



Hudson County Regional CEDS 2010-2014 Comprehensive Economic Development Strategy

Adopted February 2010



Preparation and Approval of the Regional CEDS 2010-2014

The Hudson County Regional CEDS 2010-2014 was prepared by the Hudson County Division of Planning for the U.S. Department of Commerce, Economic Development Administration. The plan was adopted by the Hudson County Planning Board and Hudson County CEDS Strategy Committee on January 20, 2010.

Hudson County Regional CEDS 2010-2014

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The original of this report was signed and sealed in accordance with N.J.S.A. 40:27-2; N.J.S.A. 45:14A-12; N.J.A.C. 13:41-1.2; and 13 C.F.R. § 303.7.

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Executive Summary

The Hudson County Regional Comprehensive Economic Development Strategy or “CEDS” is a five-year economic plan to guide the growth of jobs, development and commerce in the County. The CEDS plan is a requirement of the US Department of Commerce, Economic Development Administration, USEDA, in order to become and remain eligible for public works grants and economic development assistance from the federal EDA.

The federal regulations (13 C.F.R. § 303.7) require the establishment of a CEDS Committee to oversee development of the CEDS Plan and designation of a Planning Organization to administer the federally sanctioned CEDS process. In response, the County Executive issued Executive Order no. 71 establishing the Hudson County CEDS Committee. The most recent CEDS Committee was appointed by the County Executive and confirmed by the Board of Chosen Freeholders via Resolution No. 491-11-2007 on November 8, 2007. On May 22, 2004 the Board of Chosen Freeholders approved Ordinance No. 219-5-2004 creating the Division of Planning. The Division was designated by the governing body as the Planning Organization responsible for managing the CEDS process.

Hudson County’s CEDS Committee is comprised of over 30 individuals representing a broad range of interests including local government officials from the County and all twelve municipalities, representatives of institutions of higher education and workforce development, minority and non-profit organizations and organized labor, the chamber of commerce and economic development agencies, the finance, insurance and real estate sector, the transportation and logistics industry, as well as regional transportation agencies and utilities. The CEDS Committee has been meeting on a quarterly basis to discuss economic development issues and matters of regional concern since its establishment in 1999.

For more than 10 years the original 1999 CEDS Plan served as the basis for Hudson County’s grant applications and funding requests to the US Department of Commerce. In fact, the CEDS Plan helped facilitate the successful application of over \$18 million in funding from the federal EDA. The CEDS Committee developed and adopted numerous annual updates to the original CEDS Plan which were approved by the federal EDA. However, in 2009 federal economic development officials notified the CEDS Committee that the County would have to develop a new five year CEDS Plan. Thus, the County using funds from the Hudson County Community Development Block Grant CDBG program hired graduate students from Rutgers University’s Bloustein School of Planning and Public Policy to assist the Division of Planning and the CEDS Committee to prepare a new five year CEDS Plan.

The Division of Planning, with the guidance of the CEDS Committee, began drafting a CEDS Plan that discussed the economy, population, geography, workforce development, transportation, resources and environment of the region. The CEDS Plan analyzes the strengths, weaknesses, opportunities and threats facing the region and identifies economic clusters within the County. The CEDS Plan contains both broad goals and achievable objectives. The CEDS Plan was prepared with wide and robust community and private sector participation; which involved interviews with dozens of stakeholders, an internet based survey in both English and Spanish generating nearly 800 responses, and a formal public hearing. The CEDS Plan contains a plan of action that identifies strategic projects, programs and activities as well as performance measures to evaluate the Plan’s success.

● Vision Statement

The year is 2015 and Hudson County is continuing to rebound from the economic recession which has gripped the country since 2008. The County leads the State in total private sector job creation, wage growth and new housing starts. The County is well positioned due to receiving State and Federal economic stimulus measures. In fact, the American Recovery and Reinvestment Act (ARRA) and New Jersey's Economic Stimulus Act of 2009 are both helping to spur development and rebuild Hudson County's antiquated infrastructure lifting the State and County out of the recession. Locally, communities have been successfully employing available resources including the Urban Transit Hub Tax Credit program, redevelopment powers, special improvement districts, public bonds and special purpose funds (UEZ, CDBG, etc.) to leverage private investment and create local jobs.

While banks and financial institutions are not lending money or extending credit like the heady days of the early 2000s, intrepid developers are partnering with local governments and agencies to facilitate construction of their projects. In Bayonne, developers partnered with the New Jersey Environmental Infrastructure Trust, the Hudson County Improvement Authority and the City of Bayonne to build a new 350,000 sf commercial center on Route 440. In Harrison, developers teamed-up with the State, County, Town and Port Authority to build new water and sewer infrastructure along with a new shared parking deck adjacent to the rehabilitated PATH train station that helped spur thousands of units of market rate housing to compliment a new 25,000 seat professional soccer stadium. And, in North Bergen the NJDOT's rehabilitation of Tonnelle Avenue (1&9) has made way for construction of a new 465,000 sf commercial shopping center.

Hudson County has been at the forefront of the "green economy" facilitating the creation of thousands of sustainable "green collar" jobs. In Union City, the Hudson County Community College has constructed a new green building over the 47th Street light rail station to better serve residents of north Hudson. In Secaucus, the Hudson County Schools of Technology have completed a new LEED-certified high school campus along the Hackensack River. In Bayonne, Jersey City and Kearny, NJ Transit has added rail service with new stations at 8th St., Newark Bay and Bergen Avenue. In Guttenberg and Weehawken local officials have turned brownfield sites into public green space. In Hoboken, the North Hudson Sewerage Authority built two new pump stations which eased flooding and reduced non-point source pollution from stormwater run-off. In East Newark, developers converted the historic Clark Thread factory into an 830 unit residential building through an adaptive reuse strategy which saved hundreds of thousands of cubic yards of material from the landfill. And, in West New York officials have used state and federal funds to weatherize municipal buildings and the homes of needy residents.

Despite the public investment and private job growth, Hudson County is still challenged by pockets of poverty and high unemployment. Hudson remains one of the least affluent counties in New Jersey and working families are still confronted by both the cost of living and the prohibitively high cost of housing in the New York City area. Communities are squeezed by relatively flat property taxes as well as State aid to municipalities and school districts. Even State funding for local transportation and park improvements has been reduced. Thus, programs like the federal EDA's public works assistance grants are instrumental for economic development projects like the rehabilitation of Christopher Columbus Drive which is a major gateway welcoming visitors and workers into Jersey City's downtown financial district.

What is a CEDS?

A Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed to guide the economic growth of an area. Preparation of a CEDS will help create jobs, foster more stable and diversified economies, and improve living conditions. It provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development.¹

A CEDS is required to qualify for federal Economic Development Administration (EDA) assistance under its public works, economic adjustment and planning programs, and is a prerequisite for designation by EDA as an economic development district (EDD). The Hudson County Division of Planning is preparing the CEDS to satisfy this requirement in accordance with 13 C.F.R. § 303.7 of the EDA Comprehensive Economic Development Strategies Summary of Requirements.

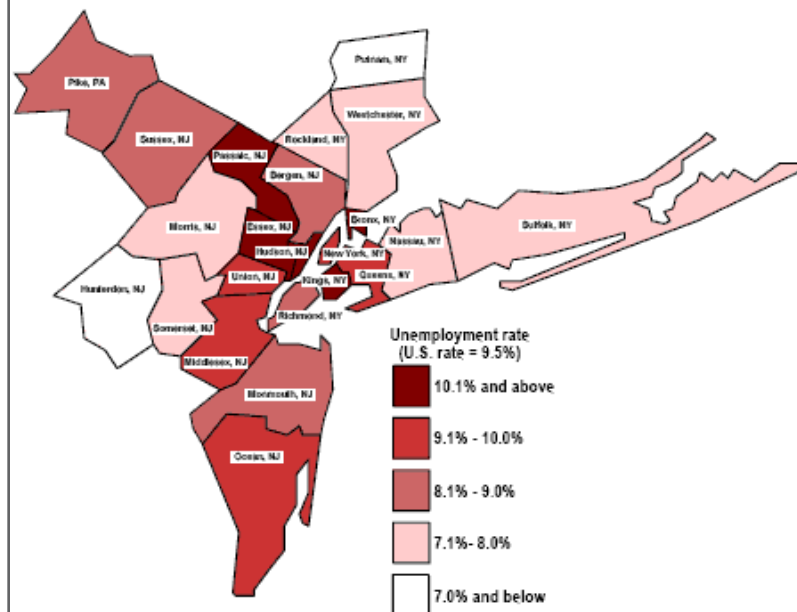
This CEDS is the result of a continuing economic development planning process, developed with broad based and diverse community participation, and contains the following:

- An analysis of economic and community development problems and opportunities including incorporation of any relevant materials or suggestions from other government sponsored or supported plans
- Background and history of the economic development situation of the County, with a discussion of the economy, including as appropriate, geography, population, work force development and use, resources, transportation access, the environment, and other pertinent information
- A discussion of community and private sector participation in the planning efforts
- A section setting forth goals and objectives for taking advantage of the opportunities and solving the economic development problems of the County. A plan of action including suggested projects to implement, the projected numbers of jobs to be created and the objectives and goals set forth in the strategy
- A section that prioritizes and identifies vital projects, programs and activities that addresses the County's greatest needs
- A section identifying economic clusters within the County, focusing on those that are growing or declining
- Performance measures that will be used to evaluate whether and to what extent goals and objectives have been or are being met

Eligibility

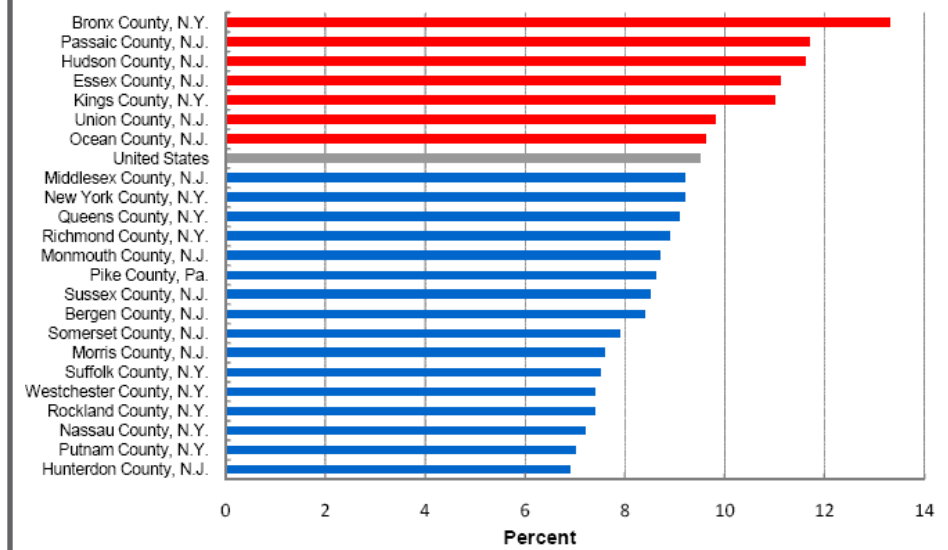
Hudson County is an eligible jurisdiction of the CEDS Program because it has seen a significant increase in unemployment, with the most recent unemployment rate available for Hudson County at 11.4 percent (in comparison to the national average of 9.6 percent). According to a report issued by the US Department of Labor, Bureau of Labor Statistics, Hudson County currently has the third highest rate of unemployment among the 23 counties surveyed in the New York-New Jersey Metropolitan Statistical Area.²

