expand opportunities for entrepreneurship.
- Advance training and employment opportunities for the re-entry population.

Moving Forward

- Ensure a lasting forum under the Newark Sustainable Economy Task Force.

IMPLEMENTATION

There is a great opportunity to capitalize on an emerging entity – the Newark Sustainable Economy Task Force – to sustain momentum behind Newark Access to Opportunity and other similar efforts, while serving as both a launch pad and managing entity of strategies to improve resident access to living wage jobs. Success in long term implementation of these recommendations will require continued collaboration between the City of Newark, the State of New Jersey, community based organizations, educational institutions, businesses, non-profits, and others.

INTRODUCTION

Newark is New Jersey's largest city, located less than ten miles from New York City. A significant transportation hub, Newark is served by NJ TRANSIT rail, light rail and bus service, PATH rapid transit service, and Amtrak regional rail service, all of which converge at Newark Penn Station in Downtown Newark. Additionally, the city is home to one of the country's busiest airports, Newark Liberty International Airport, serving the New York City metropolitan region. Newark is the largest center of employment within the North Jersey region and state, and contains a variety of flourishing industries, including healthcare, education, financial institutions, and port-related functions.

In addition to its proximity to the global market of New York City, Newark is an educational and cultural center. Higher education institutions like Rutgers University, New Jersey Institute of Technology, Essex County College, and Seton Hall have campuses located in Newark. As Newark's population diversifies, new cultural hubs have emerged, including the Ironbound, known for its Brazilian and Portuguese specialties. The Prudential Center not only serves as the home of the NJ Devils hockey team, but hosts a multitude of other events, including performances by nationally known musicians. The New Jersey Performing Arts Center

similarly hosts a number of artistic, cultural, educational and civic events. Employment, educational institutions, and cultural and tourism opportunities draw regional visitors to the city as it continues to grow.

Nevertheless, many of Newark's residents continue to live in poverty. Its population faces higher unemployment, lower educational attainment, and lower levels of income than others in the North Jersey region. Despite being the largest center of employment in the region, many Newark residents face barriers in accessing jobs, especially jobs that provide living wages. These barriers are both physical and socioeconomic: low rates of vehicle ownership, dependence on public transportation systems, lack of safe pedestrian and bike amenities, relatively low educational attainment, language barriers, high incidence of criminal backgrounds and limited resource-sharing.

Newark Access to Opportunity is a project that focuses on and local strategies and regional opportunities for increasing access to living wage jobs for the residents of four Newark neighborhoods. The goal is to build on existing assets to help revitalize traditionally poor, underserved communities, moving them closer to becoming stable, thriving, mixed-income communities.

PROJECT DESCRIPTION & OUTCOMES

Newark Access to Opportunity: Connecting Neighborhoods to Local Economic Development is a project that builds off of prior planning efforts, existing institutions, and local stakeholder input and aims to:

1. Identify opportunities and barriers for accessing living wage jobs locally and regionally for residents in four target neighborhoods
2. Identify opportunities and barriers for living wage jobs with businesses located within pedestrian and transit-accessible areas for residents of the four neighborhoods
3. Capitalize on the "multi-layered interventions" that are already underway by working in cooperation with neighborhood associations, community development corporations, the city and others
4. Build on existing forums for discussion to further empower residents to engage in conversation and decision-making about sustainable regional development

The product is a stakeholder-driven plan that offers strategies to improve access to living wage jobs for residents of four study

area neighborhoods by focusing on five topics: getting to work (transportation and mobility), building locally (land use), working and doing business locally, closing the skills and information gap, and moving forward/ensuring a lasting forum.

STUDY AREA

The project's study area encompasses four neighborhoods in Newark: East Ferry in the Ironbound, Fairmount in the Central Ward, Lower Broadway in the North Ward, and Upper Clinton Hill in the South Ward. For research and implementation purposes, the entire City of Newark, Essex County and the Greater Newark area were included in the analysis conducted.

While many of the recommendations put forth in this report are targeted to these four neighborhoods, the guiding principles can be applied across other Newark neighborhoods. Additionally, many recommendations are intended for citywide application and may benefit comparable urban centers throughout the state.



Study area neighborhoods

OUTREACH EFFORTS

This strategic plan is a result of local stakeholder, resident and business input. A range of outreach efforts were conducted throughout the project timeline, from May 2013 to January 2014, and are described below. Feedback from outreach can also be found throughout the report in “What We’ve Learned” callout boxes.

Kickoff Meeting

A kickoff meeting on May 2, 2013 at Newark City Hall convened over 20 project partners and project team members to review the project scope, goals and objectives, and timeline. Participants engaged in discussion about job access and economic development, presenting various opportunities and challenges in their respective neighborhoods. Major takeaways included the need for both physical and socioeconomic access to living wage jobs. In terms of project scope, a consensus was reached that resident round tables with stakeholder-identified neighborhood leaders would be more efficient than traditional means of engagement in terms of generating turnout and collecting valuable feedback.

Study Area Tour

Project team members completed a study

area tour on May 17, 2013, meeting with steering committee members at various neighborhood sites in East Ferry, Upper Clinton Hill, and Lower Broadway. The tour allowed the project team to become familiarized with sites of interest, as well as provided the opportunity for in-depth discussion with steering committee members on neighborhood employment locations, job readiness, training programs, and mobility. While a meeting in Fairmount could not be coordinated at the time, project team members spoke one-on-one with Fairmount representatives at a later date.



Study area tour



Kickoff meeting



East Ferry resident round table



Lower Broadway resident round table

Steering Committee Calls

Steering committee conference calls were conducted on July 12, 2013 and November 7, 2013, allowing the project team to give general project updates and steering committee members to weigh in on project progress and scope.

East Ferry Resident Round Table

Approximately ten East Ferry residents and project partners participated in an East Ferry resident round table on July 17, 2013 at the Ironbound Community Corporation's offices in Newark. Major takeaways included the following: job seekers often look outside of the city for work opportunities; travel to work by bus is not necessarily expensive, but can be time-consuming; and multi-modal options are limited by the lack of pedestrian and bike infrastructure in East Ferry and in the city.

Fairmount Resident Round Table

Approximately ten Fairmount residents and project partners participated in a Fairmount resident round table on August 5, 2013 at the offices of the Urban League of Essex County. Major takeaways included the following: residents would like to see the Newark One Stop perform better in terms of organization and assistance; residents face difficulties in accessing late-night jobs because of the infrequency of public transportation; and

training programs should be targeted to key opportunity industries, like manufacturing and trucking.

BCDC Small Business Meeting

Brick City Development Corporation hosts monthly meetings for small business owners; the project team was able to present and engage in discussion at the August 13, 2013 meeting at 27 Mix in Newark. Project team members were also able to converse one-on-one with small business owners. Participants commented that they are reluctant to add new jobs because of the state of the economy. Local job seekers' lack of education also presents a major challenge. While there are numerous state incentive programs available, many small businesses are unaware of these programs. Further, small business owners feel disadvantaged by existing procurement practices.

Lower Broadway Resident Round Table

Nearly twenty Lower Broadway residents and project partners participated in the Lower Broadway resident round table on September 24, 2013 at Wynona Lipman Gardens Community Center in Newark. Major takeaways included the following: the need for safety improvements at the Broad Street Station; the need for residents and business

owners to take collective responsibility and action to improve Lower Broadway's commercial districts; and the potential for information technology training programs to provide a path to living wage jobs.

Conversation with the Newark Workforce Investment Board

A one-on-one conversation with the Newark Workforce Investment Board (Newark WIB) shed light on the organization's operations, including areas of strength and areas in need of improvement. Project team members also attended a Newark WIB committee meeting, learning about the organization's efforts to expand its operating structure and enhance services.

Conversations with Small Businesses and Large Employers

In addition to the BCDC small business meeting, the project team received input through interviews with a variety of small business owners. These interviews were conducted in September and October. Newark business owners commented that many of their employees rely on public transportation to travel to work. While businesses are looking to grow, the state of the economy has limited new hires. Job seekers do not necessarily need a college degree; however, some vocational experience

or training is preferred. To an extent, some business owners are willing to train new employees. Most significantly, business owners commented that the city could do more to support local businesses.

The project team also interviewed a number of large employers in the city; these interviews were conducted in October. While large employers in the Newark area would like to hire locally, they lack strong relationships with local workforce and job placement organizations, and are interested in strengthening these relationships. Employers tend to think highly of student interns and view internship and mentorship programs as a valuable for both the intern and the employer.

Steering Committee Recommendations Workshop

A steering committee recommendations workshop was originally scheduled for December 10, 2013, but was postponed to January 9, 2014 due to inclement weather. Nearly twenty project partners and steering committee members convened at the Newark Public Library to review and offer input on draft recommendations. The project team conducted follow-up calls with steering committee members who were unable to attend the workshop. Feedback from this

workshop and follow-up calls has been incorporated into the final strategies and implementation agenda.

Open House

The open house was originally scheduled for December 10, 2013, but was postponed to January 9, 2014 due to inclement weather. A handful of Newark residents participated in this open house, including residents who previously participated in the neighborhood round tables, offering feedback on how they would like to see the recommendations implemented in their community. Feedback from the open house has been incorporated into the final strategies and implementation agenda.

Engagement of Traditionally Underengaged Populations

Throughout the outreach process, project partners and steering committee members took specific steps to try to engage traditionally underengaged and disadvantaged populations.³ The project team looked to steering committee members to engage Newark's residents and select a diverse group of participants for resident round tables. At the round tables, steering

³ Further analysis on traditionally disadvantaged populations can be found in the demographic analysis and in Appendix E.

committee partners provided Spanish translation services when necessary. Open house flyers and materials were translated into Spanish. Project partners offered pick-up and drop-off vehicle transportation services for residents with limited mobility options who were interested in attending the January open house. It was important to the project team and partners to re-engage resident round table attendees and allow them to see the results of their participation as well as offer additional feedback, so project partners made individual phone calls to invite these residents to the open house.



Participants submitted feedback on draft strategies at January open house

The background image shows a perspective view of a city street. On the left, there is a tall, rough stone retaining wall. To the right of the wall is a paved road with several cars parked or driving. In the distance, there are brick buildings and a bridge structure. The sky is clear and blue.

PHASE 1: WHERE ARE WE NOW? WHERE ARE WE HEADED?

WHERE ARE WE NOW? WHERE ARE WE HEADED?

BUILDING ON EXISTING PLANS, STUDIES AND INSTITUTIONS

Recognizing the strength of existing community building networks in the city as well as a proactive approach towards planning, Newark Access to Opportunity builds heavily off of past and current planning efforts, existing civic partnerships, and parallel job access and industry studies, including but not limited to:

- Newark's Master Plan: Our City, Our Future (2012)
- Newark Master Plan: Mobility Element (2012)
- East Ferry Street Neighborhood Improvement Plan (2004)
- Fairmount Neighborhood Strategic Plan (2010)
- Greater Newark Bus System Study (2011)
- Informed Intuition: Discussion Paper for Newark's Transit Future (2008)
- Ironbound Community Corporation Brownfields Area Wide Plan (2012)
- Lower Broadway Neighborhood Plan (2007)
- Newark's Manufacturing Competitiveness (2013)
- Newark Sustainability Action Plan (2013)
- Newark's River: Public Access & Redevelopment Plan (2013)
- Reinventing Ballantine (2012)
- Sustainable Economy Action Plan: The Potential for Green Jobs in Newark (2013)
- Transforming Lower Broadway: Our Quality of Life Roadmap (2011)
- Upper Clinton Hill: Community Plan (2006)
- Where the Jobs Are: Employer Access to Labor by Transit (2012)

Newark Access to Opportunity not only builds off of these studies and planning efforts, but explores how existing institutions can be more collaborative and better supported.



KEY CHALLENGES

Based on review of economic, demographic and market conditions, as well as feedback from stakeholders and residents, the following key challenges have been identified.

1. Despite a well-connected public transit network of buses, trains, subways and shuttles, neighborhood residents face both real and perceived obstacles getting to job centers.
2. Because of the limited availability of living wage jobs that are accessible to neighborhood residents both in the neighborhoods and in the region, residents face long commutes, multiple transfers, and/or higher transportation cost burdens.
3. Despite its diversity of employment opportunities, neighborhood residents of all ages and backgrounds find it challenging to secure well paying, long term jobs within the city. At the same time, small neighborhood businesses face limits to growth, and rely on greater productivity from the existing workforce, rather than hiring new employees.
4. Neighborhood residents are affected by preexisting barriers to employment, such as lack of education, long gaps in employment, lack of soft skills, language barriers, and criminal backgrounds.
5. Information sharing on job opportunities and training programs is often limited or conducted in isolation.
6. Collaboration between organizations and entities with common community-building objectives needs to be improved and secured for the long term.



Small businesses in Newark

LIVING WAGE ANALYSIS

Living wage jobs are career path jobs that allow individuals and families to afford the necessities of life; more importantly, these jobs place workers on a path for workplace advancement. An objective analysis, based on the MIT Living Wage Calculator and cost of vehicle ownership data from the American Automobile Association, aggregates local and standardized costs for housing, food, child care, medical expenses, transportation, taxes, and other expenses to create a quantitative figure for a living wage.³ In Newark, an annual income of approximately \$26,800 before taxes would be necessary to fulfill a living wage for one adult. A single-wage earner supporting three children would need to earn \$72,100 to afford the necessities of life for the household. The table to the left shows the living wage for different household sizes.

The figure on the following page compares the hourly living wage to the minimum wage and poverty wage for different household compositions, assuming that a full-time worker averages 2,080 hours of work annually. In all scenarios the living wage exceeds the poverty wage and minimum wage, indicating that the minimum wage is insufficient to fulfill basic household

necessities. Similarly, the large difference between the living wage and poverty wage suggests many in-need families are unable to qualify for job training or assistance programs that are specifically designated for families that fall under the poverty threshold.

Because the living wage differs based on household size, number of dependents, and number of wage earners, so too do the occupations that fulfill a living wage. Occupations that require more advanced skills, and likely a higher level of education or training, are more likely to pay a living

	1 Adult	1 Adult, 1 Child	1 Adult, 2 Children	1 Adult, 3 Children	2 Adults	2 Adults, 1 Child	2 Adults, 2 Children	2 Adults, 3 Children
Food	\$242	\$357	\$536	\$749	\$444	\$553	\$713	\$904
Childcare	\$0	\$588	\$1,000	\$1,412	\$0	\$0	\$0	\$0
Medical	\$131	\$416	\$434	\$416	\$249	\$408	\$386	\$394
Housing	\$916	\$1,279	\$1,279	\$1,531	\$1,119	\$1,279	\$1,279	\$1,531
Automobile	\$581	\$581	\$763	\$816	\$581	\$581	\$763	\$816
Other	\$91	\$207	\$265	\$344	\$152	\$195	\$218	\$248
Required monthly income after taxes	\$1,961	\$3,428	\$4,277	\$5,268	\$2,545	\$3,016	\$3,359	\$3,893
Required annual income after taxes	\$23,527	\$41,131	\$51,319	\$63,219	\$30,535	\$36,187	\$40,303	\$46,719
Annual taxes	\$3,294	\$5,758	\$7,185	\$8,851	\$4,275	\$5,066	\$5,642	\$6,541
Required annual income before taxes	\$26,821	\$46,889	\$58,504	\$72,070	\$34,810	\$41,253	\$45,945	\$53,260

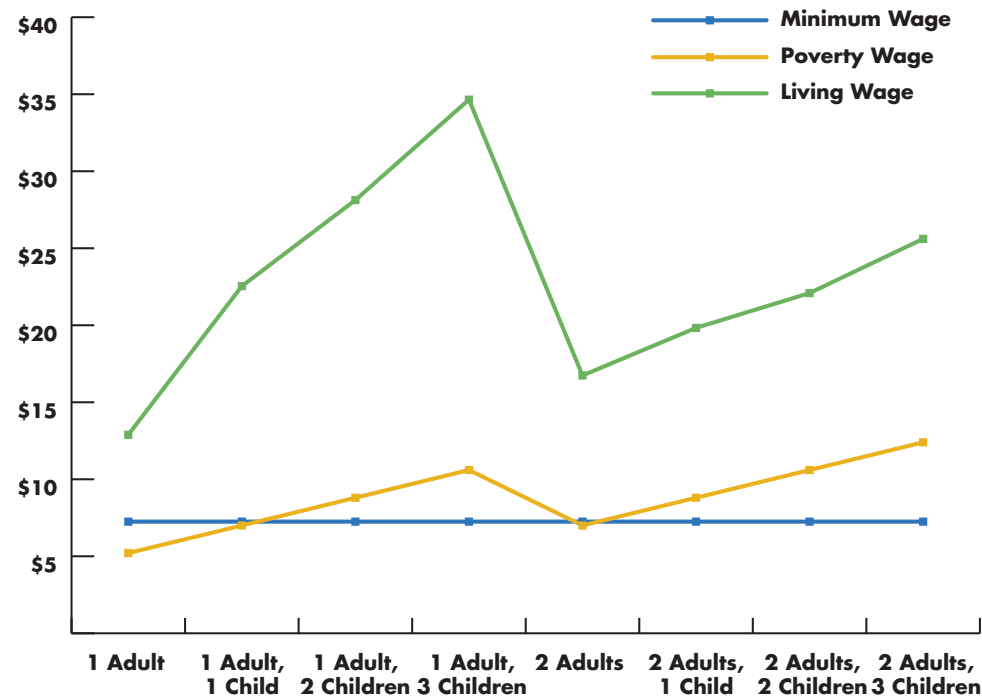
The above table aggregates the costs of basic necessities, including housing, automobile, childcare, medical care, and food, to arrive at a living wage. The living wage - required annual income before taxes - varies by household composition and size.

³ For explanation of methodology and additional analysis, refer to p.14-24 of Appendix A.

wage. Since the living wage salary differs by household size and number of wage earners, in this report, jobs that pay a living wage are generally benchmarked by figures for a one adult household.

What We've Learned

- A living wage needs to factor in rainy day funds and savings and give a household the ability to plan for the future.
- While a person may not be able to thrive on an annual wage of \$26,800, it is significantly higher than the minimum wage, and serves as a sufficient starting point.



This figure compares the hourly living wage, poverty wage, and minimum wage of \$7.25 for different household compositions.