Chart 1. Unemployment rates for counties in New York-Northern New Jersey-Long Island, NY-NJ-PA Metropolitan Statistical Area, not seasonally adjusted, September 2009



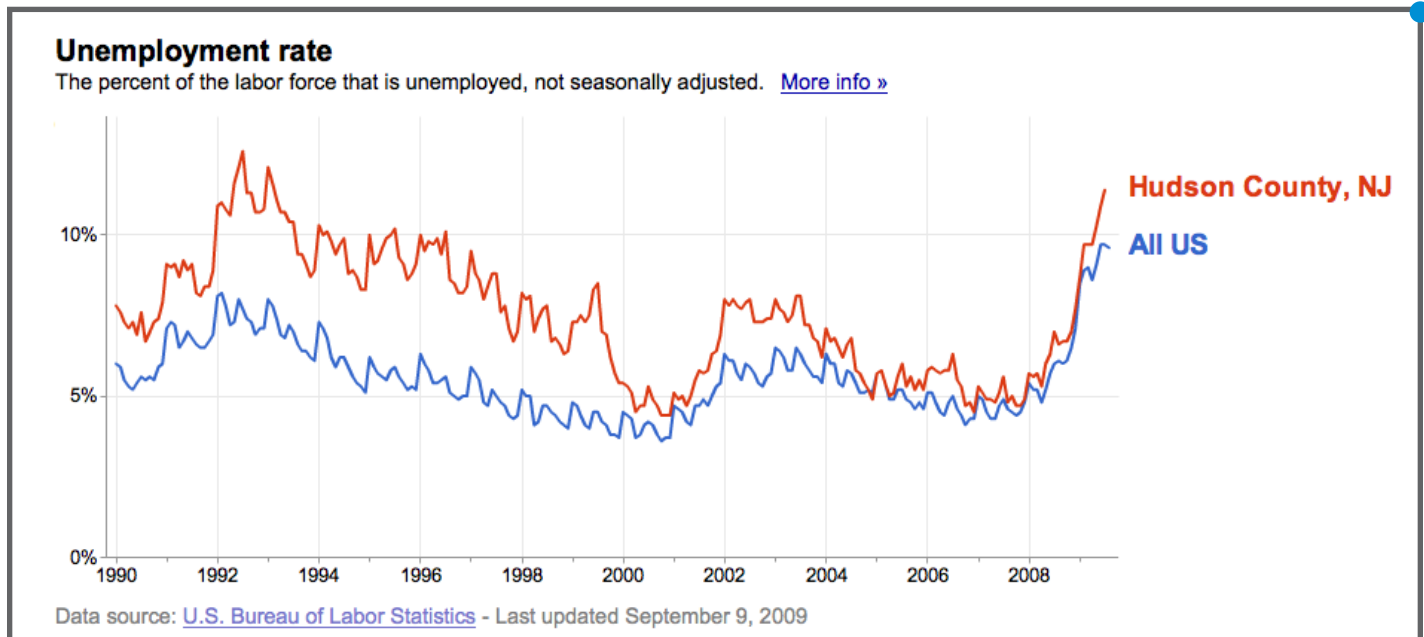
Source: Bureau of Labor Statistics, November 2009

Chart A. Unemployment rates for the United States and counties in the New York-Northern New Jersey-Long Island, N.Y.-N.J.-Pa. Metropolitan Statistical Area, September 2009, not seasonally adjusted

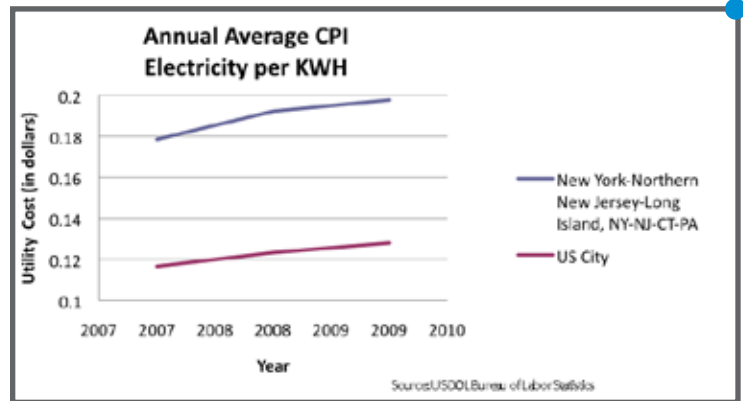
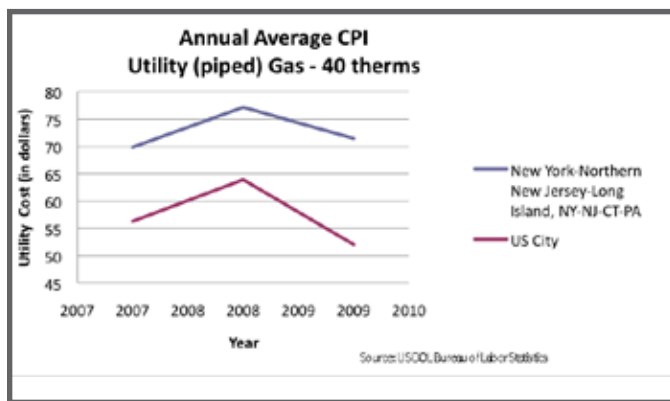


Bureau of Labor Statistics <http://www.bls.gov/ro2/countyunemp.htm>

The two-year increase in Hudson County's unemployment is 5.8 percent, and Hudson County had the second largest unemployment rate increase in the New York City metropolitan region over the past two years. The unemployment rate for the County as a whole has been consistently higher than the national unemployment level, as illustrated by the following chart:



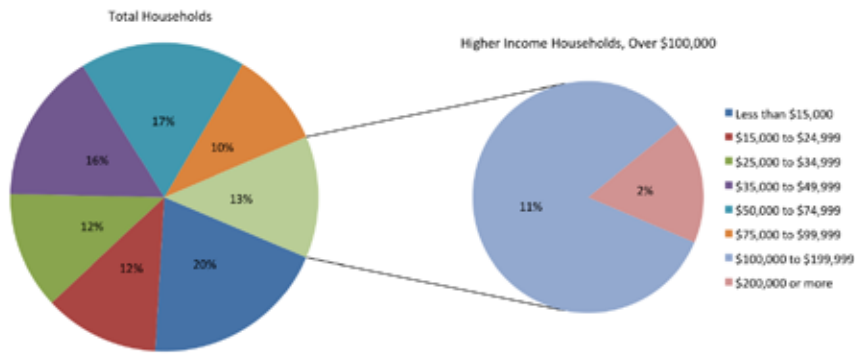
Secondly, although Hudson County's per capita income (PCI) of \$30,599 is 10.23 percent higher than the national average of \$27,466³, the cost of living in Hudson County is considerably higher than other metropolitan areas around the country. In addition, the aggregated three year average expenditures by residents in the Northeast region for utility gas and electricity is approximately 21.18 percent and 35.25 percent higher respectively. The following tables illustrate the 3 year cost of PCI expenditures by the Consumer price index (CPI) of both the Hudson County region and the national averages for US Cities:



Bureau of Labor Statistics

Furthermore, Hudson County has an uneven distribution of income, in which 15 percent of residents make 50 percent of the total aggregated income. If the higher income residents were not included in the calculation, the per capita income for the County would be substantially lower, and reflect a very different representation of the County residents' actual per capita income.

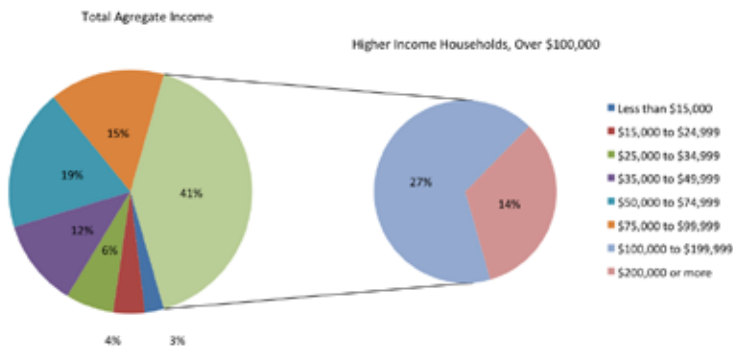
Hudson County Percent of Households by Income Category



Lastly, housing costs have continuously increased in the County which puts an additional economic strain on the population. The median home value was \$400,900 in 2008, an increase of \$60,855 (17.19 percent) over the 2005 figures.⁴ The 2008 data shows there were 21,036 owner-occupied housing units valued between \$500,000 and \$999,999 (an increase of 8.95 percent from 2005 figures) and 2,125 units valued at over \$1,000,000 (an 11.16 percent increase).⁵

According to the US Census Bureau, spending 30 percent or more of income on housing costs classifies as having a “housing cost burden” and is an indication of a housing affordability problem.⁶ Hudson County deviates significantly from these standards for both owners and renters. What is most telling about home ownership costs within the County is that 53.3 percent of owners are paying more than 30 percent of their income on housing costs, with the majority of that percentage paying more than 35 percent of their income on housing costs.⁷ The situation for renters is equally distressing. According to the National Low Income Housing Coalition, a well-known source of housing information, the 2009 fair market rent for a two-bedroom unit in Hudson County is \$1,219, which is a 5.6 percent increase from the 2007 figures and an alarming 54 percent increase between 2000 and 2009.⁸

Hudson County Percent of Total Income by Household Income Category



Planning Organization

Pursuant to 13 C.F.R. § 303.2, a Comprehensive Economic Development Strategy (CEDS) Committee was created by Resolution No. 480-9-1999 on September 23, 1999. The current members were appointed by the Hudson County Board of Chosen Freeholders to serve from October 25, 2007 until October 31, 2011. The Committee membership was updated through the Office of the County Executive and pursuant to Resolution 491-11-2007 the Committee membership was updated and confirmed on November 1, 2007 to serve four-year terms. A copy of this resolution and a list of current members are provided as Appendix A. Members of this committee include representatives from the following sectors: local government, economic and business development organizations (including chambers of commerce, real estate development, finance, industrial, labor, finance, and utility companies), the employment and training sector, community organizations, non profits, education and minority organizations and each municipality throughout Hudson County.

The original CEDS document, which was submitted to the US EDA, received formal approval from that agency in late March 2000. The CEDS Committee updated the approved document in June of 2000, June 2001, June 2002, June 2003, June 2004, September 2005, September 2006 and April 2008.

This new Plan document has been prepared pursuant to 13 C.F.R. § 303.7 and will cover the 5-year span of 2010-2014. In addition to fulfilling the requirements to qualify for federal EDA funding, this document is in conformance with N.J.S.A.40: 27-2, and will also serve as an addendum and update to the Hudson County Master Plan’s Economic Development element of the 2002 Master Plan and the 2008 Master Plan Re-Examination Report.

Strategy Committee

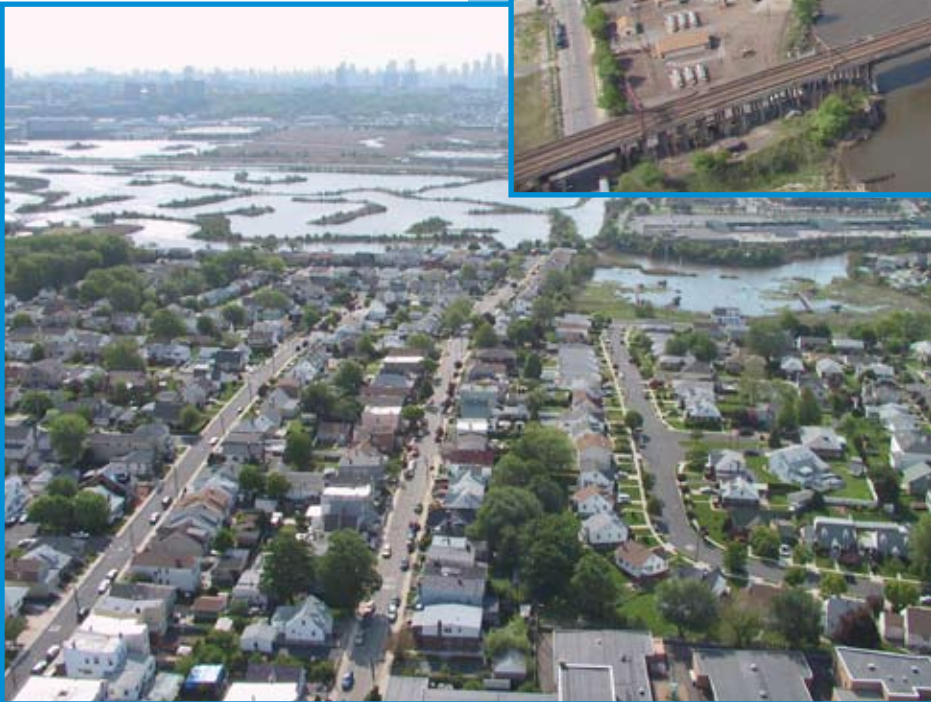
The Strategy Committee has remained active since the adoption of the initial CEDS in 1999. The Strategy Committee meets on a quarterly basis and has continued to do so through the development of the CEDS 2010 document. Minutes of those meetings and the sign-in sheets for each are included as Appendix B.

The Committee continues to monitor the progress of on-going projects, and to solicit and review preliminary applications for grants. The CEDS Committee meets regularly to discuss the County's economic situation, to evaluate and endorse appropriate economic development projects, to advise participating municipalities and organizations of funding opportunities and programs, and to bring matters of regional importance to the attention of the Board of Chosen Freeholders and municipal government officials.

The Hudson County Division of Planning provides technical support and staff assistance to the Hudson County Planning Board, the Hudson County Comprehensive Economic Development Strategic Committee and the Hudson County Open Space Advisory Board. The Division of Planning staff coordinates and arranges for meetings, prepares resolutions, keeps and distributes minutes of meetings, provides information to members and the public, arranges for guest speakers, calls special meetings when necessary, and provides coordination and continuity for the Committee as well as providing liaison with the County Executive and the Freeholders.

The Committee is appointed by the County Executive and the Board of Chosen Freeholders, and is advisory in nature. Meetings begin with an open floor so issues can be raised and can result in motions to support actions or programs that are then recommended to Freeholders and the County Administration.

This CEDS Plan is the result of a continuing economic development process, which includes the participation of multiple stakeholders including the Hudson County Board of Chosen Freeholders, a CEDS Strategy Committee, municipal representatives, local business and non-profit groups and local community members. Refer to Appendix C for a complete list of those who participated in the development of this document.



Background

Background

United States

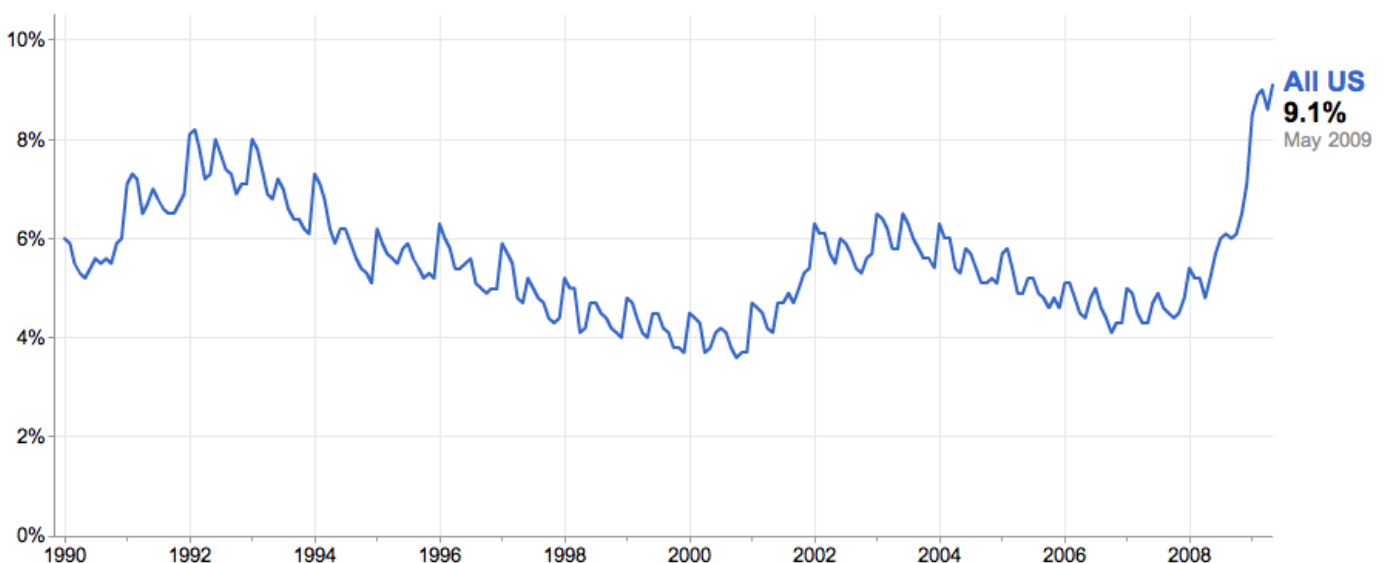
Economy

At the time of this report, the United States economy is experiencing an economic adjustment and dislocation, the likes of which have not been seen since the Great Depression. There were many conditions that lead to the current economic recession, including the housing bubble, sub-prime and predatory lending practices, deregulation, and irresponsible credit distribution that ultimately resulted in excessive debt burdens and over lending. The downward spiral of the United States economy has continued with escalating foreclosures, massive layoffs, increasing unemployment, and the demise of some of the country's largest financial and manufacturing institutions. Five of Wall Streets biggest financial institutions underwent fundamental structural changes. Lehman Brothers was dissolved, Goldman Sachs and Morgan Stanley converted to bank holding companies, Bank of America bought Merrill Lynch, and JP Morgan Chase acquired Bear Stearns.⁹ American International Group, Inc. (AIG) reported losses of \$61.7 billion in the final three months of 2008- the largest quarterly loss in corporate history.¹⁰ Three of the largest bankruptcies in history- GM, Wall Street investment bank Lehman Brothers, and savings and loan Washington Mutual, all occurred between September 2008 and June 2009.¹¹ Years of unprecedented housing and credit expansion burst and lead the country into what the Congressional Budget Office (CBO) estimates will be the largest budget deficit as a share of Gross Domestic Product (GDP) since shortly after World War II. Consequently, the CBO forecasts that federal debt held by the public will rise from 41 percent of GDP at the end of fiscal year 2008 to 60 percent at the end of fiscal year 2010.¹²

According to the Rutgers SITAR Regional Report, "the United States experienced private-sector payroll employment declines every month in 2008, and by year's end nearly 2.8 million jobs were lost."¹³ The labor market has continued hemorrhaging jobs with estimates in October 2009 of 15.1 million unemployed persons and an unemployment rate of 9.8 percent,¹⁵ the highest rate in 26 years.¹⁶ The following graphs highlight the recent rapid growth of unemployment and the steady increase in the number of unemployed.

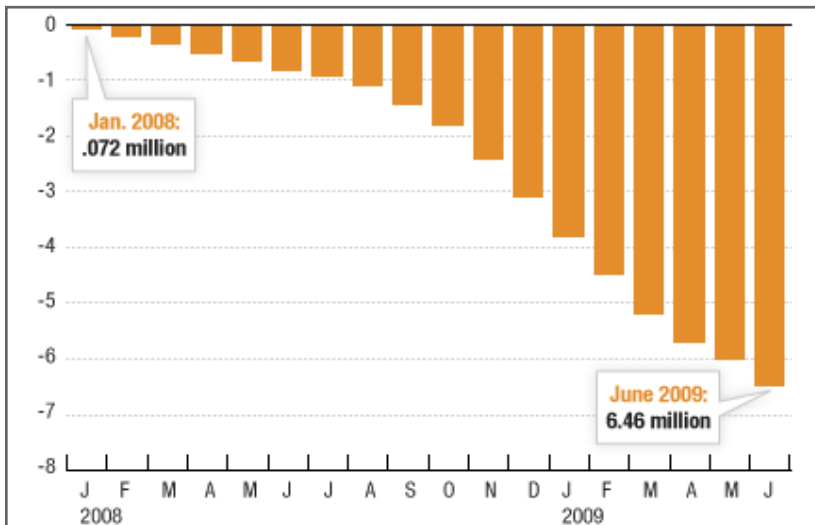
Unemployment rate

The percent of the labor force that is unemployed, not seasonally adjusted. [More info »](#)