Occupational Area	Typical Hourly Wage	1 Adult	1 Adult, 1 Child	1 Adult, 2 Children	1 Adult, 3 Children	2 Adults	2 Adults, 1 Child	2 Adults, 2 Children	2 Adults, 3 Children
		\$12.89	\$22.54	\$28.13	\$34.65	\$16.74	\$19.83	\$22.09	\$25.61
Food Preparation and Serving Related	\$9.87								
Farming, Fishing and Forestry	\$10.63								
Personal Care and Services	\$11.15								
Building and Grounds Cleaning and Maintenance	\$11.81								
Healthcare Support	\$12.62								
Sales and Related	\$13.51								
Transportation and Material Moving	\$13.91								
Production	\$15.15								
Office and Administrative Support	\$16.31								
Protective Service	\$21.59								
Arts, Design, Entertainment, Sports and Media	\$22.82								
Installation, Maintenance and Repair	\$22.87								
Community and Social Services	\$22.90								
Education, Training and Library	\$24.99								
Construction and Extraction	\$25.56								
Business and Financial Operations	\$32.89								
Healthcare Practitioner and Technical	\$34.36								
Life, Physical and Social Science	\$34.48								
Architecture and Engineering	\$36.79								
Legal	\$39.48								
Computer and Mathematical	\$39.65								
Management	\$55.84								

The above table demonstrates the occupations that would fulfill a living wage salary for different household compositions. Green indicates the occupations with typical hourly wages that meet the living wage rate by household type. Red indicates the occupations with typical hourly wages that DO NOT meet the living wage rate by household type.

DEMOGRAPHIC ANALYSIS

Demographic trends are analyzed for the four study area neighborhoods, the City of Newark, and Essex County, based on U.S. Census data and estimates for 2010, 2012 and 2017.³

POPULATION

All geographies examined are expected to experience flat population growth through 2017. However, as stated in the Newark Master Plan, “Newark’s residential growth has been further bolstered by new immigrants.” As such, Census figures may not account for undocumented immigrants, and thus may underrepresent population and growth in the years to come. Of the study area neighborhoods, Upper Clinton Hill has the largest population, at 16,254. East Ferry has the smallest population, at 6,529, likely because the eastern end of the neighborhood is predominantly comprised of industrial properties. Compared to the county, both the study area neighborhoods and the City of Newark have a much younger population; people between the ages of 15 and 44 comprise nearly half of the populations of the study area neighborhoods. Workforce initiatives will need to target this young, working-age cohort.

³ For methodology and further analysis, refer to p.26-44 of Appendix A, and Appendix E.

HOUSEHOLDS

As with population, all geographies examined are expected to experience flat household growth through 2017. Generally, non-family households are growing faster than family households in the study area neighborhoods, consistent with trends for the city and county. Of the study area neighborhoods, Fairmount has the highest percentage of family households, while Lower Broadway has the highest percentage of non-family households. Household size, including number of dependents, can directly impact what is considered to be a living wage. For example, a single wage earner in a family household, supporting several dependents, may require a higher wage to afford household necessities than a single wage earner in a non-family household, with no dependents.

HOUSING & HOMEOWNERSHIP

In the study area neighborhoods, a significant share of total housing units are rented, rather than owned, consistent with trends for the city. Homeownership rates are projected to remain relatively unchanged through 2017 for the study area neighborhoods and city. Essex County exhibits a higher homeownership rate than the other geographies. While a high share of renter-occupied units is a common

trend in urban areas, Newark’s relatively low homeownership rate may be a product of a high concentration of subsidized housing and depressed real estate values.

Housing vacancy rates are highest in Fairmount and Upper Clinton Hill, with vacancy rates exceeding 20%, compared to Newark’s vacancy rate of 14% and Essex County’s vacancy rate of 10%. Housing vacancy rates are expected to decrease for all study area neighborhoods, with the exception of Lower Broadway. By 2017, East Ferry is projected to have a housing vacancy rate in line with county trends. While in the short term, vacant housing may serve as an obstacle to community well-being, in the long term, vacant housing presents an opportunity for investment and redevelopment.

INCOME & POVERTY

In 2012, median household income in the City of Newark was just over \$30,500. At approximately \$32,000, Upper Clinton Hill was the only study area neighborhood to have a median household income higher than the city average. Median household income in the city and study area neighborhoods is strikingly lower than in Essex County (\$50,878).

By 2017, median household income is projected to grow most significantly in Upper Clinton Hill and East Ferry, while projected to remain under \$30,000 in Fairmount and Lower Broadway. Essex County's median household income is projected to grow at a higher rate than all of the geographies examined. Median household income could serve as a benchmark for determining the effectiveness of workforce development initiatives for accessing living wage jobs.

In Newark, pockets of higher income can be found in Downtown Newark, Upper Clinton Hill, and Vailsburg. Pockets of poverty can be found in each of the four neighborhoods, but to a greater degree in Fairmount.

EDUCATIONAL ATTAINMENT

Educational attainment of Newark residents of age 25 and over is relatively low; approximately one in three do not have a high school diploma. At 79%, Upper Clinton Hill has the highest share of residents over the age of 25 with a high school diploma or GED, while nearly half of East Ferry's residents over the age of 25 have not completed high school. Of all the study area neighborhoods, Lower Broadway contains the highest share of highly educated residents of

age 25 and over.⁴

An economic and market analysis supports traditional assumptions that higher educational attainment is associated with higher skill job opportunities and higher wages. Given the relatively low level of educational attainment in the four study area neighborhoods, job opportunities must be available for job seekers with no more than a high school education. Targeted skills and vocational training could be considered as a supplement or alternative to high school and higher education.

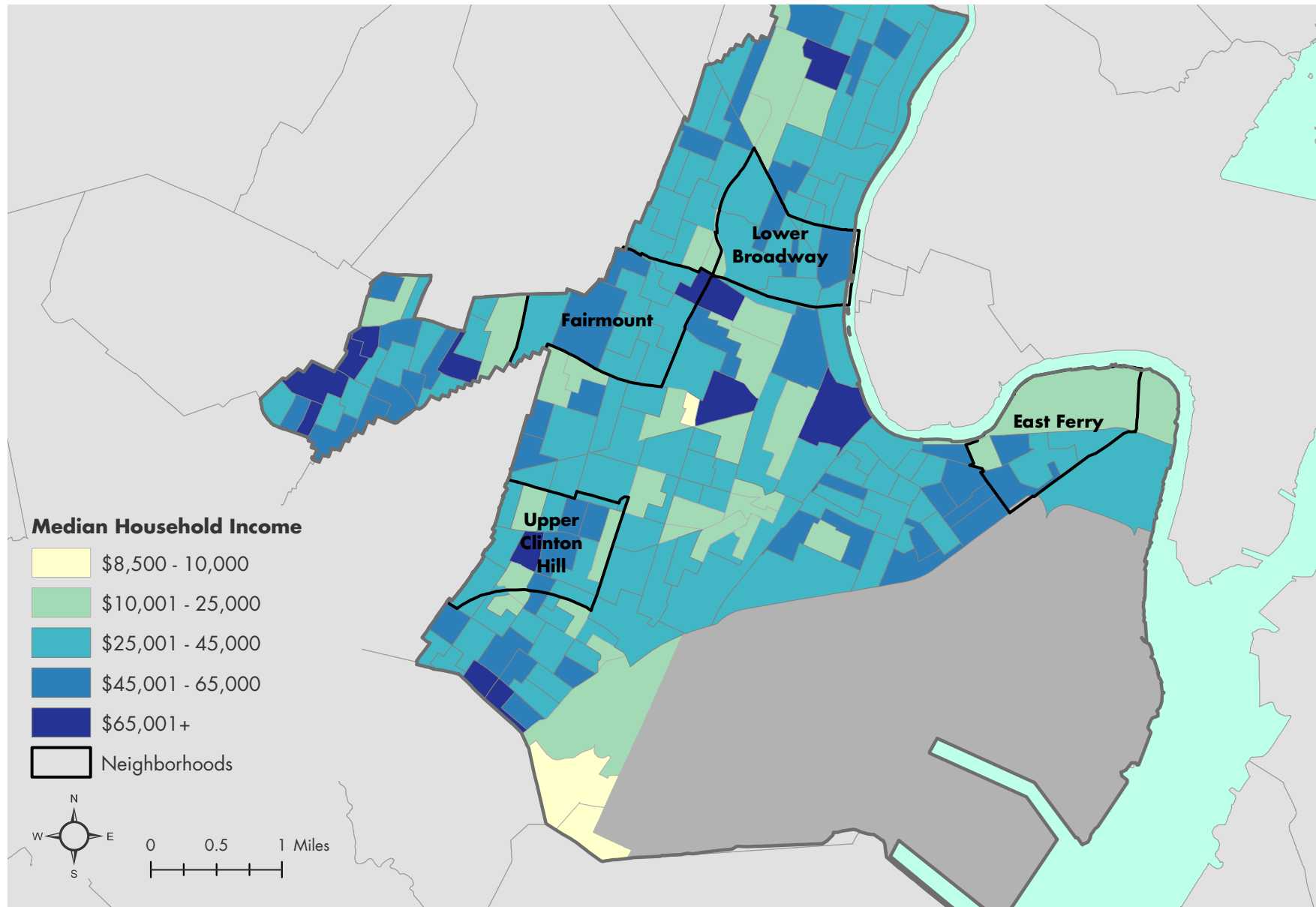
TRADITIONALLY DISADVANTAGED POPULATIONS

Traditionally disadvantaged populations are considered to be those groups that have typically been marginalized from planning processes, such as low-income individuals and families, minority communities, limited English speakers, persons with disabilities, and the elderly. Approximately 92% of residents in the study area neighborhoods are considered to be minorities. Almost 20% of the neighborhood's residents are

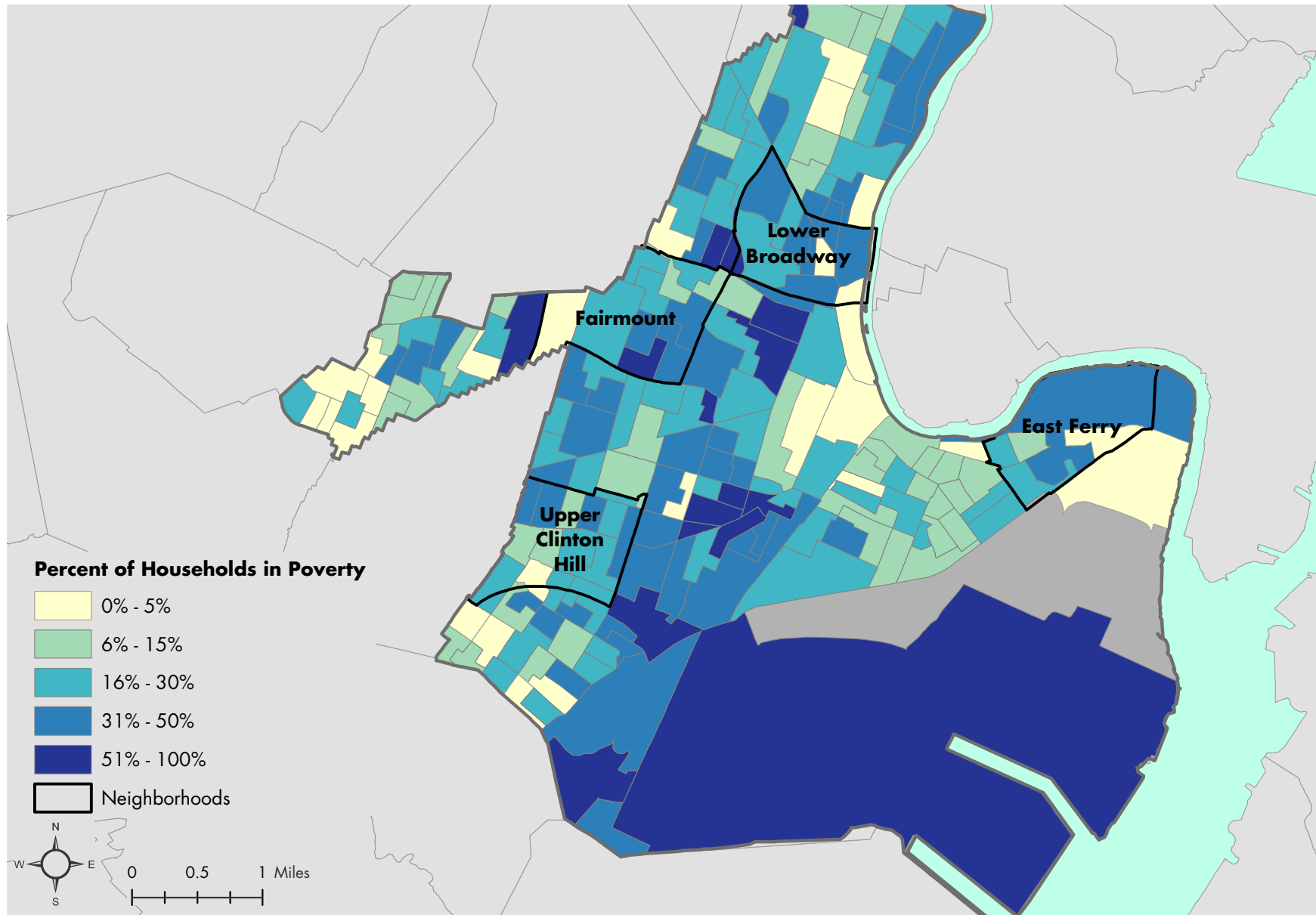
⁴ "Highly educated" is defined as completion of some form of higher education and attainment of a degree: Associate's, Bachelor's, Master's, professional school, or PhD.

foreign-born, and nearly 18% have limited English proficiency (LEP), with Spanish as the top language spoken at home for the LEP population. Anecdotal evidence from local stakeholders suggests that East Ferry and Lower Broadway are home to predominantly Hispanic populations, while Upper Clinton Hill and Fairmount are home to predominantly Black populations. Approximately 78.3% of residents in the four study area neighborhoods live in racially concentrated areas of poverty – areas with high rates of family poverty, and a majority non-white population. This is higher than in the City of Newark (49.7%) and much higher than in the North Jersey region (8.6%). Forty percent of study area neighborhood households are carless, suggesting high reliance on public transportation in these communities. Collectively, the neighborhoods contain approximately 17% of the city's subsidized housing units.⁵

⁵ For sources and further analysis of traditionally disadvantaged populations, refer to Appendix E.



This map shows median household income by block group. Source: ACS 2011 5-year estimates



This map shows the percent of households in poverty, by block group. Source: ACS 2011 5-year estimates

EDUCATION, TRAINING & JOB PLACEMENT

YOUTH EDUCATION

Newark has fourteen public high schools, the majority of which are located in the geographic center of the city. Three high schools - University High School, West Side High School, and Barringer High School - are located in three of the study area neighborhoods (Upper Clinton Hill, Fairmount and Lower Broadway, respectively). Two campuses of the Essex County Vocational Technical Schools are located in Newark, providing students with the opportunity to engage in vocational training and participate in work study programs. However, these two schools are not included in the analysis that follows of Newark's public high schools.

According to the NJ Department of Education, in 2012 approximately 82% of students were considered to be economically disadvantaged; studies demonstrate that economically disadvantaged students are at greater risk of dropping out of high school.⁶ In 2009, only 38% of Newark public school district high school students completed high school, suggesting significantly high dropout rates. Black students comprised the highest share of dropouts. In 2012, on the NJ High School Proficiency Assessment (HSPA) and NJ Biology Competency Test (NJBCT), 80%

⁶ For further information, refer to p. 50 of Appendix A.

of students met standards for proficient or advanced proficient in language arts, 64% in math, and only 49% in biology. Low math and biology proficiency presents barriers for pursuing careers in healthcare, science, and skilled manufacturing occupations, many of which pay higher wages.⁷

With a relatively high dropout rate and low college and career readiness, Newark youth are not necessarily well-positioned to obtain living wage jobs, most of which require high school completion and in some cases, additional training.

ADULT EDUCATION & TRAINING

Newark is home to a number of higher education institutions, including Rutgers-Newark, New Jersey Institute of Technology, and Essex County College. In addition, a number of community-based organizations and employment centers offer adult education programs ranging from adult basic education, General Education Development test (GED) classes and English as a Second Language (ESL) classes, to computer skills development and vocational training.⁸ Many of the more basic classes – GED classes, computer

⁷ For further analysis, refer to p.45-57 of Appendix A.

⁸ For an inventory of Newark vocational and employment programs and services, refer to Appendix B.

training courses, and adult basic education – are offered free of charge. However, several of these free courses have enrollment conditions: some require a referral from a state or federal program, while others require that applicants qualify under a certain income threshold.

Most of the programs that offer more targeted skills or vocational training – dental assistance, nursing assistance, electrician training, and welder training, amongst others – are likely to charge a fee, but are also more likely to have potential for a living wage job. For the most part, these programs have higher educational requirements, such as high school completion or completion of the Tests of Adult Basic Education (TABE).

Few programs offer formal training in soft skills, such as communication and interview skills.⁹ However, feedback from outreach suggests that soft skills training is offered by community-based organizations on a more informal basis.

Certain programs target key populations, such as re-entry individuals, immigrants, and youth. There are a number of soft skill

⁹ Based on inventory in Appendix B. Note that this inventory may not contain a comprehensive list of programs.

and job readiness training programs for the re-entry population, as well as a number of targeted skills and vocational training programs offered in painting, landscaping, and computer refurbishing, though these programs do not necessarily translate to opportunity occupations. Most of the programs offered for immigrants include ESL and immigration/citizenship services, but are not necessarily employment-oriented. Several of the programs offered for youth offer stipends and job placement.

It is likely that the demand for these training and educational programs exceeds what is available, particularly for those courses that are free of charge. Enrollment conditions, educational requirements, and cost for courses are examples of the barriers that may limit resident access to these programs.

On the programmatic side, community-based organizations and institutions are only able to offer skills training if funding is available to provide these services. While numerous training programs are available in the city, programs are collated, but not necessary collaborative.¹⁰

¹⁰ For more information, refer to p.25-31 of Appendix D.



Newark Tech, Source: Google Maps



Newark One Stop



Essex County College

What We've Learned

- Lack of education is a major barrier to employment.
- In terms of training, there should be a greater focus on soft skills.
- Too many training programs do not guarantee employment. Many employment assistance services and programs help with job preparation, but not necessarily job search or placement.

JOB PLACEMENT PROGRAMS

Newark has a number of employment and job placement assistance programs, some of which are directly tied to education and training programs. The Newark Workforce Investment Board (Newark WIB) is a non-profit organization, created pursuant to the Workforce Investment Act of 1998, that provides workforce investment activities to support program participants. The Newark WIB oversees the Newark One-Stop Career Center, which provides comprehensive employment and education services for resident job seekers. The One-Stop serves as the primary job search center in the city for people seeking employment. Services include job referral assistance, career counseling, resume development and staff-assisted recruiting. City institutions, education providers, community-based organizations and private employers partner with the One-Stop.

Performance measures suggest that Newark WIB program participants are more likely to secure a job after program completion than participants of other WIB programs in the state; however, average annualized wages for Newark WIB graduates (\$20,800) are much lower than Essex County and other New Jersey WIB graduates (\$33,000 and \$24,750

respectively) and do not meet the living wage target.¹¹

An interview with the Newark WIB suggests that residents' low level of educational attainment and high unemployment serve as challenges. Public workforce investments are focused on job seekers rather than employers, presenting challenges in connecting job seekers to employers.¹²

¹¹ For more information, refer to p.63-67 of Appendix A.

¹² For interview summary, refer to p.27 of Appendix D.

What We've Learned

- Mentorship and shadowing programs could help youth and adults become better prepared for job prospects.
- Employers are impressed with the quality of Newark youth interns and find youth internship and apprenticeship programs to be very effective.
- Employers feel that job candidates need more hands-on experience.
- Large employers feel that city job placement programs should complete better follow-up with the candidates they send out for interviews.
- Community based organizations would like to train more residents, but often lack the space and funding to do so.
- Residents would like to see the One Stop perform better in terms of organization and assistance, and foster better relationships with employers.
- Small business owners are willing to train employees, but job seekers often do not meet even the most basic educational standards.

LABOR, INDUSTRY & OCCUPATIONS

WORKERS

Like most areas of the country, the Great Recession led to significant job loss in the study area; Essex County lost 3.6% of its total workforce, while the Newark-Union Metropolitan Division (NUMD) shed 3.2% of its workforce. Post-crisis employment recovery has been weak. Younger workers (age 29 and under) and Black workers were most disproportionately impacted by the recession and experienced greater job loss than other cohorts. Consistent with regional and national trends, low and middle-wage workers were more likely to experience job loss than higher wage and higher-skilled workers.¹³ Workforce initiatives will need to target those workers impacted most by the recession, including young workers, Black workers, and low and middle-wage workers.

COMMUTING TO WORK

Among residents of the study area neighborhoods who are employed, few live and work in their neighborhood. Nevertheless, Newark is the top work destination for resident workers of these four neighborhoods, and the majority of these resident workers travel ten miles or less to

their work destination.¹⁴ The below table shows the top five work destinations for study area resident workers in 2011. New York City, Elizabeth, Jersey City and East Orange also arise as top work destinations.

The maps and charts on the following page illustrate that most Newark resident workers work in Essex County.



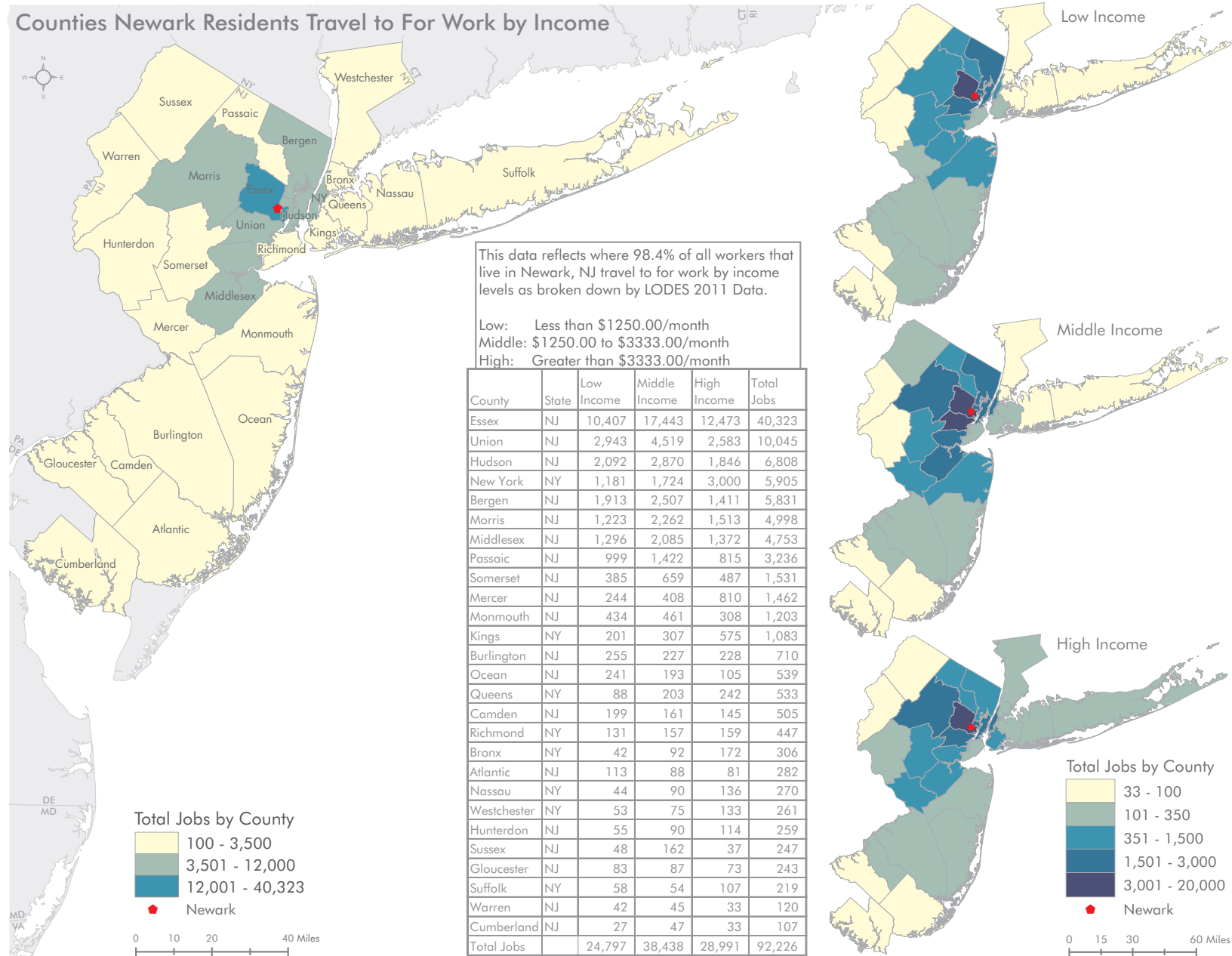
Downtown Newark; Credit: Flickr user Doug Kerr

	East Ferry	Fairmount	Lower Broadway	Upper Clinton Hill
1	Newark (30.8%)	Newark (26.6%)	Newark (29.2%)	Newark (32.2%)
2	New York City (11.2%)	New York City (9.6%)	New York City (13.5%)	East Orange (6.3%)
3	Elizabeth (3.6%)	Elizabeth (3.7%)	Elizabeth (4.2%)	New York City (3.5%)
4	Jersey City (3.4%)	East Orange (3.4%)	Jersey City (3.3%)	Plainfield (1.9%)
5	Kearny (1.9%)	Jersey City (3.3%)	East Orange (1.7%)	Roselle (1.3%)

Top workplace destinations for resident workers living in the study area neighborhoods

¹³ For further analysis, refer to p. 69-78 of Appendix A.

¹⁴ For further analysis on commutation patterns, refer to p.82-91 of Appendix A.



INDUSTRY TRENDS

The largest industry in both Essex County and the Newark-Union Metropolitan Division (NUMD) is the health care and social assistance sector; this industry is expected to see the greatest growth over the next decade. Both geographies experienced considerable loss of manufacturing jobs between 2007 and 2011. In Lower Broadway, Fairmount and Upper Clinton Hill, educational services arises as a top industry, while in East Ferry, manufacturing is a top industry. The educational services industry is projected to grow in Essex County and NUMD over the next decade, while manufacturing is projected to decline in NUMD.¹⁵ Newark's Manufacturing Competitiveness: Findings and Strategies, a report published by the Brookings Institution, reveals that Newark has the potential to build a more sustainable and innovative manufacturing sector, but challenges - such as manufacturers' underinvestment in product and process capabilities, the aging manufacturing workforce, and lack of knowledge on sustainability practices and available resources - undermine the competitiveness of these small and midsize manufacturers. The report offers ways to bolster and grow Newark's manufacturing industry. Further, the

15 For further analysis, refer to p.79-81 of Appendix A.

Sustainable Economy Action Plan suggests that there are opportunities to integrate sustainable practices to advance clean manufacturing.

LARGE EMPLOYERS

As a center of employment, Newark has many large employers in sectors such as education, health services, and airline-related industries. Some of the city's largest employers include United Continental, Prudential, Gateway Group, Mt. Carmel Guild Behavioral Healthcare System, and Horizon Blue Cross & Blue Shield.

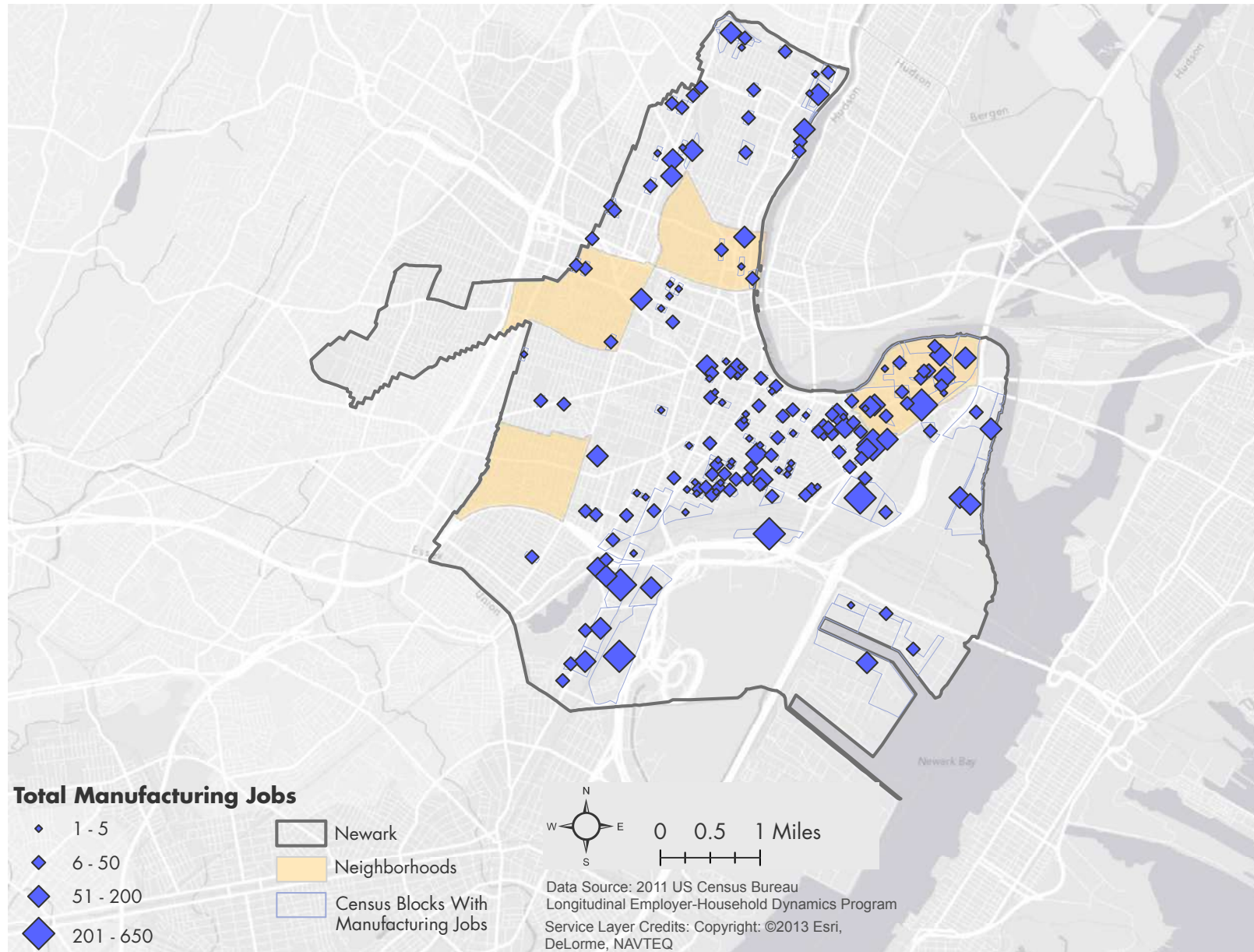
There are over 500 large private industry employers located within a 15 mile radius of Downtown Newark. Twelve of these are located within or very close to the study area neighborhoods. East Ferry residents have access to large manufacturing, transportation and security employers, while residents of the other three neighborhoods have access to hospital and health service employers. Port Newark-Elizabeth, and Newark Liberty International Airport in particular, is responsible for generating a large number of jobs. Approximately 24,000 people are employed at the airport and 147,000 jobs are derived from airport activity, conveying the airport's large employment and economic

impact in the Greater Newark area.¹⁶ With the planned port expansion, demand for port functions and port-related jobs is projected to grow.

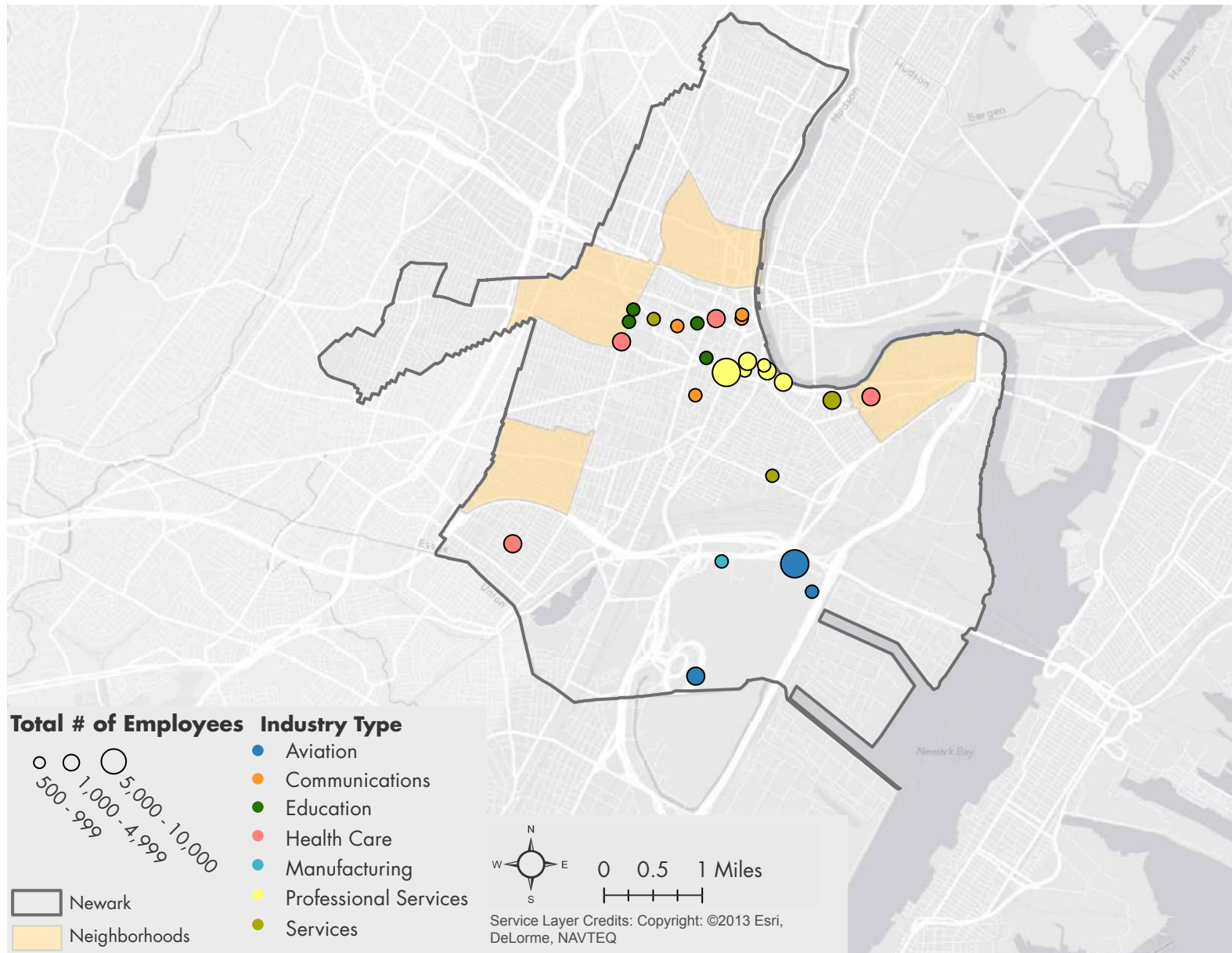
What We've Learned

- Large employers are interested in building better relationships with local institutions.
- There is an opportunity to leverage the New Jersey Talent Networks to prepare workers for opportunity industries.
- Newark's existing manufacturing sector does not necessarily fit under advanced manufacturing.
- Community based organizations would like to be better prepared for incoming large employers, including knowing about potential hiring needs, and training and preparing residents for job opportunities in a timely manner.

16 Port Authority of New York & New Jersey. Newark Liberty International Airport: Facts & Information. <<http://www.panynj.gov/airports/ewr-facts-info.html>>



This map shows the location and concentration of manufacturing jobs in Newark. Most are located near the airport and port area.



This map shows the location and industry type of large employers in Newark. Most are within or near Downtown Newark.

PROJECTED GROWTH & DEMAND OCCUPATIONS

New Jersey is projected to have nearly 13,000 entry-level job openings, requiring short term training, annually through 2018. The retail salesperson occupation is projected to have the highest number of annual job openings, but does not pay a living wage salary. Of these entry-level, short term training positions, the occupation of truck driver seems most opportune: there are projected to be approximately 500 occupational openings annually for the next five years, with this occupation paying the highest mean hourly wage of \$16.45.

In Essex County, approximately 70% of projected annual job openings require a high school diploma or less, but many do not pay living wages. The highest earning occupations projected to grow through 2020 that do not require a college education include carpenters, and managers of office and administration.

A number of science, technology, engineering and math (STEM) occupations are projected to grow over the next decade; many of these occupations do not require a college degree. The average STEM job available to workers without an Associate's degree

in the NY-NJ-PA metropolitan area pays over \$65,000 per year, meeting the living wage threshold. Examples of these occupations include registered nurses, plumbers, and electricians. Although STEM jobs provide higher wages than other types of jobs requiring similar educational requirements, they often have rigorous training requirements.¹⁷ Skills training and job placement programs could target these demand occupations.

¹⁷ For further analysis, refer to p. 93-101 of Appendix A.

What We've Learned

- Many available jobs are either seasonal or part-time.
- Residents feel that finding a job is not necessarily about "what you know" but "who you know". However, some small and large employers feel that this is not necessarily the case.
- Residents would like to see the city better promote employment of Newark residents at Newark businesses.
- Training programs should be targeted to growth occupations and industries.
- Some employers outsource hiring to staffing agencies, several of which have questionable practices.
- Trucking could be an opportunity sector; employers are looking for workers who have an interest in learning more about the industry, including customer service and warehousing.
- Port expansion presents its opportunities and challenges: while expansion will foster number of job opportunities, these jobs are not necessarily environmentally-friendly, living wage jobs.