Data source: [U.S. Bureau of Labor Statistics](#) - Last updated June 30, 2009

Job Losses January 2008-June 2009

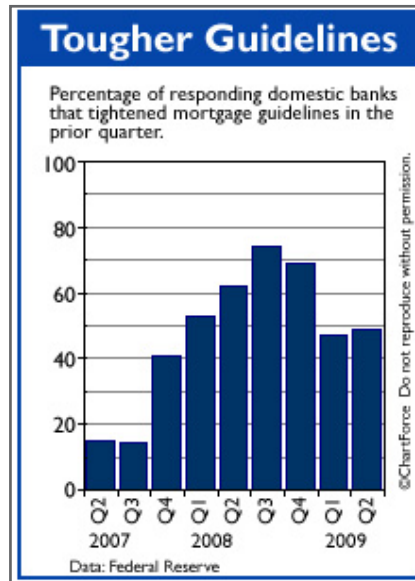
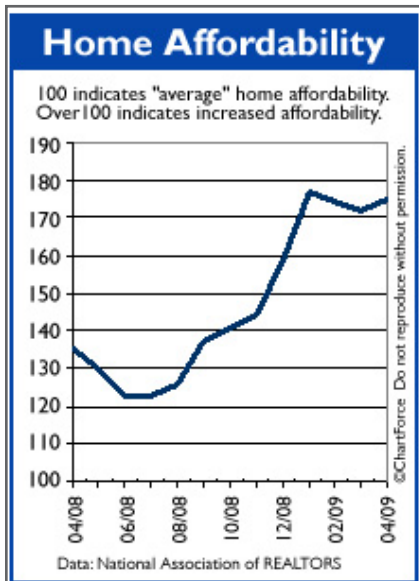


US Dept. of Labor

Real gross domestic product (GDP) decreased 0.7 percent in the second quarter of 2009 after decreasing 6.4 percent in the first quarter of 2009.¹⁷ Real gross national product -- the goods and services produced by the labor and property supplied by US residents -- decreased 5.6 percent in the first quarter, the same as in the fourth of 2008.¹⁸

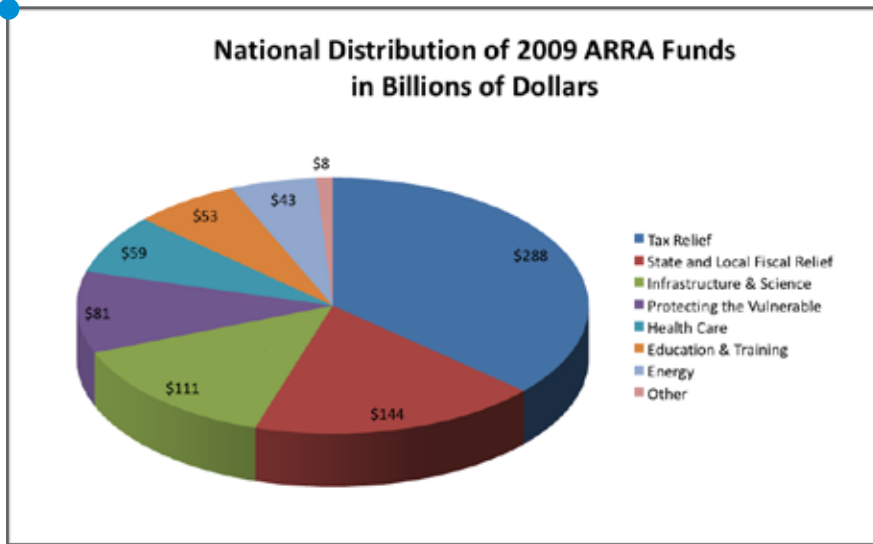
The housing market continued to decline and came almost to a standstill in 2008 and early 2009. In mid-2009, housing affordability began to rise, which is a good sign for recovery. However, with tighter restrictions on bank lending practices, credit is not flowing freely and fast enough to boost the economy.

Recent economic and housing indicators appear as a "light at the end of the tunnel". Reports from the National Association of Realtors show that home sales and housing affordability were both up. However, there is still a long road ahead, as consumer confidence was down 32.35 percent in March 2009 from the previous month, retail sales decreased another 0.4 percent from April to May 2009, and employment was down another 345,000 jobs as of May 2009.¹⁹ The graphs below highlight that housing affordability has become more difficult and that more stringent banking guidelines have emerged as a result of the housing bust.



Recovery & Stimulus

The first action by the US government to bolster the economy was the \$168 billion Stimulus Package approved by Congress in February of 2008²⁰, which gave families and individuals' tax rebates of \$300-\$1200 towards their 2007 tax returns. This act was followed by the Troubled Asset Relief Program (TARP) that was aimed at stabilizing the failing banking industry. The \$250 billion TARP was distributed to financial institutions in order to “strengthen market stability, improve the strength of financial institutions, and enhance market liquidity.”²¹ President Barack Obama signed the American Recovery and Reinvestment Act of 2009 into law on February 17, 2009 as a stimulus for the US economy. The Act provided \$787 billion aimed at tax relief, education, renewable energy initiatives and creating or saving more than 3.5 million jobs.²² The following chart shows a breakdown of how the stimulus funding will be spent:



www.recovery.gov

The government-sponsored program “Cash for Clunkers” was a very successful boost for the struggling car industry. The New York Times reported on August 4, 2009, that economists believe “a strong response to the government’s ‘cash for clunkers’ auto purchase program was likely to lift spending in July.”²³ This program has proved to be extremely successful, running out of its initial funds in less than a month. Congress had to authorize an additional \$2 billion after the initial \$1 billion was used up in July; when it was initially expected to last until November. The program ended with nearly 700,000 low-efficiency “clunkers” being traded in for more fuel-efficient vehicles for a total of \$2.877 billion in rebate applications.²⁴ Programs

such as this are the types of creative incentives the US needs to stimulate spending and get jobs back into the market. Also, this type of program not only helps the economy grow but begins to improve the environment as gas guzzlers are traded in for more efficient newer models. A similar program in Germany was just as successful earlier in 2009, in which the German government was paying people €2,500 to trade in cars more than nine years old for new vehicles.

So, where is the national economy headed? Although unemployment levels are expected to continue to slowly rise and peak at about 10 percent by the end of 2009,²⁵ there are indications that the recession is beginning to slow, and that the economy is beginning to recover. Consumer confidence was up 12.3 points to 39.2 for the month of April, and investor confidence is showing signs of improvement as well, even as the stock market itself still remains “choppy and somewhat inconsistent”.²⁶ The stimulus packages were not intended to be overnight remedies to the failing national and global economies. However, as the benefits from the packages begin to emerge in the coming months, it is very clear that now is an opportune time to invest and take advantage of the financial opportunities that the government has made available. While some economists maintain that more needs to be done to bolster the economy, the consensus is that the recovery will be a long process, burdened by slow job growth.

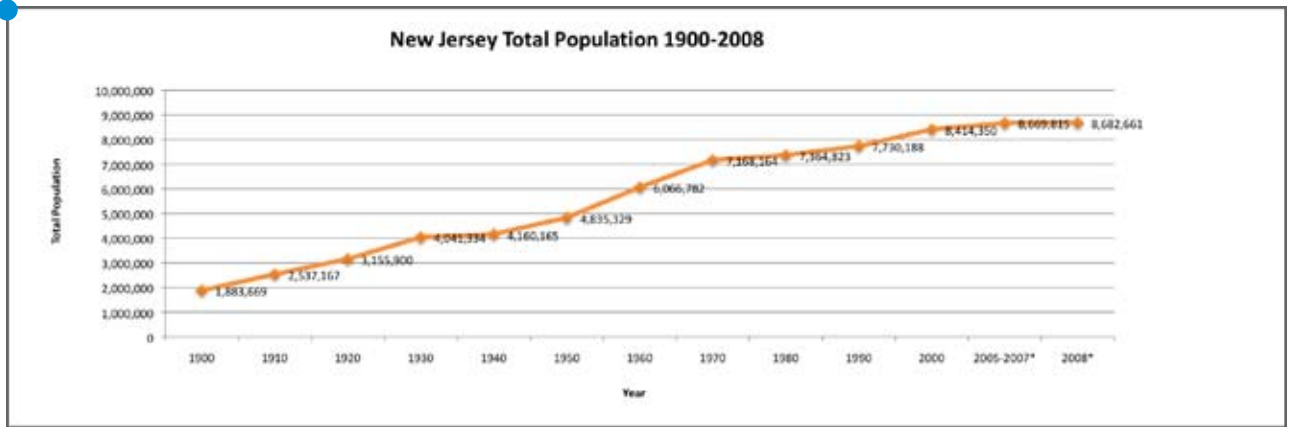
Economy

Only three states (and Washington D.C.) are smaller in size than New Jersey. However, July 2007 estimates from the US Census indicate that the Garden State ranks eleventh²⁷ in the nation in population and has the highest population density of all 50 states (1,171 people per square mile).²⁸ The US Census designates all 21 counties in the state as metropolitan areas and New Jersey's proximity to the major metropolitan markets of both New York City and Philadelphia make it a significant component of national and global markets. If New Jersey were an independent country, its Gross State Product of \$430 billion would make it the world's 17th largest economy.²⁹ New Jersey's integrated and highly developed network of roads, rail, air and seaport facilities make the State the best-connected region in the country for mobilizing products to both domestic and international markets. Therefore, New Jersey businesses have a local market that includes over 100 million consumers within a 24-hour drive with a collective purchasing power of approximately \$2 trillion.³⁰

The state is noted for its production of pharmaceuticals, machinery, and a host of other products, including electronic equipment, printed materials, and processed foods. Bayonne is the terminus of oil pipelines originating in Texas and Oklahoma, and there are oil refineries at sites in Linden and Carteret.³¹ New Jersey is home to fifteen of the world's largest pharmaceutical companies and ranks 8th in overall biotechnology strength in the United States.³² In addition, with Wall Street located just across the Hudson River, many of the nations' leading financial service firms have also established or relocated their headquarters to New Jersey.³³ The recent economic crisis that has its roots firmly planted in the Wall Street markets has thus also had a significant impact on the New Jersey financial sector as well as the housing market. When the housing market stagnated, lending from banks became extremely tight and economic growth slowed significantly. The February 2009 Rutgers SITAR report acknowledges that the recession will take time to run its course, and that when New Jersey moves into a post recession future, success will be based on a new economic landscape. According to the report, this "new normality" will consist of a financial industry makeover, a constrained global credit reality, sustained consumer retrenchment defined by higher savings rates and lower consumption rates, decelerating homeownership, and a commercial real estate sector that will be fundamentally reshaped.³⁴