LAND USE

This chapter examines existing and future land use, as described by Newark's Master Plan: Our City, Our Future, for the four study area neighborhoods, and includes a land valuation analysis for each neighborhood. A land valuation analysis provides insight into the general economic viability and potential redevelopment of an area. If a built structure is valued at less than the land it sits upon, then there is opportunity for investment to encourage economic development. Contiguous parcels of underutilized soft sites indicate areas of large-scale reinvestment, which large private employers are more likely to target. As such, the land valuation analysis identifies the contiguous areas in or near each neighborhood for potential redevelopment.¹⁸

Approximately 713 acres of land in the study area neighborhoods are considered to be "soft" or underutilized, where the built structure is valued at 50% or less of the value of the land. Lower Broadway and East Ferry have significantly more acres of soft sites than Fairmount and Upper Clinton Hill.

¹⁸ For full methodology and land valuation analysis, refer to p.109-116 of Appendix A.



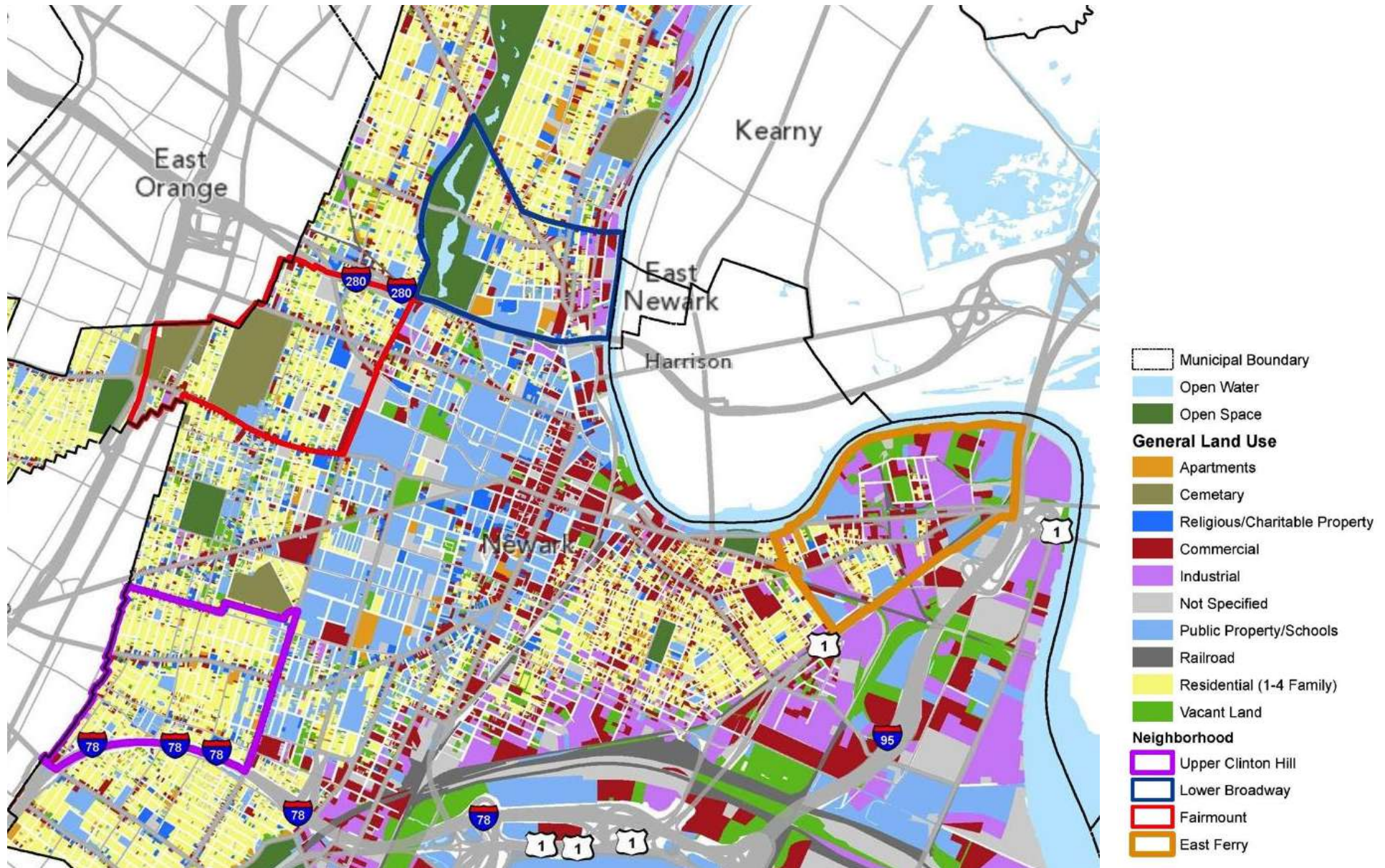
Mural art in Downtown Newark



Residential area in Newark



Industrial activity in Newark



General existing land use in Newark

EAST FERRY

East Ferry is located in the eastern portion of the Ironbound neighborhood, bound on the west by St. Charles Street and Providence Street. The Ironbound is a densely populated neighborhood, home to a number of ethnic communities as well as vibrant commercial districts. Unlike the rest of the Ironbound, which is characterized by single family and multifamily housing units, mixed use buildings, and retail centers, East Ferry contains small and large-parcel industrial uses, a number of which are currently underutilized or vacant. The future land use plan for East Ferry includes creating mixed use, residential/commercial/industrial districts, while maintaining industrial land uses in those places further from existing residential areas. A large portion of East Ferry is contained in Newark's River: Public Access & Redevelopment Plan; plans for areas closest to the Passaic River include redevelopment for mixed use residential, light industrial and retail uses.

The map on the following page shows soft sites in East Ferry, most of which consist of vacant land, commercial uses, and industrial uses. Parcels in red and orange are considered to be most underutilized relative to land value. Major large underutilized

sites include the Ballantine Brewery, SDA site, Conrail abandoned right-of-way, and Tidewater site. Because these soft sites are large and found throughout the neighborhood, East Ferry presents the greatest opportunity for redevelopment and investment. However, contamination presents an issue at a number of these sites.



Ballantine Brewery

What We've Learned

- Because of the strategic location of the Ballantine Brewery, SDA site, and Tidewater site proximate to each other and in the center of the East Ferry neighborhood, there is great interest in redeveloping these sites.
- Due to trucking, garbage burning, and other ports-related activities, health and environmental issues are of major concern. As such, East Ferry residents are interested in redevelopment that provides living wage, environmentally-friendly job opportunities.



Ferry Street in the Ironbound



Soft sites in East Ferry - red and orange parcels are most underutilized

FAIRMOUNT

Fairmount is a mixed-use neighborhood located in Newark's West Ward. Central Avenue serves as Fairmount's main thoroughfare, containing mixed-use buildings, many vacant or in poor condition. Bergen Street and South Orange Avenue also serve as commercial corridors. The neighborhood contains or is bordered by a number of educational and institutional uses, including Rutgers Biomedical and Health Sciences and University Hospital (UHNJ). Fairmount Cemetery and the eastern portion of Holy Sepulchre Cemetery are located within the neighborhood. Industrial buildings can be found in northwest Fairmount near Newark's border with East Orange. Future land use plans for Fairmount include bolstering Central Avenue as a commercial corridor and maintaining industrial uses in the northwestern portion of the neighborhood.

The map on the following page shows soft sites in Fairmount; most soft sites are residential or commercial properties. The corner of Grove Street and South Orange Avenue contains a number of small soft sites, while Bergen Street contains larger, contiguous soft sites. Future land use plans for these sites include community and regional commercial uses. With soft sites also

dispersed throughout the neighborhood, there are opportunities for infill development.



UHNJ is on the border of Fairmount

What We've Learned

- While Rutgers and UHNJ are proximate to the neighborhood, there is limited direct connection between residents and these institutions.



Central Avenue commercial corridor



LOWER BROADWAY

Lower Broadway is located just north of Downtown Newark; the southern border of the neighborhood is marked by Interstate 280 and the NJ TRANSIT Broad Street Station. The western portion of the neighborhood contains part of Branch Brook Park, while the eastern portion, bordering the Passaic River, is characterized by industrial uses. Mixed-use buildings and retail businesses along Bloomfield Avenue and Broadway contribute to active commercial corridors. Future land use plans for Lower Broadway include accommodating mixed use residential, commercial and industrial uses between Mt. Pleasant Avenue and Broad Street, and incorporating the Broad Street gateway into the Broad Street Station District. According to Newark's River: Public Access & Redevelopment Plan, zoning for the eastern portion of the neighborhood that borders the Passaic River will support high-rise, mixed use residential, office and retail south of Clay Street, and mixed use residential, light industrial and retail north of Clay Street.

The map on the following page shows soft sites in Lower Broadway; most are comprised of residential and commercial properties. There are a number of large-parcel commercial and industrial sites along Route

21/McCarter Highway and the waterfront, most of which are planned redevelopment sites in the waterfront Public Access & Redevelopment Plan.



Broadway commercial corridor

What We've Learned

- Residents and stakeholders would like to take collective action to enhance Lower Broadway's commercial districts through façade improvement programs, streetscape improvements, and/or a business improvement district.
- There are opportunities for development in and near the Broad Street Station area, though station area safety is a top concern.



Residential areas of Lower Broadway



Soft sites in Lower Broadway - red and orange parcels are most underutilized

UPPER CLINTON HILL

Upper Clinton Hill is a residential neighborhood located in Newark's South Ward, containing primarily single family and lower density residences. Clinton Avenue is the neighborhood's main thoroughfare, containing mixed-use, commercial and institutional uses. The intersection of Clinton Avenue and Bergen Street contains retail uses that create a commercial district and gateway into Upper Clinton Hill. The southwest portion of the neighborhood, bordering Irvington, is comprised of industrial uses. Future land use plans include supporting mixed use and commercial uses along Clinton Avenue and mixed use residential, commercial and industrial uses in the southwest portion of Upper Clinton Hill.

The map on the following page illustrates soft sites in Upper Clinton Hill; over half are comprised of residential properties. Soft sites are dispersed throughout the neighborhood, lending to infill development opportunities. Underutilized industrial sites in the southwest portion of the neighborhood will be zoned to support a mix of uses including industrial. Located just east of the neighborhood, at Bergen Street between West Peddie and West Runyon Streets, are larger contiguous soft sites.



New residential development in Upper Clinton Hill

What We've Learned

- Commercial areas could be enhanced to better support local entrepreneurs.
- Streetscape improvements on Clinton Avenue need to be completed.



Clinton Avenue commercial corridor



Soft sites in Upper Clinton Hill - red and orange parcels are most underutilized

INFRASTRUCTURE & MOBILITY

The Mobility Element of the Newark Master Plan contains a thorough inventory of the infrastructure, transportation and mobility elements within the City of Newark. This chapter contains an overview of these infrastructure elements, with focus on the four study area neighborhoods.

ROADS & HIGHWAYS

Newark contains a number of interstates and state highways, such as Interstate 78, Interstate 280, the Garden State Parkway, the New Jersey Turnpike, US Route 1-9, US Route 22, and NJ Route 21. With a number of highway connections, employers likely view Newark as an ideal place to do business. However, the proximity to major highways comes with its obstacles: many of Newark's neighborhoods are transected by these heavily traveled roadways, presenting mobility and land use challenges.

Within the city itself, roads are primarily in a street-and-block pattern, characteristic of those places which developed prior to the predominance of the automobile. Major thoroughfares include Market Street, Broad Street, McCarter Highway (NJ Route 21), Raymond Boulevard, Springfield Avenue, Central Avenue, Bloomfield Avenue, Broadway, and Dr. Martin Luther King,

Jr. Boulevard. The figure on the following page shows areas accessible from each neighborhood within a 30 minute drive.

PORTS

Port Newark-Elizabeth Marine Terminal is the largest container port on the east coast and third largest in the country, moving over \$100 billion in goods annually.¹⁹ Currently, the port is undergoing renovations to accommodate greater capacity and activity.

Newark Liberty International Airport (EWR), located in Newark and Elizabeth and serving the New York City metro region, is one of the busiest airports in the country. In 2012, EWR served nearly 35 million passengers, over 741,000 tons of air cargo, and nearly 80,000 tons of air mail.²⁰ Along with port expansion, air traffic at EWR is expected to grow 30% within the next five years.²¹

Newark Liberty International Airport station is served by NJ TRANSIT's Northeast Corridor and Jersey Coast Line, as well as several Amtrak trains. There is no bus service,

¹⁹ p.37-41, Newark's Master Plan: Our City, Our Future.

²⁰ Port Authority of New York & New Jersey. Newark Liberty International Airport: Facts & Information. <<http://www.panynj.gov/airports/ewr-facts-info.html>>

²¹ p.41. Newark's Master Plan: Our City, Our Future.

parking or drop-off area near the station; the station can only be accessed by passengers traveling to and from the airport station by NJ TRANSIT or Amtrak. Passengers can use AirTrain to travel between the station and the airport's three terminals. NJ TRANSIT also operates bus service to and from the terminals; bus lines include go28, 37, 62, 67 and 107. A number of private buses and shuttles offer service to and from the airport.

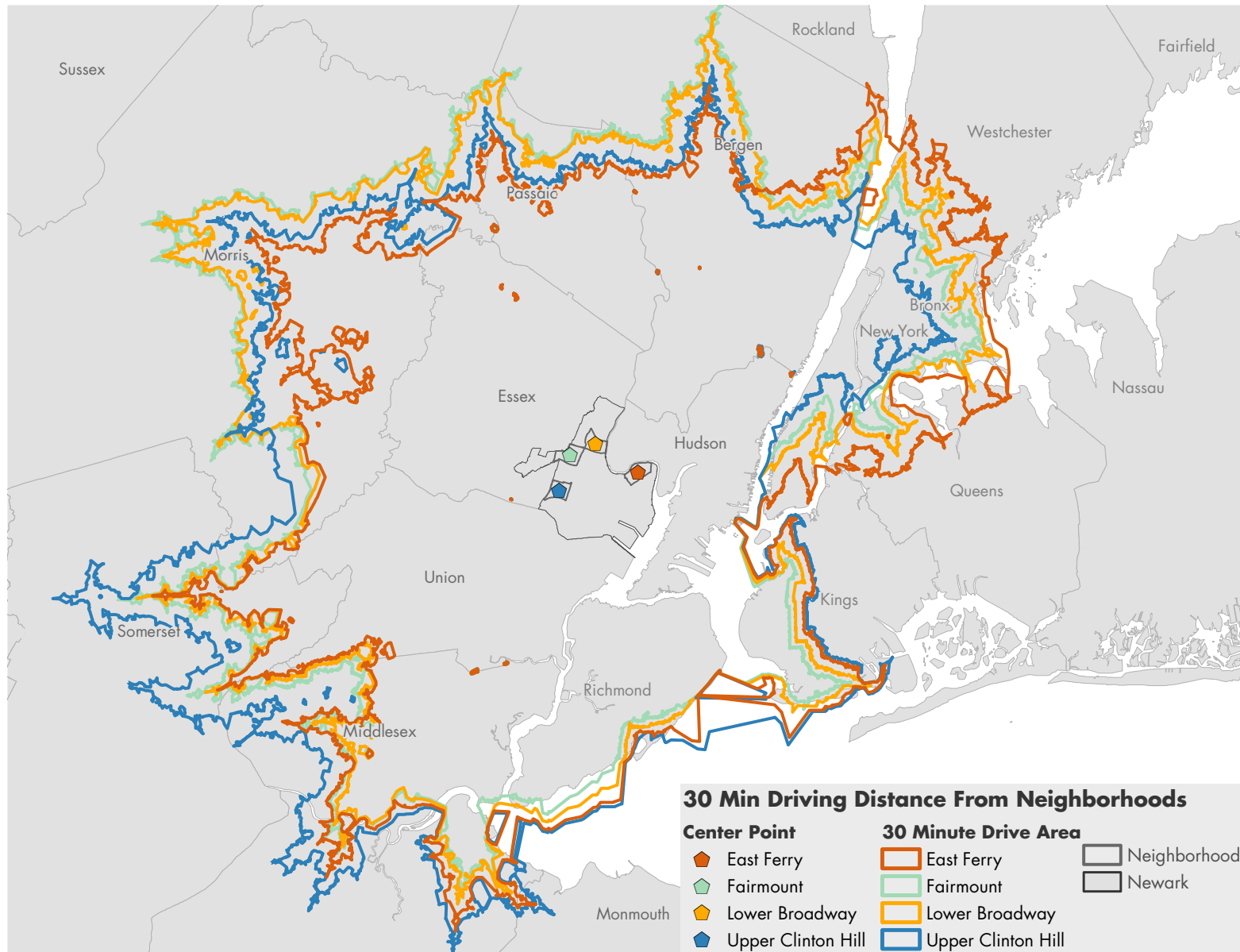
RAIL SYSTEM

The City of Newark is served by three train stations: Newark Penn Station, Newark Broad Street Station, and Newark Liberty International Airport Station.

Newark Penn Station in Downtown Newark, the city's busiest station, is served by Amtrak, NJ TRANSIT rail, NJ TRANSIT light rail, and Port Authority Trans Hudson (PATH) rapid transit.

Newark Broad Street is served by NJ TRANSIT light rail and several NJ TRANSIT rail lines.

Newark Liberty International Airport Station is served by Amtrak's Northeast Corridor, and NJ TRANSIT's Northeast Corridor and Jersey Coast Line. Passengers can connect to and from the terminals via the AirTrain



Places within a 30-minute drive of the four study area neighborhoods

	Operated By	Line	Description
Newark Penn Station	Amtrak	Northeast Corridor	Amtrak's most heavily traveled railway line runs from Washington D.C. through Philadelphia, Newark, New York and other cities to Boston.
	NJ TRANSIT	Northeast Corridor	NJ TRANSIT's most heavily traveled commuter line runs between Trenton Transit Center and New York Penn Station.
		Jersey Coast Line	This commuter line runs primarily between Long Branch and New York Penn Station, with connecting service available from Long Branch to Bay Head.
		Raritan Valley Line	This commuter line runs from High Bridge to Newark, with Newark Penn Station serving as the origin and terminus of the line.
		Newark Light Rail	Formerly known as the "Newark subway", the Newark light rail offers service on two lines – the Broad Street Station line and the Grove Street line. The Broad Street Station line runs service between Newark Penn Station and Newark Broad Street Station, while the Grove Street line offers service between Newark Penn Station and Grove Street in neighboring Bloomfield.
	Port Authority of New York and New Jersey	Port Authority Trans Hudson (PATH) trains	The PATH is a rapid transit system that connects Newark, Harrison, Jersey City and Hoboken to Lower and Midtown Manhattan. Newark Penn Station is served by the Newark-World Trade Center Line.
Newark Broad Street Station	NJ TRANSIT	Morris and Essex Line	The Morris and Essex Line contains two lines: the Morristown Line, which terminates in Hackettstown, and the Gladstone Line, which terminates in Gladstone. Both commuter lines follow the same route westward, but diverge in Summit. The Morris and Essex Line stops at Newark Broad Street, with Hoboken and New York Penn Station as final destinations.
		Montclair-Boonton Line	This commuter line runs between Hackettstown and New York Penn Station and Hoboken, via Montclair.
		Newark Light Rail	The Broad Street Station line runs service between Newark Penn Station and Newark Broad Street Station.
Newark Liberty International Airport Station	Amtrak	Northeast Corridor	Amtrak's most heavily traveled railway line runs from Washington D.C. through Philadelphia, Newark, New York and other cities to Boston.
	NJ TRANSIT	Northeast Corridor	NJ TRANSIT's most heavily traveled commuter line runs between Trenton Transit Center and New York Penn Station.
		Jersey Coast Line	This commuter line runs primarily between Long Branch and New York Penn Station, with connecting service available from Long Branch to Bay Head.

monorail, operated by the Port Authority of New York and New Jersey. There are no other connections to or from this airport station.