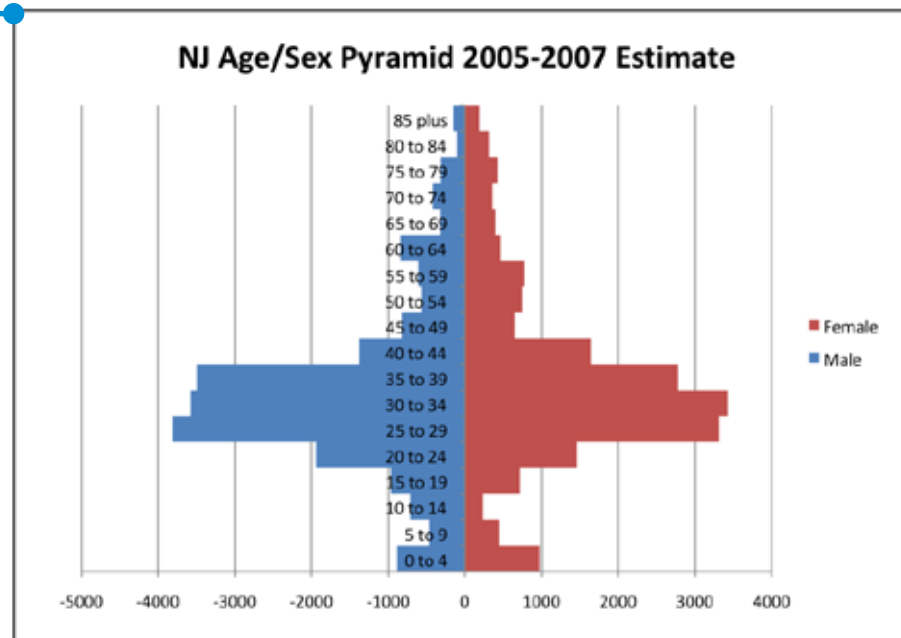
Population Characteristics & Trends

As noted above, New Jersey is ranked 47th in the country for its land area, but the state is ranked 11th for total population and is the most densely populated state in the country.³⁵ The total land area of New Jersey is 7,417.34 square miles, which gives the state a population density of 1,171 persons per square mile, significantly higher than the United States average population density of 79.6 persons per square mile. New Jersey also has the highest median household income in the country, at \$65,933, based on a three-year average (from 2007 data).³⁶ The US Census 2008 population estimates for NJ were 8,682,661, which was a 3.2 percent increase from previous figures. As of 2005, there were 1.6 million foreign-born living in the state (accounting for 19.2 percent of the population), making NJ the state with the third largest immigration population in the country.³⁷ The population has steadily increased since approximately 1940, though the most recent data suggests that this trend may be leveling off. The following table illustrates the population trends between 1900 and 2008.



US Census Bureau

The US Census Bureau projects that by July 1, 2030, the population of New Jersey will reach 9,802,440, which would be a 12.9 percent increase from the current population.³⁸ The following age/sex pyramid illustrates the various age cohorts of New Jersey's current population based on the 2005-2007 American Community Survey (ACS) estimates.



US Census Bureau

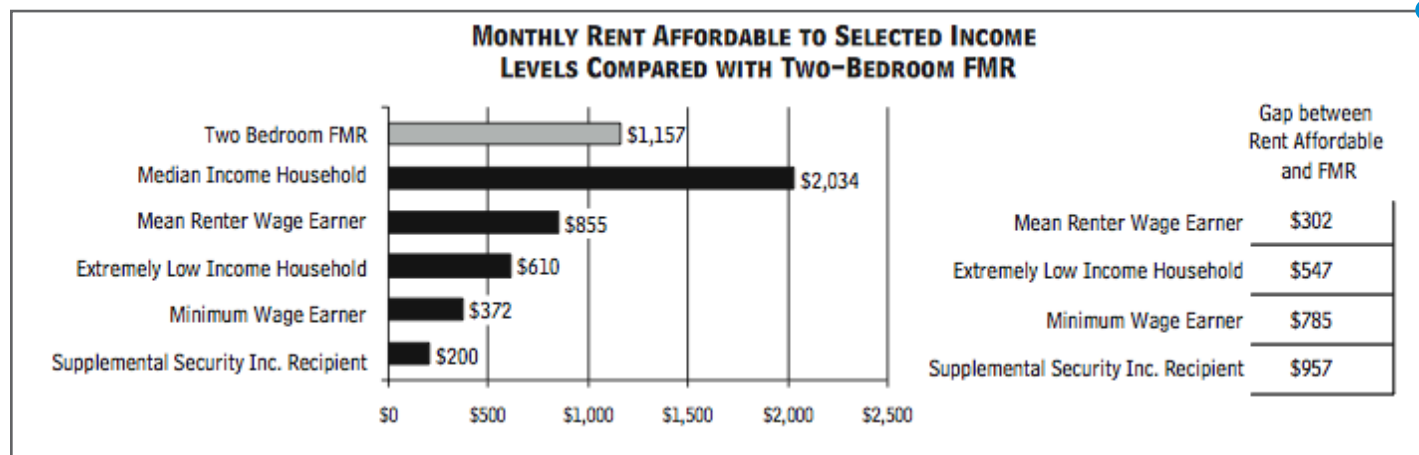
The pyramid illustrates a stable population with relatively slow growth and indications of an impending “Senior Tsunami”. This growth rate is reflected in the more square-like structure of the pyramid. The bump out in the pyramid between the ages of about 35 to 54 represents the post-World War II “baby boomers”. As the “baby boomers” age and climb up the pyramid, there will be a shift in the ratio of retirees to workers, an increase in demand for medical and other social services and a transition in the types of housing that will be required to house the aging population.

Migration & Immigration

A study published in 2008 by the Policy Research Institute, a private institute administered through Princeton University's Woodrow Wilson School of Public and National Affairs, analyzed in- and out-migration trends for New Jersey. The study concluded that low-income individuals drive the majority of out-migration for the state. Below the state's median family income there

is a net loss of 26 people for every 100 out-migrants. According to the study, most people who move out of New Jersey move to states that have higher state income taxes, but lower property values (35 percent lower), lower property taxes (41 percent lower) and lower overall costs of living (17 percent lower). Therefore, the study concludes that out-migration from New Jersey is primarily due to the high cost of living (especially the high cost of housing and property tax) in New Jersey. Although this is not a favorable economic environment to retain valuable blue-collar workers, the study also found evidence of an increase in highly educated people moving into New Jersey. The study found that above New Jersey's median income, there is a net gain of 5 people per 100 out-migrants.³⁹ This means that migration trends are leading to more variation in the work force skill level and creating more income diversity within the County.

The considerably high costs of living in New Jersey can be quantified when taking into account the Fair Market Rent (FMR) in comparison to the level of income required to be able to pay the state average FMR. According to a report issued by the National Low Income Housing Coalition, a private, fair housing advocacy group, in 2007-2008, the FMR for a two-bedroom apartment in New Jersey was \$1,157, and in order to afford this level of rent and utilities (without paying more than 30 percent of income on housing), a household must earn \$3,857 monthly, or \$46,287 annually. Assuming a 40-hour workweek, 52 weeks per year, this level of income translates into a housing wage of \$22.25, however, in New Jersey, a minimum wage worker earns only \$7.15 hourly. In order for a minimum wage worker to be able to afford the FMR two-bedroom apartment, this worker would have to work 124 hours per week, 52 weeks per year. In addition, the average wage for a renter in NJ was \$16.45, and for a renter to be able to afford the FMR for the same apartment, he would have to work 54 hours per week, 50 weeks per year.⁴⁰ The following table illustrates the gaps between the average costs of living and average worker salaries.

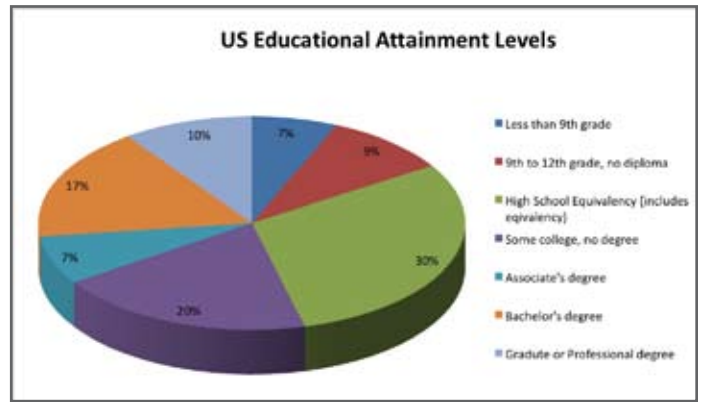
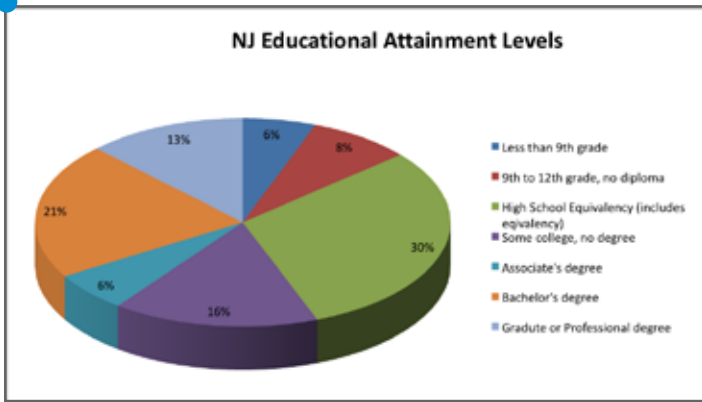


National Low Income Housing Coalition "Out of Reach 2008-2008"

The expensive cost of living in New Jersey is a topic that needs to be addressed in order to begin bridging the gap between the wages of medium- and low-income residents and the costs of the available housing stock near the New York City-area job markets. If the trends continue to see an increasing out-migration of blue-collar workers and increasing in-migration of higher skilled workers the labor pool could become significantly skewed. In the future the possibility exists that there may be a labor shortage in the low-wage, blue collar sectors while the job market could become saturated with a surplus of higher skilled workers who will then find it difficult to obtain a job.

Education

New Jersey has a large highly educated workforce, with 33 percent of the population having a Bachelor's Degree or higher, compared to 27 percent nationally. The state has 31 public educational institutions, colleges and universities, and 32 independent private colleges and universities.⁴¹ The following charts illustrate the educational attainment levels for New Jersey compared to the national attainment levels.

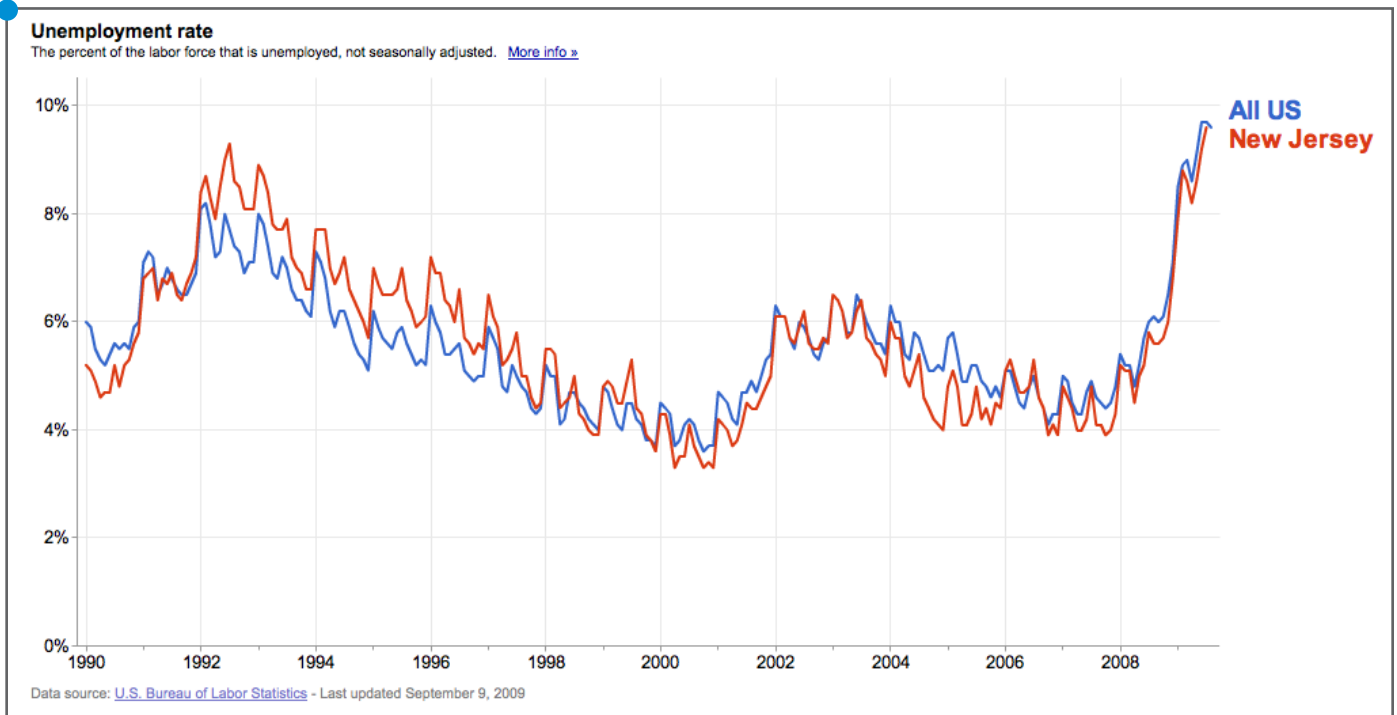


US Census Bureau 2005-2007 Estimates

Although the state has a large pool of highly educated workers, there is evidence to suggest that New Jersey is not capitalizing on its position as a major provider of higher education. Since New Jersey has such a high cost of living, it is important that the educational system provide residents with the skill sets they will need to enter a highly competitive, highly skilled labor force. However, a recent report by the New Jersey Association of State Colleges and Universities showed that New Jersey provided the least amount of funding in higher education investment in the country for fiscal year 2007; compared to fiscal year 2006, resulting in a cut of 8 percent of its funding.⁴² It is important that New Jersey begin to reinvest in its educational programs because the state is noted as the greatest net-exporter of college bound high school graduates, losing about 26,000 students per year.⁴³ New Jersey should begin focusing on ways to harness the local talent pool and provide college bound graduates with both the incentives and confidence for staying in New Jersey to attend college.

Employment

Job growth is a major indicator of economic vitality; and the unemployment rate in New Jersey, has mirrored the rest of the country, continuously rising since 2008. The unemployment rate in New Jersey as of August 2009, was at 9.7 percent, which was the same as the national rate.⁴⁴ The following chart illustrates the unemployment rate in New Jersey versus the rate for the United States.



Data released by the US Bureau of Economic Analysis demonstrated the slowed economic growth for most of the country, and showed that New Jersey was not immune to the economic recession. The collapse of Wall Street financial institutions and the instability of the residual consumer financial markets have significantly affected New Jersey due to the fact the state has a large portion of the labor force in the financial industry. According to the Federal Deposit Insurance Company (FDIC), New Jersey lost 12,500 financial jobs in the fourth quarter of 2008, a 4.6 percent loss from one year ago. This rate of decline was nearly double the national rate and was the largest percentage decline for the state since the first quarter of 1991.⁴⁵

In addition, there was a steady decline in private-sector jobs starting in 2008, and continuing into 2009. Table 1 illustrates the change in NJ Non-farm Payroll Employment from December 2007 through December 2008. Furthermore, recent data from the NJ Department of Labor (DOL) indicates total non-farm employment in the northern New Jersey Region decreased by another 55,000 jobs between December 2008 to March 2009, and employment in both the northern region and the state as a whole declined (-2.8 percent versus -3.1 percent) respectively.⁴⁶

The median household income in 2007 for residents in New Jersey was \$67,142, which is significantly higher than the national average of \$50,740.⁴⁷ The Bureau of Economic Analysis reported that in the first quarter of 2009 personal income in New Jersey decreased by 0.5 percent, which was the same as the national decline but slightly more than the rest of the Mid-east region, which only declined 0.3 percent.⁴⁸

Despite the bleak statistics there are positives in the state's employment picture. One of New Jersey's best assets is the human capital it harnesses within its highly educated and competitive workforce. According to the US Census, 29.8 percent of the states residents aged twenty-five or older have earned their bachelors degree or an advanced graduate degree, which is 5 percent higher than the national average.⁴⁹ In addition, the 2007 New Economy (NE) Index ranked New Jersey #2 in the nation, noting that NJ industries and businesses are uniquely well positioned to be strong competitors in the "New Economy". This is defined as a "global, entrepreneurial and knowledge-based economy in which the keys to success lie in the extent to which knowledge, technology, and innovation are embedded in products and services."⁵⁰ The NE also ranked New Jersey 7th in the field of knowledge-based jobs and third for information technology career opportunities.⁵¹

Looking to the future, it is important that New Jersey encourage knowledge-based industries in order to capitalize on this highly educated and competitive workforce. The state and the business community should foster linkages created between industries to create both highly skilled jobs and maintain sustainable working class employment opportunities. Although the financial industry will recover, it is widely accepted that there will be a contraction of the financial employment base as companies move towards less speculative business practices. Specific areas that will see an expansion will include the "green economy" and development of energy alternatives, which will have a substantial financial backing from the recently approved federal stimulus packages, and anticipated private sector funding.

Business Climate

Unfortunately, New Jersey has developed a reputation as one of the most difficult states in which to do business. According to one source, the Washington D.C.-based, not-for-profit Tax Foundation, New Jersey ranks first in the nation in terms of its State-and Local tax burden. The group's 2009 State Business Tax Climate Index ranked New Jersey 50th in the country as the worst state in the country for overall business climate.⁵² The specific ranking for each of the criteria evaluated to determine this ranking are shown below.

Rutgers Sitar Report 2/09

TABLE 1
Change in New Jersey
Nonfarm Payroll Employment:
December 2007–December 2008
 (Seasonally adjusted)

	Change in Jobs
Total Nonfarm	-63,000
Total Private Sector	-59,800
Goods-Producing	-25,100
Natural Resources and Mining	0
Construction	-9,200
Manufacturing	-15,900
Private Service-Providing	-34,700
Trade, Transportation, and Utilities	-18,100
Information	-1,200
Financial Activities	-7,500
Professional and Business Services	-7,300
Education and Health Services	+8,100
Leisure and Hospitality	-5,000
Other Services	-700
Government	-3,200

Note: North American Industry Classification System (NAICS) employment sectors.
 Source: New Jersey Department of Labor and Workforce Development.

New Jersey Rankings 2009*					
Overall Rank	Corporate Tax Index	Individual Income Tax Index	Sales Tax	Unemployment Insurance Tax Index	Property Tax Index
50	39	48	41	24	50

* Out of 50 States

Tax Foundation 2009 State Business Tax Climate Index

In order to address the poor business climate, Governor Jon Corzine prepared the “Economic Growth Strategy for the State of New Jersey” in 2007. The Economic Growth Strategy was aimed at creating an environment conducive to economic growth, innovation and prosperity while increasing the number of well-paying, private sector jobs in the state at a higher rate than that of other states in the region.⁵³ The Economic Growth Strategy is consistent with this CEDS in that the primary goals are aimed at supporting industry sectors and clusters that are currently concentrated in the state and that are expected to grow nationally and internationally over the next ten years.

Commercial Real Estate Markets

The northern and central New Jersey office markets ended 2008 with an overall vacancy rate of 15.8 percent, which was a slight increase (0.3 percent) from the previous quarters 15.5 percent.⁵⁴ Although the economic slump is expected to continue through 2009, there are opportunities for the commercial real estate market to make a come back. Governor Corzine recently created the New Jersey Real Estate Advisory Board; which is a 29-member panel comprising leaders from academia, banking and lending, commercial real estate brokerage and investment, construction management, housing industry, law, office, retail, and risk management . The Board will advise the Governor on ways to encourage economic development and enhance the State’s attractiveness to investors and the business community.⁵⁵

Housing Markets

The housing market has continued its significant decline as the State works its way through the current recession. Single and multi-family building permits have declined dramatically and non-business bankruptcy filings have continued to increase, as is illustrated in the following table.

FDIC State Profile: New Jersey Economic Indicators First Quarter 2009					
Indicators*	Q1-09	Q4-08	Q1-08	2008	2007
Single-Family Home Permits	-42.1%	-28.7%	-25.7%	-29.0%	-26.6%
Multifamily Building Permits	-60.8 %	-67.7%	9.7%	-22.8%	-18.6%
Home Price Index	-5.5%	-5.1%	-1.6%	-3.8%	0.9%
Non-business Bankruptcy Filings per 1000 people**	3.62	3.23	2.62	2.97	2.2

* Change from year ago

** Quarterly annualized level

FDIC

Moving forward, sellers will struggle with shrunken home values and a constricted pool of available buyers. There are significant opportunities available to buyers with excellent credit and cash for a down payment. Despite the injection of bailout funds specifically to free up the credit

market, banks have increased their requirements for mortgage approvals and have decreased their willingness to lend, which slows the recovery.

However, there are positives in the state's housing market. New Jersey has not been hit as hard as many other states have in that New Jersey homes have generally retained a substantial proportion of their home value. It will take some time, however, for the housing market to recover and return back to its previous position.