BUSES & SHUTTLES

In addition to its well-connected rail system, Newark is served by a number of public transportation and private carrier buses and shuttles, with an estimated 800 bus stops located throughout the city.²² NJ TRANSIT provides most of the bus service within the city, including intrastate and interstate routes. While most of NJ TRANSIT's routes operate locally, most private carrier routes begin or terminate at Newark Penn Station, making few or no local stops, and serving people primarily from the North Jersey region. Peak time routes bring workers from outside of the city into Downtown Newark in the morning, and bring downtown workers home in the evening.

The maps on the following pages show stops within a 30 minute bus commute, via NJ TRANSIT, of each of the neighborhoods.²³

²² p.23, Newark Master Plan: Mobility Element (2012)

²³ Routes that operate through or on the border of each neighborhood are included. The 30-minute commute shed is based primarily off of NJ TRANSIT bus schedules during rush hour times. Reference stops, based off of those listed in the schedule, are used to base commute sheds.



Newark Broad Street Station



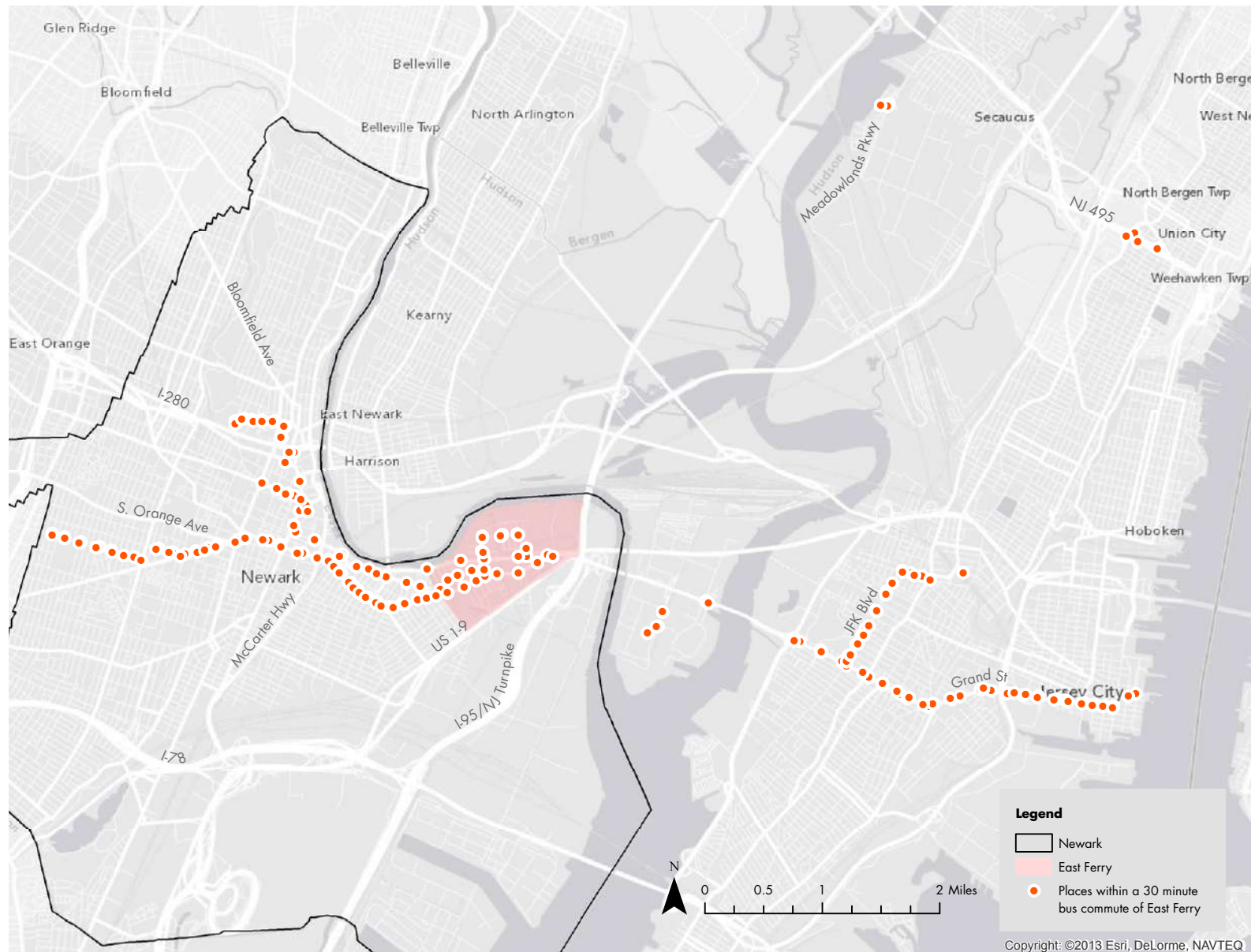
Bus stop near Downtown Newark

Neighborhood	Route
Fairmount	5, 21, 34, 71, 73, 79, 90, 96, 99
Upper Clinton	13, 27, 39, 70, 96, 99
Lower Broadway	11, 13, 27, 28, 29, 41, 72, 76, 99, 108
East Ferry	1, 108, 378

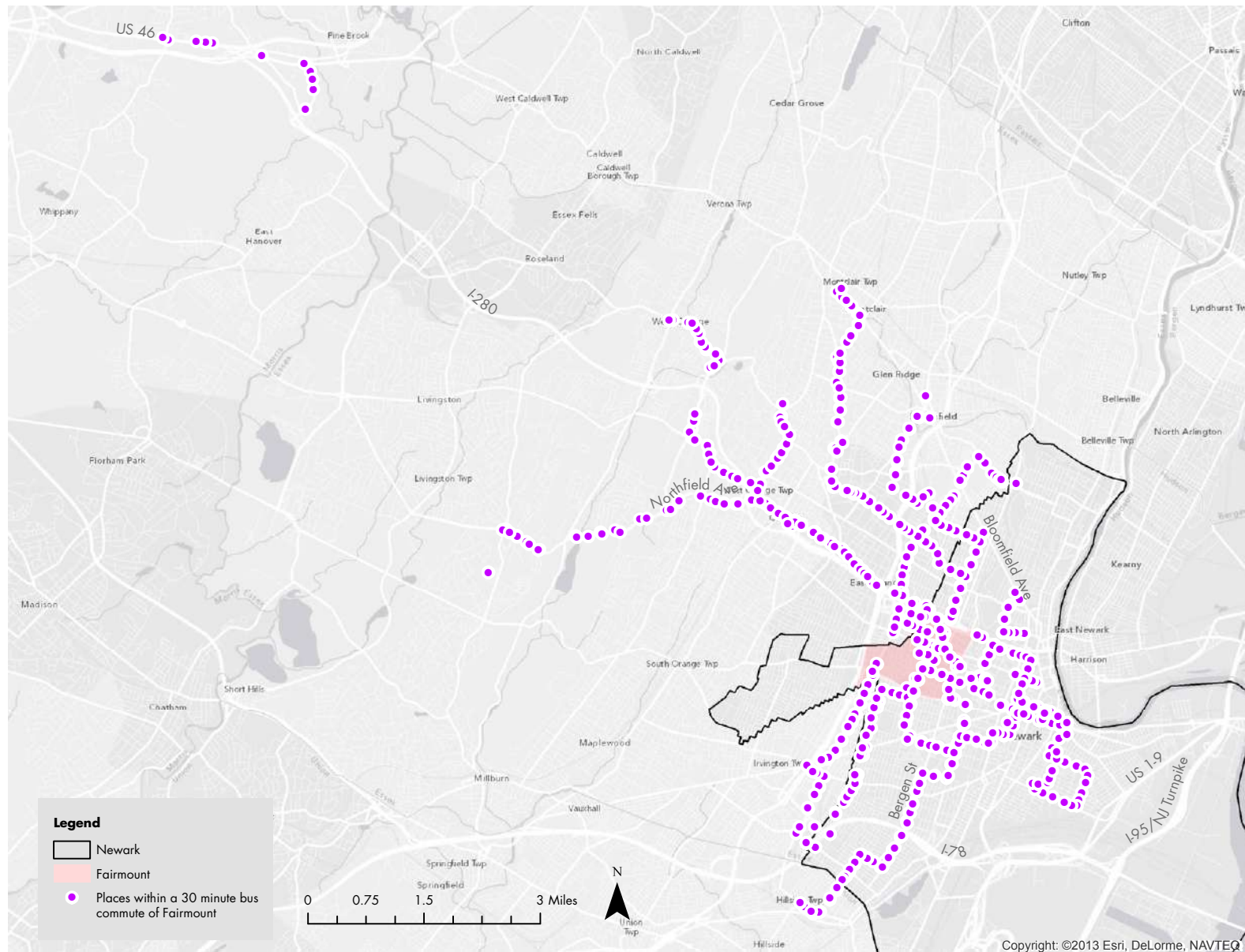
NJ TRANSIT bus routes that operate in the study area

What We've Learned

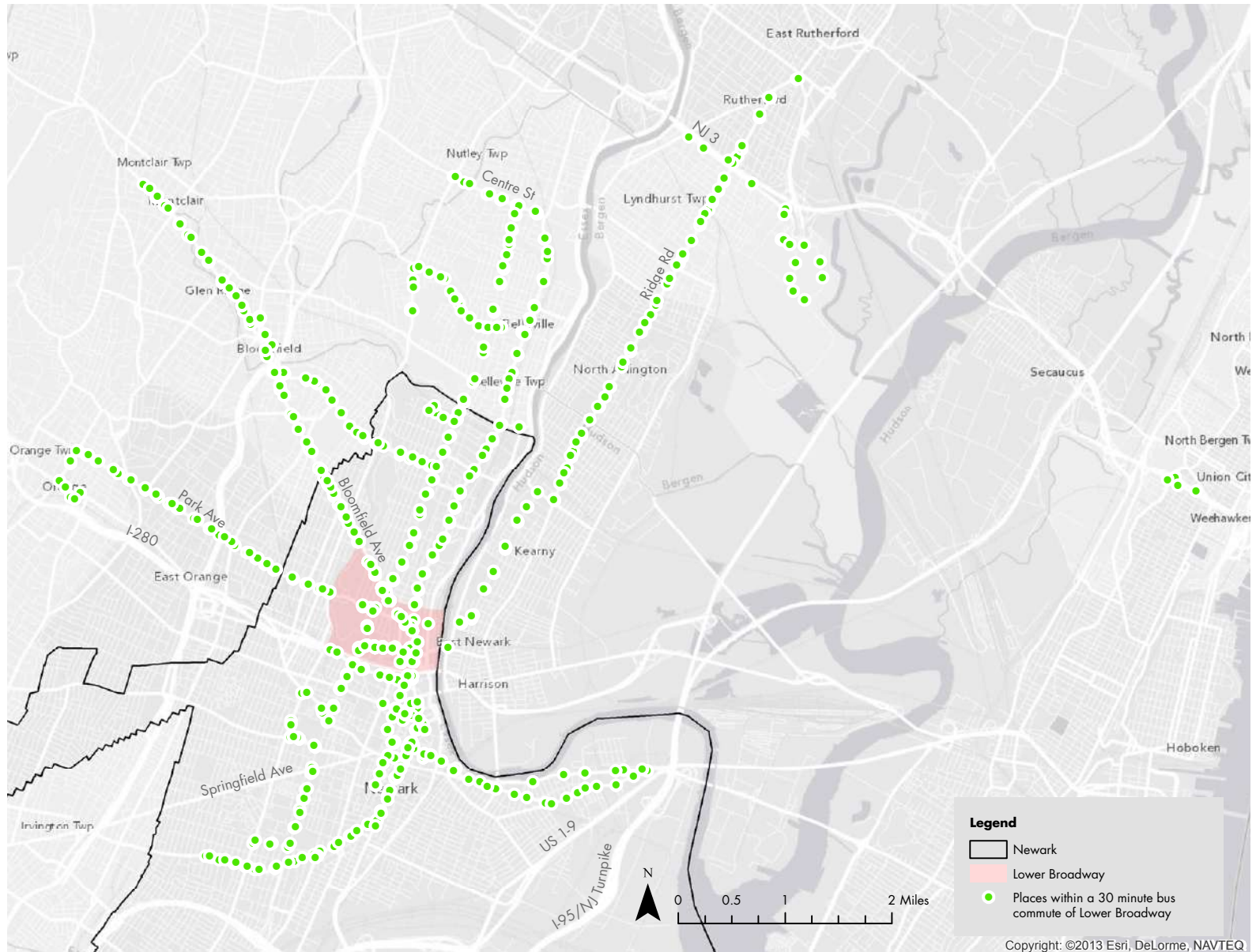
- Commuting to work by bus is not necessarily expensive, but can be time-consuming.
- Accessing late-night jobs is difficult because of the infrequency of public transportation.
- Safety around the Broad Street Station area is a primary concern of residents.
- Residents feel that NJ Railroad Avenue in the Ironbound is an unsafe corridor for pedestrians.



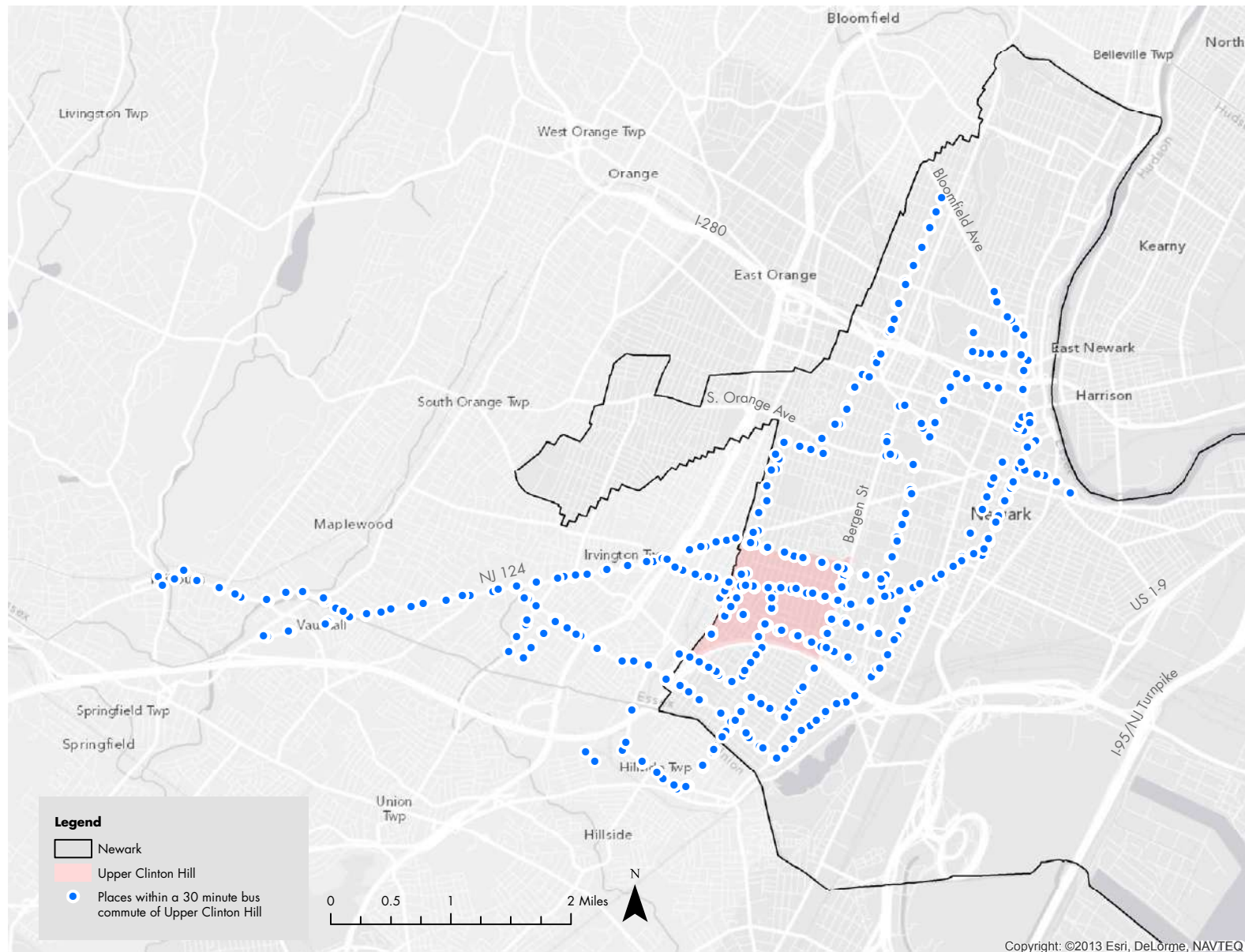
Places within a 30-minute bus commute of East Ferry, Source: NJ Transit



Places within a 30-minute bus commute of Fairmount, Source: NJ Transit



Places within a 30-minute bus commute of Lower Broadway, Source: NJ Transit



Places within a 30-minute bus commute of Upper Clinton Hill, Source: NJ Transit

An analysis of places accessible from each neighborhood within a 30 minute bus commute by NJ TRANSIT demonstrates the degree to which different neighborhoods have access to places of employment. East Ferry residents generally have access to fewer places via bus than residents of the other neighborhoods, but are within a short commuting distance of employment centers in Jersey City. Fairmount residents can travel to Montclair and West Orange within a 30 minute bus commute; Lower Broadway residents to Montclair, Nutley and Lyndhurst, and Upper Clinton Hill residents to Hillside and Irvington.

A number of shuttles operate to supplement bus service in the city, including Job Access Reverse Commute (JARC) routes and Essex County WAVE routes, primarily operated by Meadowlink.²⁴ The JARC Route 10 shuttle and Fairfield/West Essex Mall loop operate during regular work hours, though riders must call twenty-four hours in advance to schedule a shuttle. The Essex Night Owl shuttle provides service during overnight hours when NJ TRANSIT's fixed bus route service is not operating. While the shuttles are open for use by the general public, the program is generally targeted to unemployed,

²⁴ For an inventory of bus routes and shuttles in the study area neighborhoods, refer to Appendix C.

underemployed, and low income individuals, as well as welfare recipients.