Energy Consumption

Scientific evidence shows that it is important that New Jersey shift towards a more sustainable economic climate that will foster a more sustainable physical and natural environment. According to the not-for-profit Environmental Defense Fund, New Jersey has a total of 140 companies that will get new customers and create jobs with a cap on carbon⁵⁶, and the Pew Charitable Trusts estimates that 2,031 businesses have generated 25,397 New Jersey jobs in the clean energy economy, with venture capitalists investing more than \$282 million in NJ clean energy businesses through 2007⁵⁷. The largest concentration of employment in the clean energy economy is conservation and pollution mitigation, where NJ ranked seventh in the country with 20,060 jobs in 2007.⁵⁸ Climate change and new technologies provide New Jersey the opportunity to continue development of programs that enable businesses to operate more efficiently and sustainably.

New Jersey has tremendous potential in the area of renewable energy projects that can help offset the high costs of New Jersey's energy consumption. The recently passed American Recovery and Reinvestment Act of 2009 has allocated almost \$150 million in federal funding for energy efficiency and renewable energy programs in New Jersey which will go directly to counties and municipalities, while some of it will go to the State to distribute through programs managed by the New Jersey Board of Public Utilities.⁵⁹ Although the funds have not yet been allocated to specific programs, there are significant opportunities for activity and change. For example, according to the United States American Community Survey 2005-2007 estimates, the mean commute time to work in the nation is 25.10 minutes, while the average commute time in New Jersey is 29.40 minutes. There are only 2 out of New Jersey's 21 counties that do not exceed the national mean travel time to work, and Sussex County tops the list at a mean of 38.2 minutes.⁶⁰ Since commute times for NJ workers are among the longest in the nation, the transportation sector leads State energy consumption, with NJ industrial energy consumption ranking near the national average.⁶¹ The New York Harbor area has over 40 million barrels of refined product storage capacity (much of which is in NJ), making it the largest petroleum product hub in the United States.⁶² Currently, New Jersey is recognized as second in the country for solar power usage with nearly 9 percent of the country's grid-connected to solar power with over 4000 PV installations generating more than 85 megawatts (MW).⁶³

Recovery & Opportunities

President Barack Obama signed the American Recovery and Reinvestment Act of 2009 into law on February 17, 2009 as a stimulus for the US economy. The Act provided a total of \$787 billion of which \$5,315,920 billion was allocated for New Jersey. The funding from the Act was aimed at tax relief, education, renewable energy initiatives; with the intention of creating or saving more than 3.5 million jobs. The specific breakdown of how the funding was to be distributed in New Jersey is detailed in the following table.

Agency	Announced	Made Available	Paid Out
\$ (Thousand)			
Department of Health and Human Services	\$953,046	\$950,844	\$647,320
Department of Education	\$2,162,236	\$1,455,931	\$207,851
Department of Agriculture	\$16,426	\$56,307	\$45,122
Department of Housing and Urban Development	\$311,985	\$236,089	\$34,404
Department of Labor	\$77,934	\$74,494	\$1,603
Department of Transportation	\$721,868	\$491,337	\$663
National Science Foundation	\$0	\$16,459	\$366
Environmental Protection Agency	\$213,268	\$8,177	\$8
Department of Treasury	\$1	\$2,001	\$1
Railroad Retirement Board	\$2,111	\$0	\$0
US Army Corps of Engineers	\$3,269	\$0	\$0
National Endowment for the Arts	\$0	\$887	\$0
Corporation for National and Community Service	\$839	\$1,096	\$0
Department of Veterans Affairs	\$7,533	\$0	\$0
Department of Energy	\$267,932	\$67,025	\$0
Social Security Administration	\$358,500	\$0	\$0
General Services Administration	\$146,505	\$0	\$0
Department of the Interior	\$2,510	\$0	\$0
Department of Justice	\$37,823	\$37,823	\$0
Department of Commerce	\$4,400	\$10,596	\$0
Department of Defense	\$30,980	\$0	\$0
Total	\$5,319,166	\$3,409,066	\$937,338

www.recovery.gov

investment. To date, these BEIP grants have supported the creation of 83,878 actual jobs.⁶⁴ According to the NJ EDA's list of administered grants, over 25 percent have been awarded in Hudson County.

In general, analysts are expecting economic weakness to continue well into 2009, with signs of recovery starting late in that year and continuing into 2010.⁶⁵ During these financially difficult times, it is important that New Jersey capitalize on the funding offered in the existing and any future stimulus funding. This is important to create jobs, to improve residents' quality of life and to maintain New Jersey as a leading competitor in both the national and global economies.

Since Hudson County is located in close proximity to the region's economic core, it is imperative that the County capitalize on the opportunities available in the ARRA. The County is transit rich and has the capability to continue expanding access to and from major regional and international markets through both land access and the waterways and ports. ARRA funding should be obtained to reinforce County infrastructure and resources that encourage economic activity and growth in the County as well as regionally.

In addition to ARRA funding, the State's Business Employment Incentive Program (BEIP), administered through NJ Economic Development Authority, is a valuable resource. Since the inception of BEIP in 1996, the EDA has executed 412 BEIP grants worth approximately \$1.3 billion, supporting the creation of an estimated 77,596 new jobs and leveraging more than \$12.2 billion in total public/private



Hudson County

Hudson County Existing Conditions

Geography

Hudson County is the smallest, most urbanized and most densely populated county in the State of New Jersey. Home to New Jersey's "Gold Coast", the County is comprised of 12 incorporated municipalities, located in the northeastern region of New Jersey within the New York Metropolitan Statistical Area (as designated by the US Census Bureau). The County's urbanized core is comprised of the Cities of Hoboken and Jersey City. The northern swath of the County consists of the five densely populated communities of the Towns of Guttenberg and West New York, Townships of North Bergen, Weehawken, and the City of Union City. The County's southern peninsula is comprised of the City of Bayonne. West Hudson consists of the County's smaller, less densely populated areas and includes the Borough of East Newark, Town of Harrison and the Town of Kearny. The northwestern area of the County is comprised of the Town of Secaucus.



Hudson County is bordered to the north by Bergen County and the incorporated municipalities of the Township of Lyndhurst, and the Boroughs of Carlstadt, Cliffside Park, East Rutherford, Edgewater, Fairview, North Arlington, Ridgefield, and Rutherford. To the west, Hudson County is bordered by Essex County and the incorporated municipalities of the Township of Belleville, and the City of Newark, as well as the City of Elizabeth City in Union County. To the east, the Hudson River is the dividing border between the County and Manhattan. To the south, the Kill Van Kull strait defines the border between the County and the Borough of Staten Island.

The land area of Hudson County is 46.6 square miles, making it the smallest in size of New Jersey's 21 counties. With the 2008 resident population estimates at 595,419 and an average population density of 12,668 persons per square mile,⁶⁶ Hudson County is the most densely populated county in New Jersey and the sixth⁶⁷ most densely populated county in the country, trailing only four of New York City's boroughs and San Francisco County, California.⁶⁸

The topography of Hudson County varies from the coastal plain to gently rolling hills to flat lowland areas. Hudson County is located entirely within the Newark Basin, a Triassic geologic formation which is part of the Piedmont Lowlands portion of the Appalachian geographic province. The County's topography ranges from the Palisades ridges along the Hudson River to the estuarine flatlands called the Meadowlands which surround the Hackensack River in the middle of the County to the Secaucus ridge to the west that separates the Hackensack and Passaic River valleys. Laurel Hill, a large rock outcropping that juts 200 feet above the surrounding Meadowlands marsh, is located in the center of the County.

The County is a coastal peninsula bounded by the Hudson River to the east, the Kill Van Kull strait to the south and the Passaic River and Newark Bay to the west. The Hackensack River also runs through the center of the County from north to south. The County is divided into four tidally influenced watersheds: the Hackensack Watershed to the north, the Passaic River watershed to the west, the Rahway River/Arthur Kill/Kill Van Kull watershed to the south and the Hudson River to the east. Newark Bay is located at the southwestern end of the County and there are four creeks which are tributaries to the Hackensack River, including the Penhorn Creek, the Cromakill Creek, Bellmans Creek and Mill Creek.

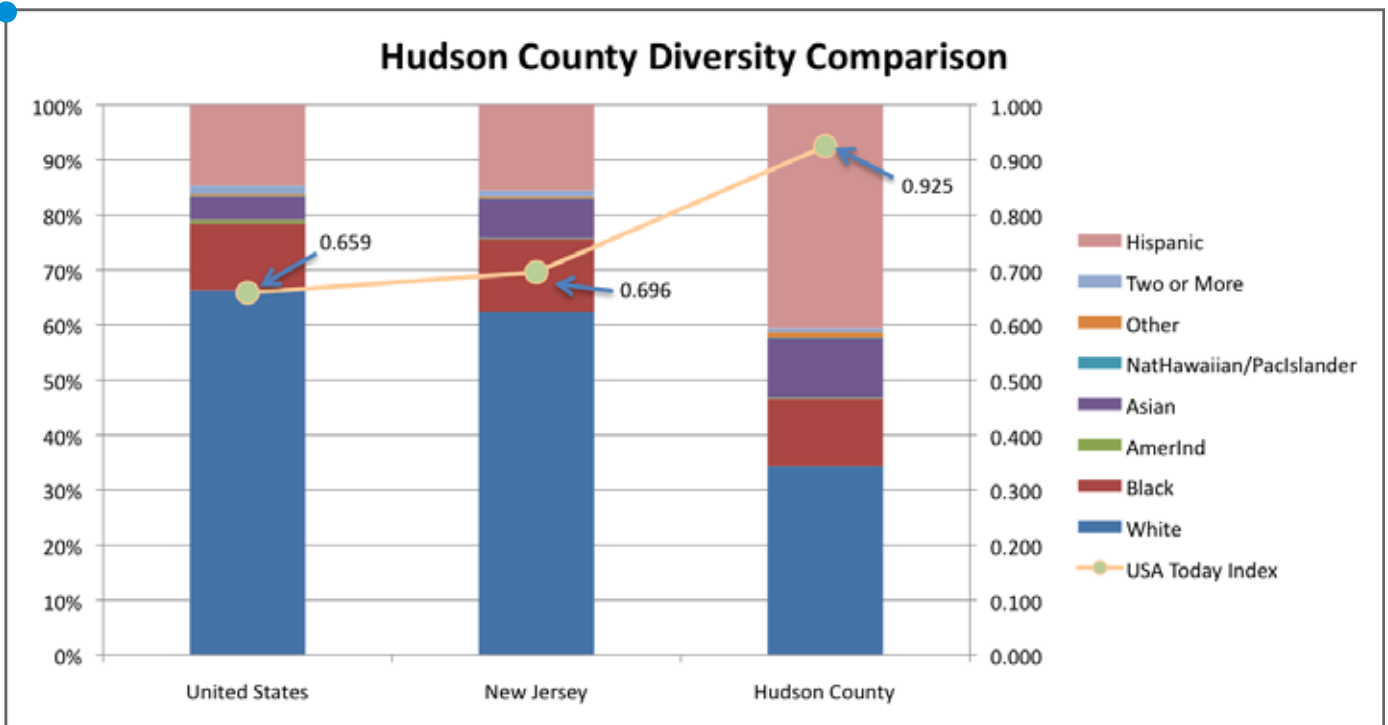
The climate is typical of the Middle Atlantic seaboard, with the winters influenced by cold dry air masses, which have their origin over sub-polar continental regions, and summers affected by warm, humid air masses from sub-tropical regions, modified by their passage over land surfaces. The vegetation consists of planted lawns, trees and shrubbery and is typical of residential and commercial areas. The average annual rainfall averages between 43 and 47 inches⁶⁹ and snowfall averages about 30 inches per year.⁷⁰ The average annual maximum temperature is 60.13 and the average annual minimum temperature is 45.08 degrees Fahrenheit.⁷¹