The Essex County WAVE shuttles are targeted to workforce development programs and operate during regular work hours. Service is fairly infrequent, with shuttles operating approximately every 30-60 minutes during operating hours. The Essex County Department of Economic Development, Training and Employment serves as the origin and terminus of all routes. The shuttles stop at other workforce and educational locations in Newark, with stops in Lower Broadway and near Fairmount. The shuttles do not operate near Upper Clinton Hill and East Ferry. While the shuttles are free and open to the public, riders must show their NJ Department of Labor issued identification.

Two NJ TRANSIT routes, Route 25 and Route 40, serve Port Newark-Elizabeth. The Newark Master Plan: Mobility Element describes a number of reasons why the port cannot be well served by transit service: certain physical characteristics, like single travel lanes and lack of sidewalks, along with lack of permission from property owners to operate bus service on private property, precludes implementation of adequate transit service at the ports.²⁵

²⁵ p.28, Newark Master Plan: Mobility Element (2012)

PEDESTRIAN & BICYCLE INFRASTRUCTURE

Newark has had a high rate of pedestrian crashes in recent years;²⁶ as a result, the Federal Highway Administration recently designated Newark as a Pedestrian Safety Focus City. Over recent years, a number of pedestrian and bike streetscape enhancements have been implemented or planned including the widening of Route 21 at Market Street to incorporate new sidewalks and safer crossings, and a the Newark Downtown District Streetscape Improvement Project. In the past, bike lanes have been added in a fragmentary manner, with short segments located in various areas of the city. While a number of streetscape enhancement initiatives have been launched in Downtown Newark, similar investments are necessary in Newark's residential neighborhoods and port areas. Mobility in the study area neighborhoods is limited by a lack of proper pedestrian infrastructure, bicycle infrastructure, and nighttime lighting.

In East Ferry, residential streets are tree-lined but typically lack other streetscape amenities, while accompanying sidewalks are relatively narrow. East Ferry's industrial areas also lack streetscape amenities; stakeholders

²⁶ p.44, Newark Master Plan Mobility Element (2012)



Lack of lighting and pedestrian amenities under East Ferry's overpasses limit walking and biking opportunities.

have pinpointed industrial area streets and bridge overpasses as particularly unsafe, lacking sufficient sidewalks and lighting. The city is planning to implement streetscape improvements through the Citywide Streetscapes Program for Ferry Street (through Lexington Street) in the Ironbound and East Ferry.²⁷ However, the Master Plan recommends continuing the Ferry Street streetscape improvements further eastward.²⁸ A traffic-calming study is planned for Raymond Boulevard/US 1&9 as it passes through East Ferry.²⁹ As part of the Newark River Redevelopment Plan, a portion of East Ferry will have required waterfront public access with bike and pedestrian accessibility.

Fairmount's major thoroughfares - Central Avenue, South Orange Avenue, Bergen Street, and West Market Street - lack sufficient pedestrian amenities and bicycle facilities. The Fairmount Neighborhood Strategic Plan proposes enhanced street lighting and general improvements to traffic and pedestrian safety. The Master Plan recommends further supporting Central and South Orange Avenues as commercial corridors, including establishing a streetscape

27 p.47, Newark Master Plan: Mobility Element (2012)

28 p.193, Newark's Master Plan: Our City, Our Future, Volume II (2012)

29 p.47, Newark Master Plan: Mobility Element (2012)

improvement program.³⁰

Lower Broadway is characterized by retail activity along the Broadway and Bloomfield Avenue commercial corridors. Stakeholder feedback indicates that enhancements through the Citywide Streetscapes Program along Bloomfield Avenue and Broadway have been planned, but not yet implemented. Resident feedback suggests connections to the Broad Street Station – State Street and the I-280 overpass in particular – are unsafe for pedestrians, especially at night. The Master Plan recommends increasing and enhancing pedestrian and cycling amenities.³¹ As part of the River Public Access and Redevelopment Plan, a portion of Lower Broadway will have required waterfront public access with bike and pedestrian accessibility.

Residential streets in Upper Clinton Hill contain sufficient greenery, but the pedestrian realm is under-maintained.³² Upper Clinton Hill's primary thoroughfare, Clinton Avenue, underwent some streetscape enhancements. The Master Plan Mobility Element states that

30 p.153-155, Newark's Master Plan: Our City, Our Future, Volume II (2012)

31 p.135, Newark's Master Plan: Our City, Our Future, Volume II (2012)

32 p.198, Newark's Master Plan: Our City, Our Future, Volume II (2012)

Citywide Streetscapes Program enhancements will be implemented on Clinton Avenue east through South 10th Street, though stakeholder feedback indicates that these streetscape improvements are either incomplete, or are not continued far enough along Clinton Avenue.³³ The Master Plan recommends continuing these streetscapes improvements and creating a gateway near the Irvington border.³⁴

Bicycle infrastructure has been growing in the city, though remains somewhat limited. Bike racks can be found at various train and light rail stations in Newark but are typically at capacity.³⁵ Implementation of bike lanes has been completed in a somewhat fragmented manner. Nevertheless, the City of Newark is looking to implement a citywide bicycle network that connects its neighborhoods to key community places. The Master Plan Mobility Element recommends implementation of bicycle lanes along central routes, and incorporation of bicycle lanes in all roadway resurfacing and repaving projects.³⁶

33 p.47, Newark Master Plan: Mobility Element (2012)

34 p.200, Newark's Master Plan: Our City, Our Future, Volume II (2012)

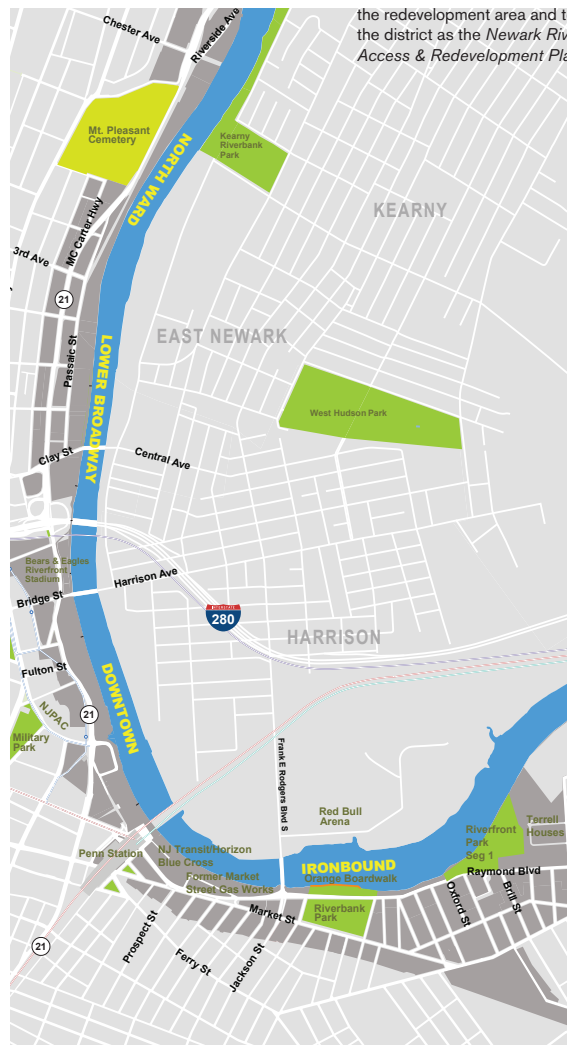
35 p.43, Newark Master Plan: Mobility Element (2012)

36 p.210, Newark Master Plan: Mobility Element (2012)

Recreational bike and pedestrian amenities could also connect commuters to potential work destinations. The River Public Access and Redevelopment Plan supports creating a continuous, bike and pedestrian-friendly public access right-of-way along the riverfront. The East Coast Greenway is envisioned to be a continuous, 3000-mile trail system linking cities from Maine to Florida. Currently, the on-street route in Newark terminates at Newark Penn Station and continues via the PATH to Jersey City. A proposed route extends through East Ferry.



Bike lanes in University Heights



Public access and redevelopment along the Passaic River,
Source: Newark's River: Public Access & Redevelopment Plan



Trucking activity in East Ferry



Lower Broadway residents expressed that State Street could be made safer

What We've Learned

- Multi-modal options are limited by the lack of bike and pedestrian infrastructure across the city, and particularly in East Ferry.
- Pedestrian, bike and public transportation access to the ports is very limited and could be improved.
- Bike lanes in Newark are not necessarily matched with common travel-to-work routes.
- In East Ferry, truck drivers often use roadways not designated for trucking activity, discouraging walking and biking, and increasing congestion and air pollution in the neighborhood.
- Small businesses believe that Newark has a great transportation system, but because most routes run through Downtown, the system is not always convenient for workers traveling to and from other locations in the city.
- While NJ TRANSIT provides a number of ways to learn about transportation options, including a call-in information center, customers are not necessarily aware of these resources.

PHASE 2: WHERE DO WE WANT TO GO?



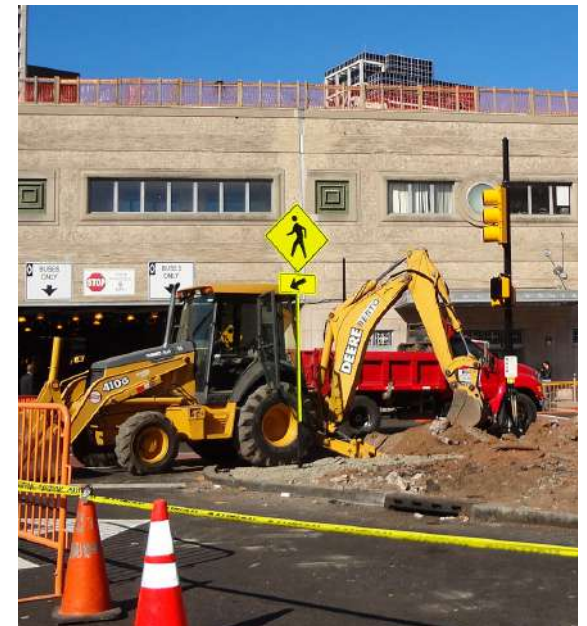
WHERE DO WE WANT TO GO?

With numerous organizations and institutions in the City of Newark working to enhance the city and support residents, there is a great opportunity to build on existing assets to help revitalize traditionally poor, underserved communities, moving them closer to becoming stable, thriving, mixed-income communities. Increasing resident access to living wage jobs in the short and long term will help to achieve this goal. As such, strategies to increase resident access to living wage jobs have been identified and fall under five general categories.



Getting to Work

How can commute to work – via public transit, walking, and biking – be improved? How can residents be better informed about transportation options? How can transit providers close gaps in services provided?



Building Locally

How can vacant or underutilized sites be redeveloped into uses that can support local living wage jobs?



Working & Doing Business Locally

What can the City of Newark and the State of New Jersey do to better support local businesses and local hiring? How can emerging industries be better supported?



Closing the Skills & Information Gap

How can the education and skills gap between Newark's supply of workers and local/regional demand for workers be bridged? Through which mechanisms can information-sharing be improved?



Moving Forward

What is the best way to ensure continued collaboration on these issues?

GETTING TO WORK

Despite a well-connected public transit network of buses, trains, subways and shuttles, neighborhood residents face both real and perceived obstacles getting to work. Over 40% of study area neighborhood households are carless, suggesting high reliance on public transportation options. NJ TRANSIT, based in Newark, offers robust bus service throughout the city, yet service varies by neighborhood. Residents cite safety and infrequent nighttime service as primary public transportation challenges. Conversations with residents and NJ TRANSIT representatives suggest that many are unaware of customer service tools to facilitate trip planning. Opportunities to bike or walk are limited in many areas of the neighborhoods. While Newark has taken steps to implement bike lanes and streetscape enhancements, these improvements have been primarily in Downtown Newark, and less so in the neighborhoods. The following recommendations address these challenges.

Enhance awareness of public transportation options, making schedules readily available and providing convenient information around the most efficient ways to get places.

With increased reliance on text messaging and mobile internet, transit providers can

take greater advantage of the opportunity to use mobile devices to convey information about routes and schedules. Similarly, transit providers can improve the accessibility of online tools used to provide customer feedback. Not all of Newark's residents have access to mobile devices or internet, and so transit providers should work with community based organizations and other local institutions to circulate information about routes and schedules, customer service hotlines, and tools to submit customer feedback. Bus and shuttle service providers, like NJ TRANSIT and Meadowlink, can enhance their marketing campaigns to increase awareness of alternate transit options.

Continue and enhance collaborations between transit providers and major regional employers to ensure service between neighborhoods and job centers for all shifts.

Results of engagement suggest that many study area workers travel to major centers of employment within Newark, like the ports, and outside of Newark, like Secaucus and Jersey Gardens Mall. Traveling to these places can be burdensome, as workers are forced to make multiple transfers, spend long amounts of time traveling just a few miles, or face

limited transit access during nighttime and early morning shifts. Enhanced collaboration between transit providers, major employers, and workforce investment boards can ensure that transit service is available to these major employment centers where and when needed, with supplemental solutions such as shuttles and vanpools.

Ensure safe, walkable and bikeable routes and transit stops.

As the City of Newark works towards implementation of shared/bicycle lanes and streetscape enhancements, similar efforts can be undertaken along key pedestrian and commercial routes in the neighborhoods. In Lower Broadway, an effort is already underway to continue streetscape enhancements along Broad Street. Major corridors in the other neighborhoods, such as Clinton Avenue in Upper Clinton Hill, Central Avenue in Fairmount, and Ferry Street in East Ferry could also benefit from improved streetscaping. Similarly, major community bus stops could benefit from added and improved amenities. Better coordinated and increased police patrolling may improve safety at Newark Penn Station and the Broad Street Station, along with neighborhood approaches to these stations, like State Street in Lower Broadway and NJ Railroad Avenue

WHAT IT COULD BE

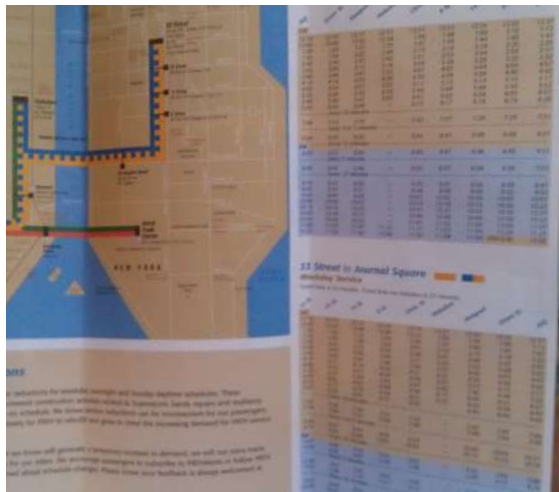
in the Ironbound. Unsafe bike and pedestrian conditions limit transit service in employment areas near and within the ports. Transit providers and the City of Newark should continue to work with property owners to secure funding to implement safer pedestrian and bike conditions, and enhance transit service to the ports.



Bike lanes on major neighborhood corridors



Using MyBus, NJ TRANSIT customers can find out when the next bus is arriving at a bus stop by simply calling or texting the bus stop ID number to mybus. Similarly, customers can now get information about a specific route by calling a hotline or texting the bus stop ID number and route number to mybus. MyBus is a great example of how transit customers can get real-time information on bus service. This tool could be expanded to allow customers to provide real-time feedback, and could serve as a model for other public and private carriers in Newark and throughout the North Jersey region.



Bus and train schedules could be made easier to read, while more information could be provided on mobile devices



Bus stops and streets connecting to these stops should have safe pedestrian and bike access

BUILDING LOCALLY

Most residents leave their neighborhood to travel to work, ensuring reliance on public or private transportation and adding to their individual cost burden. Because of the limited availability of living wage jobs that are accessible to neighborhood residents both in the neighborhoods and in the region, strategies should focus on maximizing access to the jobs that do exist, as well as cultivating new, local opportunities. The soft sites analysis presented in “Where are we now? Where are we headed?” suggests that there are many vacant or underutilized sites in the study area neighborhoods. In the short term, vacant or underutilized sites can be visually unappealing and diminish the economic value of adjacent properties. In the longer term, these sites can be opportunities to cultivate local employment. The following recommendations describe how local land use improvements can advance job opportunities for neighborhood residents.

Use existing vacant building space to advance job opportunities.

Vacant building spaces, especially those in well-frequented areas, can be used on a temporary or longer-term basis to foster job skills and job opportunities. Community based organizations and training providers can use these spaces to launch satellite

facilities that offer services, even if once a week. Longer term uses for vacant buildings include co-working and incubator spaces. Entrepreneurs can benefit from co-working spaces, which offer flexible facilities to conduct meetings or complete work collaboratively, without the costs of renting dedicated office space. Vacant storefronts along main streets, like Ferry Street, Clinton Avenue, Central Avenue and Broadway could support such uses. Many smaller-scale underutilized or vacant industrial spaces in East Ferry, Lower Broadway and Upper Clinton Hill could be used as small-scale, light manufacturing sites, supporting a rise in entrepreneurial do-it-yourself initiatives, such as the Maker Movement.

Realize redevelopment potential of opportunity sites within local neighborhoods.

Larger vacant, abandoned or underutilized sites, like the Ballantine Brewery or SDA site in East Ferry, present prime opportunities for redevelopment. Using the Newark Master Plan as a starting point, community based organizations and Brick City Development Corporation could maintain and regularly update an inventory of redevelopment opportunity sites, and beginning with existing neighborhood redevelopment plans, conduct market studies and financial feasibility

assessments for prime opportunity sites that offer potential for living wage jobs. A community vision – based on collaboration between local residents, potential developers and other stakeholders – and a marketing strategy could attract redevelopment that supports local living wage employment.

WHAT IT COULD BE

Photo Credit: Flickr user David King



The Maker Movement is a DIY movement that combines hands-on creativity and thinking with new, affordable technology to support Makers as they create innovative products. The movement is largely popular in Europe and the San Francisco Bay Area and is gaining momentum in New York. Makers could support a resurgence in light manufacturing and entrepreneurship throughout the region. Underutilized or vacant places in Newark could be used as Maker Spaces: flex community-operated spaces where Makers can share resources and knowledge to create.



Flex incubator spaces, Credit: Flickr user Jisc infoNet



Newark has a number of industrial and vacant buildings that could be redeveloped.

Lease Ballantine Site - in phases

63 Freeman Street

28000

PROJECT COST

Project Cost	Total	Rate	Quantity
Master Lease	\$105,000	3.75	28000
Building Upgrades	\$420,000	\$15	28,000
Building Soft Costs	\$84,000	\$3.0	28,000
Tenant Improvement Cost	\$140,000	\$5	28,000
Total Project Cost	\$749,000		

NET OPERATING INCOME

Income	Total	Rate	Quantity
Rent	\$168,000	\$6	28,000
CAM Recapture	\$56,000	\$2.00	28,000
Gross Potential Income	\$224,000		
Less Vacancy Loss	\$22,400	10%	
Gross Adjusted Income	\$201,600		
Expense	Total	Rate	Quantity
Taxes	\$15,400	\$0.55	28,000
Insurance	\$9,800	\$0.35	
CAM	\$30,800	\$1.10	
Other Expenses	\$12,600	\$0.45	
Total Expenses	\$68,600		

Net Operating Income \$ 133,000

RETURN ON INVESTMENT

Marketing study previously completed for Ballantine site



Redevelopment should help to attract living wage jobs. One option is to create mixed-use, light manufacturing spaces.

WORKING & DOING BUSINESS LOCALLY

Despite its diversity of employment opportunities, neighborhood residents of all ages and backgrounds find it challenging to secure well paying, long term jobs within the city. Feedback from resident round tables suggests that few jobs are available to Newark residents in city-subsidized projects – large businesses benefit from these tax subsidies, while local residents face issues in securing jobs with these large employers. At the same time, small neighborhood businesses face limits to growth and rely on greater productivity from the existing workforce. Conversations with local stakeholders and small and large business representatives indicate that the business environment in Newark could be improved. The following recommendations address these challenges.

Leverage state and local policy to support local sourcing and employment of Newark’s residents.

Newark can improve its business environment by leveraging state and local policies. Currently, Newark city government faces limits in supporting small, local businesses because of limitations in state and local procurement policies. The city should analyze existing procurement policy and work with the state to study best practices on how other

state governments implement flexibility in local procurement. In addition to changes in governmental procurement policy, the city should partner with BCDC and other economic development-oriented programs to promote local procurement by Newark’s large private industries. Such an effort would require deep knowledge of Newark’s supply chain and niche industries, as well as a marketing campaign to engage the city’s large private employers.

In the past, the city has attempted to implement local sourcing ordinances, requiring contractors to make good faith efforts in hiring local residents for subsidized projects. The city should explore ways to change or enact new policy to encourage greater hiring of local residents in these projects, not only for construction jobs, but for career-path, living wage jobs.

Enhance growth of opportunity businesses and industries for living wage jobs.

Reports like the Sustainable Economy Action Plan and Newark’s Manufacturing Competitiveness have identified the sustainable economy and manufacturing sectors as opportunity areas. As Newark moves toward becoming a more green, sustainable city, living wage jobs can be

created in the implementation of green infrastructure, improvement of building stock, and reuse of waste materials. Similarly, there is an opportunity to maintain and support Newark’s manufacturers and small businesses. In addition to the challenge of replacing an aging workforce, small and midsize manufacturers face both real and perceived information and resource-sharing barriers. Although the manufacturing industry in Newark is not necessarily projected to grow, the city and other partners could work to support existing manufacturers, and in turn, help to provide living wage jobs for city residents. Small businesses in Newark, including small and midsize manufacturers, could be better supported through existing small business networks, such as those associated with BCDC and the Newark WIB. Meanwhile, the city could also facilitate emerging small-scale, do-it-yourself light manufacturing.

The city and other partners should assess job opportunities in demand industries and the New Jersey Talent Networks to target and support industry sectors and job classifications that meet living wage standards. For example, the health care, life sciences, and transportation, logistics and distribution Talent Networks may connect job seekers to STEM and trucking jobs – occupations that

are projected to have a growing number of openings, and pay a living wage salary.



City policies could be targeted to support small businesses



State government may be able to enact flexibility in local procurement. Credit: Flickr user Joseph A.



Newark's small and midsize manufacturers could be further supported. Credit: Newark's Manufacturing Competitiveness

WHAT IT COULD BE



NEWARK ENTREPRENEURIAL

Resource Guide

Brick City Development Corporation's Newark Entrepreneurial Resource Guide inventories the resources that entrepreneurs and small business owners have access to. One such resource is the NJIT Procurement Technical Assistance Center, which provides assistance to small businesses interested in marketing their goods and services for government procurement.

Stakeholders expressed that BCDC or another organization could create a similar resource guide for supply chain and procurement in the city to facilitate purchase by government agencies and large employers of goods from Newark businesses.

CLOSING THE SKILLS & INFORMATION GAP

Although the economy has experienced some recovery from the Great Recession, employers have tended to restrict new hires, relying instead on increased productivity of their existing workforce. A large pool of available workers unemployed in the marketplace means that employers can be selective about candidates for any open positions. This further disadvantages candidates with pre-existing barriers to employment. Many neighborhood residents are affected by such challenges, including lack of education, long gaps in employment, lack of soft skills, language barriers, and criminal backgrounds. Jobs open to applicants without high school or college degrees and with limited work experience tend to be less available, seasonal, and/or poorly paid.

Networks of relationships and information provide a critical path for many successful job applicants. Economic and social isolation especially in poor and working class neighborhoods, reduces the likelihood of applicants benefiting from such connections. Meanwhile, information sharing on job opportunities and training programs is often limited or conducted in isolation. The following recommendations address these challenges.

Improve the flow of information about employment between job providers, job seekers and key organizations to encourage greater hiring of local residents.

Local organizations should continue and enhance relationships with local businesses, maintaining an inventory of businesses, and serving as the point of contact for neighborhood job opportunities. Similarly, citywide workforce development organizations should coordinate with neighborhood organizations on the needs of incoming regional employers, giving several months' notice to these organizations on potential job openings, and allowing neighborhood organizations to better prepare and align residents for job opportunities associated with these large employers. Organizations can use existing tools and platforms, like Newark Jobs Connect (NJC), and distribute the NJC weekly recruitment opportunities calendar to local residents.

Improve the efficacy of workforce and career development programs to more effectively train for local and regional living wage jobs.

Newark has a number of workforce and career development programs; with limited resources and funding opportunities,

it is important that these initiatives are collaborative and efficient. Results from interviews and engagement suggest that there could be greater collaboration between the Newark Workforce Investment Board and other WIBs, including the Essex County WIB, especially as the Newark WIB charts a new organizational course forward. With community based organizations offering a number of skills-building programs, enhanced collaboration between the Newark WIB and these local organizations will be important to determine the best way to advance career development and deliver these services most efficiently to local residents. Further, increased information sharing between training providers and employers can ensure that job seekers are trained in the most appropriate, in-demand skills.

Expand opportunities for mentorships, apprenticeships and internships.

Mentorships, apprenticeships and internships offer opportunities for job seekers to refine or develop new skills, as well as gain professional experience. The Newark WIB and community organizations should maintain an inventory of these programs and relay information to interested job seekers. Community based organizations can develop or expand mentorship opportunities,

WHAT IT COULD BE

recruiting local resident leaders as volunteers and pairing them with job seekers interested in building life skills. Currently, there are a number of internship opportunities for Newark youth to gain work experience, including the Summer Youth Work program. The City of Newark should look into opportunities to expand this program to include more participating businesses, offer more paid or career-path opportunities, and offer opportunities year-round for youth who are able to balance school and professional work. In approaching businesses, organizations should create and deliver a unified strategy on the benefits of internships.

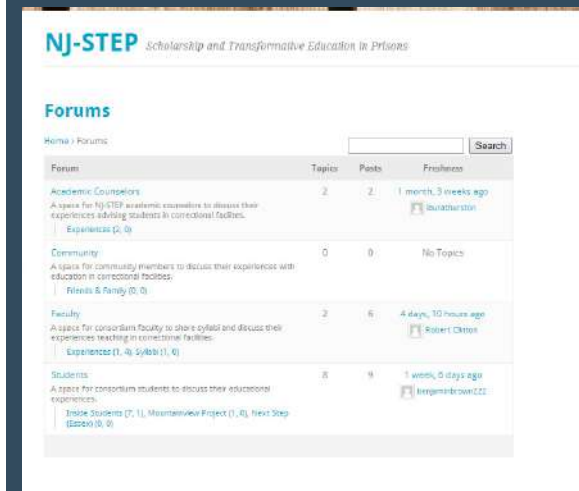
The city and local partners should support apprenticeship opportunities in emerging, opportune, or living wage industries, like carpentry, trucking, or manufacturing. Research shows that workers who complete an apprenticeship not only earn higher wages, but increase the economic output of the local economy.

Advance efforts in Newark schools to promote skill-building for living wage and career path jobs for youth and all residents.

Results of research and stakeholder engagement demonstrate that low levels of educational attainment preclude living

wage, career path job opportunities for many Newark residents. Expanding educational attainment and promoting skill-building must begin at Newark's public schools, vocational schools, and colleges. High school, vocational, and college coursework could be better aligned with living wage and career path jobs in current industries, like manufacturing and port work, growing industries, like health care and social assistance, and target industries, like the sustainable economy industry. Many STEM jobs require only a high school diploma, and so school curricula should focus on advancing science and math proficiency. Similarly, there should be increased support for vocational work that leads to living wage job opportunities, like in carpentry or the electrician profession. In addition to curriculum changes, elementary and middle school students should be engaged on the benefits of college education and/or vocational training, with emphasis that both paths can lead to career path, living wage jobs.

School facilities can be used by community organizations for career and life skill building, such as credit counseling or budgeting, to ensure that residents can financially support themselves and their families once they secure living wage employment.



The NJ-STEP program - Scholarship and Transformative Education in Prisons - provides higher education courses for incarcerated students and assists in re-entry transition of these students. The program will be expanded over the next four years to foster greater inmate participation. As a privately funded program, NJ-STEP demonstrates how formerly incarcerated individuals can develop the skills necessary to transition and obtain living wage work. Essex County and the City of Newark Office of Re-entry could work with the NJ-STEP consortium to ensure a holistic approach to re-entry and reduce recidivism.

Expand opportunities for entrepreneurship.

Rather than secure work with an existing employer, many entrepreneurs seek to launch their own ideas and become self-employed. There are a number of organizations in the Newark area that focus on entrepreneurship, including Rising Tide Capital, Intersect Fund, and Greater Newark Enterprise Corporation. To ensure the services that these organizations offer are used appropriately and efficiently, an inventory of existing entrepreneurial skill-building programs should be completed and frequently updated. These organizations should work with community based organizations and the Newark WIB to increase awareness of existing programs as well as promote greater collaboration between these entities.

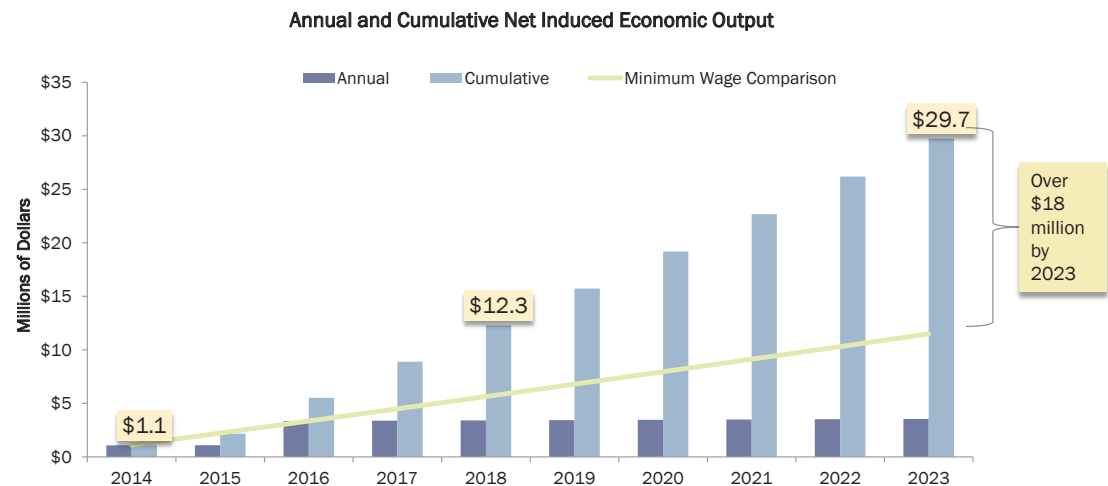
Advance training and employment opportunities for the re-entry population.

Throughout the engagement process, stakeholders and residents expressed the need to better integrate and prepare the re-entry population for living wage, career path work. A community mentorship program could be expanded to pair re-entry individuals with career-oriented, responsible community mentors. Community organizations can recruit businesses to participate in an internship

program so that once re-entry individuals complete the course of a mentorship and foster better soft skills, they can take on an internship opportunity to establish work experience. To foster employment opportunities and self-sufficiency, an

entrepreneurship program could build upon a community mentorship program, whereby interested re-entry individuals work with a mentor and participate in entrepreneurial skill-building and light manufacturing training workshops.

Net Economic Output – Manufacturing Apprenticeship



Workers who participate in an apprenticeship program, such as one in manufacturing, are estimated to not only earn higher wages than minimum wage workers, but create greater induced economic impacts through higher household spending. The above graph demonstrates that participation in an apprenticeship program has larger economic impacts in the long term and is a valuable investment. For further information and analysis, refer to Appendix E.

MOVING FORWARD

There are a number of efforts currently underway in Newark by various groups and government agencies to address access to living wage jobs. Comprehensive implementation of solutions will require a lasting forum that facilitates collaboration across sectors and identifies clear and shared responsibility by participants.

Ensure a lasting forum.

There is an opportunity to capitalize on many parallel jobs, workforce, and industry development efforts to create and launch the Newark Sustainable Economy Task Force. Stakeholders have offered a number of creative ways to convene the Sustainable Economy Task Force – one such idea involves creating a fair, where organizations can present their own best practices as well as learn about what others are doing to improve services. In its first year, the task force can develop and launch two pilot projects, including one to support high achieving high school students in college and career pathways, and another to support re-entry and long-term unemployed populations with training and career pathways. These pilot projects will serve as concrete deliverables of the Newark Sustainable Economy Task Force and can help to measure the success of the task force in the short and long term.

The Newark Sustainable Economy Task Force should be more than simply an undertaking of the City; the consortium should be formalized through commitment of educational institutions, community organizations, and the Newark WIB, and address Newark neighborhoods beyond those in the local demonstration project study area.

With a number of parallel regional planning projects, the task force should explore ways to connect to larger efforts, like the Together North Jersey Regional Plan for Sustainable Development, the North Jersey Partners local demonstration project, and the Regional Comprehensive Economic Development Strategy.

WHAT IT COULD BE



The Urban Essex Coalition for Smart Growth is a forum of public, private sector and non-profit stakeholders to collaboratively plan and market the Inner Morris and Essex corridor. The coalition is comprised of a working group, and through a grant with one of the non-profit members, is able to hire a part-time employee. Larger group members are able to participate through meetings and community events. Participation in the coalition enables members to jointly advocate for resources and apply for grants. Like the Urban Essex Coalition for Smart Growth, the Newark Sustainable Economy Task Force is envisioned to be a collaboration of diverse partners. The task force may want to consider a core working group within its own structure.



Phase 3: How do we get there?

71

PHASE 3: HOW DO WE GET THERE?

HOW DO WE GET THERE?

GUIDING PRINCIPLES

Information-sharing is a challenge common to many communities in North Jersey, Newark included. Existing institutions in Newark, like community-based organizations, non-profits, city agencies, transit providers, and workforce development initiatives, are already working with residents to provide a number of different programs and services, yet resources are not always shared between these service providers, and information does not always reach Newark's residents. In the future, these institutions should work more collaboratively with each other to share resources and information, especially to address common challenges. Meanwhile, community based organizations – those that work most closely with a particular neighborhood and provide a wide scope of services to residents – will play a larger role in connecting local residents to city agencies, businesses, citywide workforce development initiatives, and other larger organizations. Community based organizations can serve as a primary hub for information and resource sharing, maintaining inventories of local and citywide opportunities, liaising with larger organizations on regional opportunities, and relaying all information back to neighborhood residents. Many community based organizations are already taking on

this role, but bridging the gaps in information-sharing will require increased capacity, funding and support for these organizations.

In the short term, the momentum behind Newark Access to Opportunity and similar research and planning efforts, including the Sustainable Economy Action Plan and Newark's Manufacturing Competitiveness, should be leveraged to support continued dialogue on issues related to access to living wage jobs, opportunity industries, and workforce development. The Sustainable Economy Task Force can be the lead coordinative entity, both composed of and convening community based organizations, city agencies, non-profits, transit providers, businesses and workforce development organizations to regularly share information and resources, determine collaboratively how to best deliver services to residents, and conduct pilot projects with measurable deliverables.

IMPLEMENTATION

Implementation of these recommendations will require continued partnership between local stakeholders. The Newark Sustainable Economy Task Force can be the launch pad and managing entity of strategies to improve resident access to living wage

jobs. Nevertheless, the task force cannot be the sole implementing partner of these recommendations. Community organizations, city based organizations, transit providers, businesses, agencies, the City of Newark, and the State will need to stay involved to achieve the larger goal: build on existing assets to help revitalize traditionally poor, underserved communities, moving them closer to becoming stable, thriving, mixed-income communities.

The matrices that follow are implementation agendas, offering objectives, strategies and actions that partners can follow to advance resident access to living wage jobs.

Short	3-6 months
Medium	6-18 months
Long	18-36 months

CBO	Community-based organization
TMA	Transit management association

GETTING TO WORK	Actions	Timeframe	Actors	Lead Partner
Enhance awareness of public transportation options, making schedules readily available and providing convenient information around the most efficient ways to get places.				
Provide greater information on bus schedules and routes on mobile devices	Expand the information provided on routes and schedules via text messaging	Medium	NJ TRANSIT, TMAs, Port Authority, Private Carriers	NJ TRANSIT
Improve the ease of reading bus and train schedules	Hold focus groups with customers	Short	NJ TRANSIT, TMAs, Port Authority, Private Carriers	NJ TRANSIT
	Release schedules that are more user-friendly	Medium		NJ TRANSIT
Enhance awareness of NJ TRANSIT’s customer service phone line and online tools	Circulate/post information about the customer service phone line (circulate to CBOs and post in community locations)	Short	NJ TRANSIT, City of Newark, CBOs	NJ TRANSIT
	Enhance NJ TRANSIT’s marketing campaign	Long		NJ TRANSIT
Foster greater awareness of EZ Ride services	Circulate/post information about EZ Ride (circulate to CBOs and post in community locations)	Short	Meadowlink, NJTPA, City of Newark, CBOs	Meadowlink
	Enhance the EZ Ride marketing campaign	Long		Meadowlink
Explore strategies for customers to provide feedback about late or unreliable transit service	Advertise existing tools (online and phone tools) to submit customer feedback	Short	NJ TRANSIT, Port Authority, TMAs, Private Carriers	NJ TRANSIT
	Improve tools to submit customer feedback, including easy-to-identify online tools and opportunities to submit feedback via mobile devices (such as expanding MyBus app)	Medium		NJ TRANSIT
Continue and enhance collaborations between transit providers and major regional employers to ensure service between neighborhoods and job centers for all shifts.				
Enable county shuttles to cross county lines	Analyze existing policies, funding sources and liability to determine approach to changing policies	Medium	NJTPA, Counties	NJTPA
	Advocate for policy changes and implement	Long		NJTPA

GETTING TO WORK	Actions	Timeframe	Actors	Lead Partner
Ensure transit service to major employment centers	Complete a gap analysis with major employers to determine where additional transit service is needed	Short	NJTPA, Research organization/Institution in collaboration with NJ TRANSIT and North Jersey Partners, TMAs	NJTPA
	Advocate for increased service to identified places	Long		North Jersey Partners
Develop a forum to allow for collaboration between transit providers, major employers and workforce investment boards	Consider formation of a subcommittee of the City of Newark's proposed Sustainable Economy Task Force	Short	City of Newark, Essex County, NJTPA, TMAs, NJ TRANSIT, Private Carriers, Newark WIB, Newark Sustainable Economy Task Force	TMAs
	Meet regularly	Long		TMAs
Ensure safe, walkable and bikeable routes and transit stops.				
Enhance neighborhood streetscaping along major pedestrian and commercial routes	Identify priority routes and secure funding	Medium	City of Newark and/or Essex County (depending upon jurisdiction), Property Owners, CBOs, NJDOT	CBO
	Implement improved streetscaping	Long		CBO
Improve bike-to-work opportunities	Conduct a study to determine where alignment of bike lanes/infrastructure and commonly traveled work routes/places of employment can be improved	Medium	City of Newark w/ assistance from Essex County and NJTPA, NJDOT	City of Newark
	Install bike infrastructure along commonly traveled routes and in places of employment	Long		City of Newark
Improve safety of and amenities at bus stops	Identify major community bus stops	Short	City of Newark in partnership with neighborhood CBOs	City of Newark
	Secure funding for shelters, seating and lighting	Long		City of Newark
Ensure safer corridors through business activity	Determine hours of operation of businesses along major pedestrian and commercial corridors	Short	CBOs, Local Business Owners, City of Newark	CBOs
	Convene businesses along major pedestrian and commercial corridors to consider extending business operating hours	Medium		CBOs

GETTING TO WORK	Actions	Timeframe	Actors	Lead Partner
Ensure greater coordination between policing agencies at train stations	Analyze limits of public safety policies around multi-jurisdictional locations	Medium	Amtrak, Port Authority, NJ TRANSIT, City of Newark Police Department	NJ TRANSIT
	Resolve multi-jurisdictional issues	Long		NJ TRANSIT
Enhance patrolling of train stations	Identify areas around stations with insufficient police patrolling	Short	Amtrak, Port Authority, NJ TRANSIT, City of Newark Police Department; potential for volunteer "Neighborhood Watch" group in partnership with CBOs	CBOs
	Expand police presence/patrolling to neighborhood areas around train stations	Medium		NJ TRANSIT
Continue efforts to establish more safe, walkable, bikeable and transit-friendly routes in and near the port employment centers	Identify commonly traveled routes to employment centers in the ports	Medium	Port Authority, City of Newark, Property Owners, NJ TRANSIT, TMAs, NJTPA	NJTPA
	Work with property owners to secure funding to enhance routes and pedestrian amenities (e.g. sidewalks, bus shelters, clearly identified bus stops, protection from trucks, etc.)	Long		NJTPA

Potential Funding Sources

- NJ TRANSIT
- NJTPA
- US DOT
- NJ DOT
- Counties
- Port Authority of NY & NJ

BUILDING LOCALLY	Actions	Timeframe	Actors	Lead Partner
Use existing vacant building space to advance job opportunities.				
Consider temporary uses for vacant sites that offer programs and services for job seekers	Work with property owners to use vacant sites on a temporary basis	Medium	CBOs, Business Owners, Entrepreneurs, Investors with the City of Newark	CBOs
	Launch programs and services at vacant sites – such as a satellite training facility, or satellite counseling center – to support job seekers	Long		CBOs
Foster local entrepreneurship through flex start-up, co-working and incubator spaces	Identify vacant spaces and work with owners to inform about co-working and incubator opportunities	Short	CBOs, Business Owners, Investor with the City of Newark, Rising Tide Capital	Rising Tide Capital
	Identify funding sources	Medium		Rising Tide Capital
	Launch and promote co-working and incubator spaces in each neighborhood	Long		Rising Tide Capital
Foster small-scale light manufacturing in underutilized industrial and other spaces, including opportunities associated with the Maker Movement	Identify vacant or underutilized spaces and work with owners to inform about Maker Movement opportunities	Short	CBOs, BCDC, The Newark Museum, Maker Education Initiative, Property Owners	CBOs
	Facilitate flexible and multi-purpose use of vacant and underutilized spaces for small-scale and light manufacturing opportunities	Medium		BCDC
	Launch and promote the Maker Movement and other similar small-scale, light manufacturing uses	Long		BCDC
Realize redevelopment potential of opportunity sites within local neighborhoods.				
Maintain a neighborhood inventory of redevelopment opportunity sites with the CBO or other neighborhood entity and BCDC	Build off of information contained in the Master Plan and neighborhood plans to create a neighborhood inventory of redevelopment sites with information on location, ownership, zoning/use, built form, and potential to attract/support living wage employers	Short	CBOs, BCDC, City of Newark, Newark Sustainable Economy Task Force	CBOs
	Regularly update inventory	Long		CBOs

BUILDING LOCALLY	Actions	Timeframe	Actors	Lead Partner
Beginning with existing neighborhood redevelopment plans, conduct market studies and financial feasibility assessments for prime opportunity sites that offer potential for living wage jobs	Complete analysis to determine uses/industries that could support living wage jobs at key opportunity sites	Medium	CBOs, BCDC, City of Newark, Newark Sustainable Economy Task Force	City of Newark
	Facilitate collaborations between the community, developers and other stakeholders to develop site vision	Medium		City of Newark
Attract development that responds to the community vision and reflects the existing and potential market conditions of the site	Create a marketing strategy for sites	Medium	CBOs, BCDC, City of Newark	CBOs
	Engage developers	Long		CBOs

Potential Funding Sources

- Corporate Foundations
- Victoria Foundation
- Fund for New Jersey
- Neighborhood Revitalization Tax Credit
- Community Development Block Grants

WORKING & DOING BUSINESS LOCALLY	Actions	Timeframe	Actors	Lead Partner
Leverage state and local policy to support local sourcing and employment of Newark’s residents.				
Improve the legal environment for favoring local sourcing and hiring in procurement practices in order to encourage the city to hire and purchase from local businesses	Analyze existing policies and research best practices on how state governments implement flexibility in local procurement	Medium	State of New Jersey, City of Newark, Universities	City of Newark
	Implement policies that allow for greater flexibility in state and local procurement	Long		City of Newark
Foster local procurement by making Newark supply chain information readily available to small businesses and large employers	Conduct research on Newark's supply chain to identify niche industries and opportunities	Medium	BCDC, Universities, Research Organization/Institute, City of Newark	BCDC
	Create easy-to-follow materials that illustrate Newark's supply chain, including niche industries and opportunities	Medium		BCDC
	Launch a marketing campaign that targets local businesses and large employers to procure locally	Long		City of Newark
Build on existing ordinances (like Newark’s project labor agreement which requires contractors to make good faith effort to hire local residents for construction projects) to advance implementation and explore strategies for ensuring permanent jobs for city-subsidized projects	Analyze existing policies and legal limitations to determine approach to changing or enacting new policy	Medium	State of New Jersey, City of Newark	City of Newark
	Enact and enforce new policy	Long		City of Newark
Encourage growth of opportunity businesses and industries for living wage jobs.				
Support Newark's small businesses	Inventory existing networks and institutions that target and support Newark's small businesses	Short	BCDC, City of Newark	BCDC
	Promote and better support Newark's existing small business networks	Medium		BCDC

WORKING & DOING BUSINESS LOCALLY	Actions	Timeframe	Actors	Lead Partner
Support growth of sustainable economy industries (green infrastructure, improvement of building stock, reuse of waste materials and healthy food access)	Work with Sustainable Economy Task Force to identify Sustainable Economy Action Plan priority strategies for implementation	Medium	City of Newark (Sustainability Office), Newark	City of Newark
	Promote Newark as a model for sustainable economy jobs	Long	Sustainable Economy Task Force, NJEDA, NJDEP (Green Infrastructure), Business Owners	City of Newark
Maintain and support growth of the manufacturing industry	Work with Newark Sustainable Economy Task Force to identify priority strategies from Newark's Manufacturing Competitiveness	Short	City of Newark (Manufacturing Policy Advisor), Newark Sustainable	City of Newark
	Facilitate small-scale, light manufacturing in Newark, such as manufacturing associated with the Maker Movement	Medium	Economy Task Force, NJEDA, NJDEP (Green Infrastructure), Business Owners	BCDC
	Promote Newark as a model for manufacturing resurgence	Long		City of Newark
Attract jobs and industries that align with the Talent Network areas and support living wage job standards	Assess living wage potential of job opportunities in demand industries and Talent Network areas	Medium	City of Newark, Newark Community Development	City of Newark
	Explore implementation of a job quality screen or incentives, such as tax abatements, for incoming businesses that meet living wage job standards	Long	Network, BCDC, Research organization/institute	City of Newark

Potential Funding Sources

- Corporate foundations
- Victoria Foundation
- Port Authority of NY & NJ
- NJ Department of Labor and Workforce Development
- NJ Economic Development Authority

CLOSING THE SKILLS & INFORMATION GAP	Actions	Timeframe	Actors	Lead Partner
Improve the flow of information about employment between job providers, job seekers and key organizations to encourage greater hiring of local residents.				
Maintain an inventory of businesses and employers that highlights local businesses	Create a shared inventory of employers with address, general contact information, and contact information of hiring manager	Short	CBOs, Business Improvement Districts/Chambers of Commerce	BID or CBOs
	Regularly update inventory	Long		BID or CBOs
Promote regular coordination between neighborhood organizations and local businesses to facilitate employer-job seeker connections	Continue to establish relationships with local businesses	Medium	Newark Community Development Network, CBOs, BCDC, Newark Regional Business Partnership, Newark Alliance, Port Authority, NJ TRANSIT, Research organization/institution	CBOs
	Ensure that local organizations and businesses collaborate to connect neighborhood residents to available jobs	Long		CBOs
Promote regular coordination between neighborhood organizations, citywide workforce development programs, and regional businesses to facilitate employer-job seeker connections	Continue to establish relationships with regional businesses	Medium	CBOs, Newark WIB, Essex County WIB, BCDC, Newark Regional Business Partnership, Newark Alliance	Newark WIB
	Create a list of incoming large employers and their potential hiring needs	Long		BCDC
	Ensure that neighborhood organizations, citywide workforce development programs and regional businesses collaborate to connect local residents to available jobs with large employers	Long		Newark WIB

CLOSING THE SKILLS & INFORMATION GAP	Actions	Timeframe	Actors	Lead Partner
Collect and distribute information to support the understanding of employment trends and patterns	Collect and analyze information on employment trends and patterns	Medium	Newark WIB, Research Organizations/ Institutions, NJDLWD	Newark WIB
	Assemble and distribute easy-to-understand information to community organizations	Medium		Newark WIB
	Develop neighborhood-level strategies that respond to employment trends and patterns	Long		Newark WIB
Improve the efficacy of workforce/career development programs to more effectively train for local and regional living wage jobs.				
Promote greater collaboration between the Newark Workforce Investment Board and other county WIBs	Increase the number of meetings/ interactions between the Newark WIB and other county WIBs	Medium	Newark WIB, Essex WIB, City of Newark, Essex County, North Jersey Partners	North Jersey Partners
	Work to align efforts and take a common approach between the Newark WIB, Essex County WIB and other County WIBs	Long		North Jersey Partners
Promote greater collaboration between the Newark Workforce Investment Board and community based organizations	Increase the number of meetings/ interactions between the Newark WIB and CBOs to advance career development	Medium	Newark WIB, County WIBs, North Jersey Partners	Newark WIB
	Develop and implement a shared agenda and set of strategies to improve community and WIB services for local residents	Long		Newark WIB
Expand the number of programs that offer training in soft skills	Conduct a gap analysis of soft skills training programs currently offered	Short	Newark WIB, CBOs	Newark WIB
	Expand the number of programs offering soft skills training services	Medium		Newark WIB
Ensure that services provided by Newark One-Stop Career Center and NewarkWORKS align with employer needs	Analyze programs and services offered	Short	Newark WIB, Essex County WIB, Newark Regional Business Partnership, Newark Alliance, NJEDA	Newark WIB
	Review effectiveness of programs and services with employers and stakeholders	Medium		Newark WIB
	Update programs based on review			Newark WIB

CLOSING THE SKILLS & INFORMATION GAP	Actions	Timeframe	Actors	Lead Partner
Expand opportunities for mentorships, apprenticeships and internships.				
Maintain an inventory of mentorship, apprenticeship and internship programs within community based organizations and WIBs	Inventory existing mentorships, apprenticeships and internships and promote through CBOs and WIBs	Short	CBOs, City of Newark, Newark WIB, Essex County WIB, Employers	Newark WIB
	Regularly update inventory with program providers	Long		Newark WIB
Develop or expand community mentorship opportunities through community based organizations	Recruit resident leaders as volunteers for community mentorship program	Short	CBOs, Resident Volunteers	CBOs
	Develop and promote community mentorship programs	Long		CBOs
Expand apprenticeship opportunities with relevant businesses	Work with companies and corporations to create/subsidize apprenticeship programs (food, warehousing, construction, trades)	Medium	CBOs, Newark WIB, Essex County WIB, Employers	Newark WIB
	Promote apprenticeships citywide	Long		Newark WIB
Support and expand internship and employment opportunities for Newark's youth that lead to more permanent, living wage jobs	Create a unified strategy to market the benefits of internships to businesses	Short	City of Newark, Newark WIB, Essex County WIB, CBOs, Employers	
	Expand the Summer Youth Work Program to include additional businesses that offer more internships and ensure that internships meet job quality standards	Medium		City of Newark
	Promote internship programs through community based organizations	Long		City of Newark
	Make the Summer Youth Work Program into a year-round effort	Long		City of Newark

CLOSING THE SKILLS & INFORMATION GAP	Actions	Timeframe	Actors	Lead Partner
Advance efforts in Newark schools to promote skill-building for living wage and career path jobs for youth and all residents.				
Educate elementary and middle schoolers on the benefits of college education and/or vocational training	Explore best practices in successfully engaging young students on the benefits of college and/or vocational training	Short	City of Newark, NJDOE, NJ Office of the Secretary of Higher Education, Essex County College	City of Newark
	Launch or expand an existing program that engages young students on the benefits of a college education and/or vocational training, emphasizing that both paths can lead to a living wage job	Medium		City of Newark
Better align school curricula and coursework with skills required for living wage and career path jobs and those in current and emerging industries	Review curricula with members of the business community in current industries (manufacturing, port work), emerging industries (health care, social assistance) and target industries (sustainable economy) to determine strengths and deficiencies, and initiate/continue dialogue between colleges and the Port Authority to launch courses geared toward airport activity	Medium	NJDOE, Newark Regional Business Partnership, Newark Alliance, Employers	Newark Alliance
	Revise curricula to include living wage and career path job building skills, including those for STEM jobs	Medium		Department of Education
Expand support for vocational high schools and college programs that provide vocational training and other skills	Determine the demand for vocational high schools and college coursework	Medium	NJDOE, Essex County College, NJ Office of the Secretary of Higher Education	Essex County College
	Secure funding and launch additional vocational high schools and vocational coursework	Long		NJDOE
Utilize school facilities for after school services for community members including career skills building, budgeting, counseling, etc.	Secure permission to utilize school facilities for community programming	Short	City of Newark Board of Education, CBOs	Newark Board of Education
	Offer skills-building program after school for all community members	Medium		CBOs

CLOSING THE SKILLS & INFORMATION GAP	Actions	Timeframe	Actors	Lead Partner
Expand opportunities for entrepreneurship.				
Increase awareness of existing entrepreneurial services and programs	Inventory existing entrepreneurial skill-building programs	Short	Rising Tide Capital, CBOs, BCDC, Newark WIB	Rising Tide Capital
	Promote services via community organizations	Short		Rising Tide Capital
Promote greater collaboration between entrepreneurial service providers and community organizations	Add entrepreneurial training to community based organization skills-building programs	Medium	Rising Tide Capital, CBOs, Newark WIB	Rising Tide Capital
Advance training and employment opportunities for the re-entry population.				
Develop a two-fold skills and experience building program that focuses specifically on members of the re-entry community	Build on community mentorship program to focus on life skills-building for the re-entry population	Medium	City of Newark Office of Re-entry, CBOs, Resident Volunteers, Employers, Newark WIB, Essex County WIB	Office of Re-entry
	Recruit businesses to participate in a mentorship program	Long		Office of Re-entry
	Implement and promote program			Office of Re-entry
Advance entrepreneurial development program for re-entry population	Facilitate collaborations between CBOs working with re-entry population and skills-building organizations	Medium	Rising Tide Capital, CBOs, Newark WIB, NJDOC	Office of Re-entry
	Conduct training workshops on entrepreneurial skill-building and small-scale, light manufacturing	Medium		Office of Re-entry
	Establish an entrepreneurial mentorship program for re-entry population	Long		Office of Re-entry

Potential Funding Sources

- Corporate Foundations
- Foundation for Newark's Future
- Victoria Foundation
- Geraldine R. Dodge Foundation
- Fund for New Jersey
- Colleges and Universities
- NJ Department of Education
- NJ Department of Labor and Workforce Development
- NJ Office of the Secretary of Higher Education
- NJ Department of Corrections
- US Department of Justice
- US Department of Education

MOVING FORWARD	Actions	Timeframe	Actors	Lead Partner
Ensure a lasting forum under the Newark Sustainable Economy Task Force.				
Support a lasting, city-wide forum (replicate work from this local demonstration project to other Newark neighborhoods) that brings together the city, CBOs and other organizations to share best practices in advancing skills training and local employment; offers opportunities for collaboration, joint strategies and shared services; completes joint advocacy for resources; and provides an environment in which to confront common challenges collaboratively	Recruit and formalize commitment to anchor the task force	Short	City of Newark, Members of Newark Sustainable Economy Task Force	City of Newark
	Launch the Newark Sustainable Economy Task Force	Short		BCDC
	Explore creative ways to sustain forum, and measure success of implementation/ forum (look to Urban Essex Smart Growth Coalition model)	Medium		BCDC
	Measure success of implementation/forum	Long		BCDC
Coordinate citywide lasting forum with other regional efforts	Integrate findings and recommendations into Together North Jersey Regional Plan for Sustainable Development, Regional Comprehensive Economic Development Strategy, and North Jersey Partners project	Short	City of Newark, Members of the Sustainable Economy Task Force, Together North Jersey, North Jersey Partners	Together North Jersey
Develop two pipeline projects: one to support high-achieving high school students in college and career pathways; the other to support re-entry and long-term unemployed residents with training and career pathways	Conduct gap analysis on existing programs that relate to these pipeline projects	Short	City of Newark, Newark WIB, Essex County College, Rutgers-Newark, Newark Public Schools, BCDC	Newark WIB
	Present early findings to task force and other stakeholders	Medium		
	Develop and launch pilot projects	Medium		

Potential Funding Sources

- US Department of Housing and Urban Development
- US Department of Labor
- NJ Department of Labor and Workforce Development