Population

There is no doubt that Hudson County is growing, but there is some difference of opinion about that growth. In July of 2006, the New Jersey Department of Labor estimated the state population to be 8,754,560⁷² and expected the state to grow by 1.4 million people by the year 2025. From 1990 to 2000 Hudson County's population grew 10 percent reaching a population of 608,975, while New Jersey had only an 8.85 percent increase. However, from 2000 to 2007, according to the Census Bureau's American Community Survey (ACS) estimates, Hudson County's population shrank to 600,129,⁷³ a 1.45 percent decrease, while New Jersey continued to grow overall by 3.04 percent. Using a Cohort Component model and data from the US Census Bureau American Community Survey, Hudson County is projected to grow to 628,623 people by 2014.⁷⁴ Over the past few years some have predicted that Hudson County has experienced decreasing population with only a few municipalities growing. Overall the County population is expected to grow.

A report by a private real estate consulting firm, the Otteau Valuation Group, indicates that recent population trends show a major shift from the past. Retiring Baby-Boomers are expected to relocate to communities with access to mass transit and entertainment. Figures also show that “Generation-Y”, some 75 million people in the US between the ages of 15 and 32, are more likely to be childless and looking for transit and denser urban centers than previous generations.⁷⁵ Hudson County will benefit from this, as it is one of the few counties in New Jersey that can offer density, access to transportation, and proximity to entertainment and employment. Increasing awareness of human impacts on the environment and increasing gasoline prices will make living in denser cities a more attractive option as well.

Hudson County has one of the most diverse populations in the country. According to 2007 ACS estimates, 40 percent of Hudson County’s population is foreign born, and of that portion, over 60 percent (approx. 149,379 people) are from Central America, the Caribbean, or South America. In addition, over 50 percent of Hudson County speaks a language other than English.⁷⁶ The USA Today Diversity Index formula⁷⁷ illustrates how Hudson County’s diversity compares to the US and the State’s population. The index is a scale from 0 to 1, with 1 being the most diverse and 0 being not diverse at all. The graph shows that as the mix of ethnicity and races changes for the total population the diversity index increases.

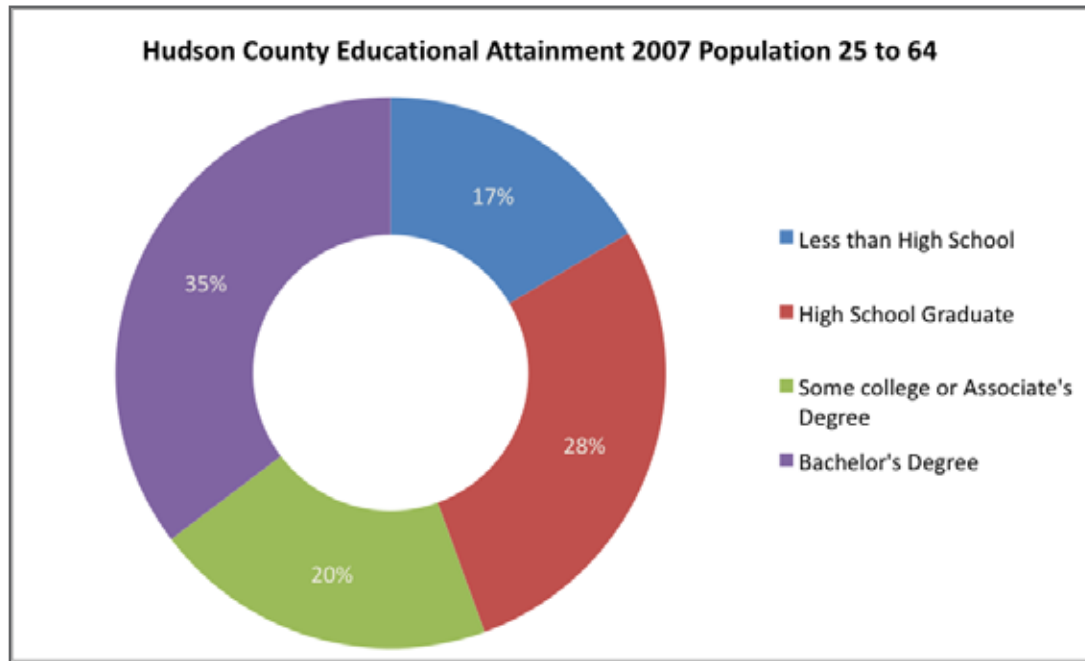


US Census Bureau

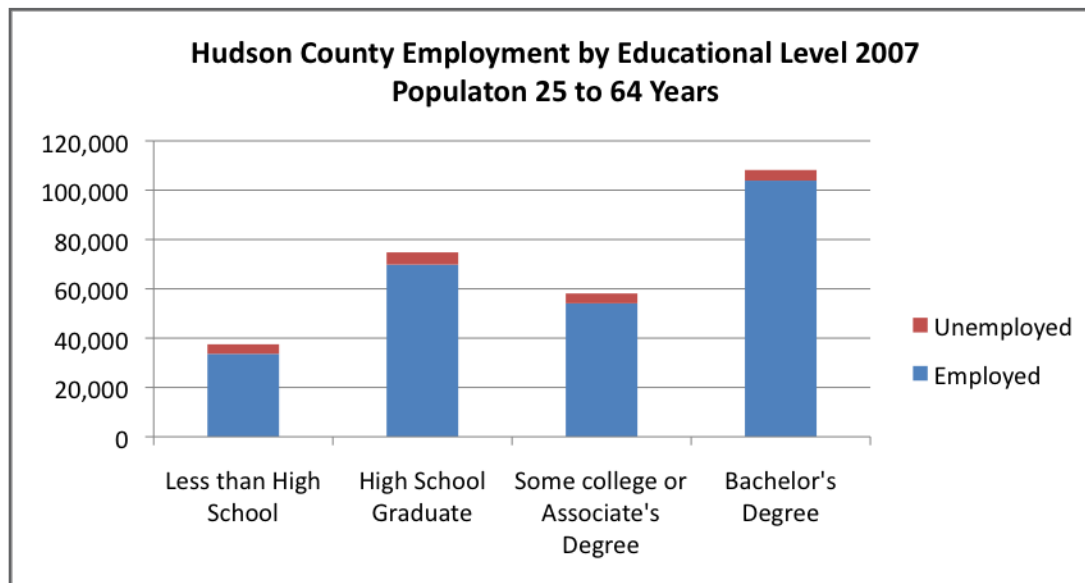
Hudson County has an extremely high diversity index value of .925 compared to that of the state and the US (respectively .696 and .659). This diversity is a great asset to the County and should be valued as a unique characteristic of the County’s personality and history.

Educational attainment is extremely varied in the County. There is a wide gap between the population with High School diploma or less and those with a Bachelor’s degree or higher. About 55 percent of the population from 25 to 64 years of age has attended some college or attained a Bachelor’s degree while the other 45 percent of the population has a high school diploma or less. This is consistent with national educational attainment levels. The County and the region offer many opportunities for persons to receive job training and higher education. The County should continue to focus energy and efforts on providing career, vocational, and higher education for its residents, especially those with only basic job skills. Interestingly, as illustrated in the charts below (using numbers from the 2007 ACS) the percent of unemployed persons in the various educational categories does not vary much. For persons with less than a high school diploma the unemployment rate is 6.73 percent, while those with a Bachelor’s degree or greater

the unemployment rate is 3.51 percent. The fact that those with a Bachelor's degree or greater is almost half the unemployment rate of those with less than a High School Diploma reveals Hudson County's need to invest in education and to get students to finish high school. This is not an abnormal number when compared to the US. However, Hudson County is a very highly educated county and therefore in order to be competitive in the job market a Bachelor's degree is essential. The CEDS Committee has already partnered with the universities and community colleges in the County. As part of the CEDS 2010 Plan of Action, the Committee looks to work closer with institutions of higher education as a tool for increasing the skills of the workforce.



US Census Bureau



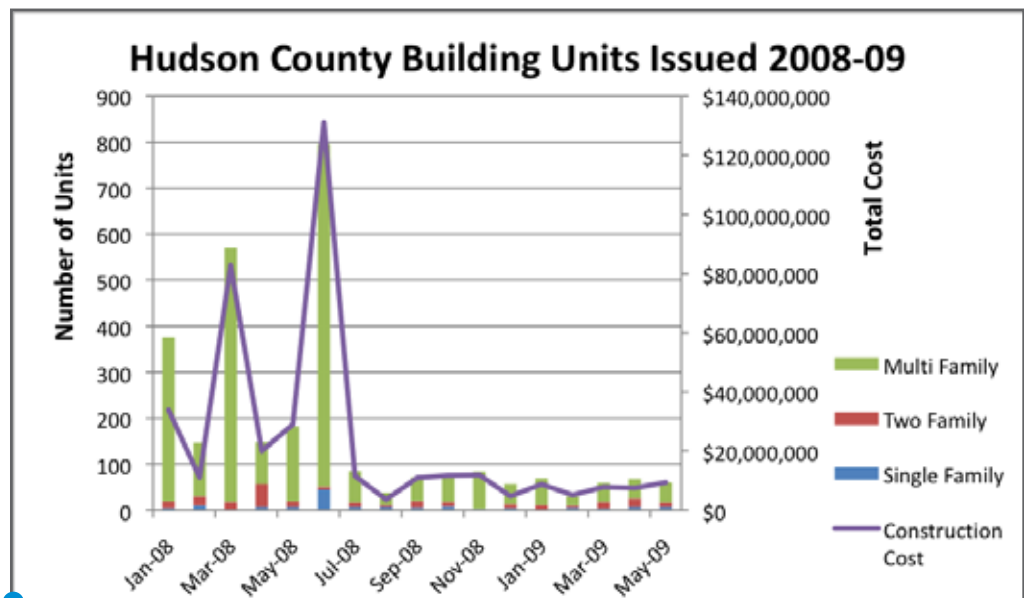
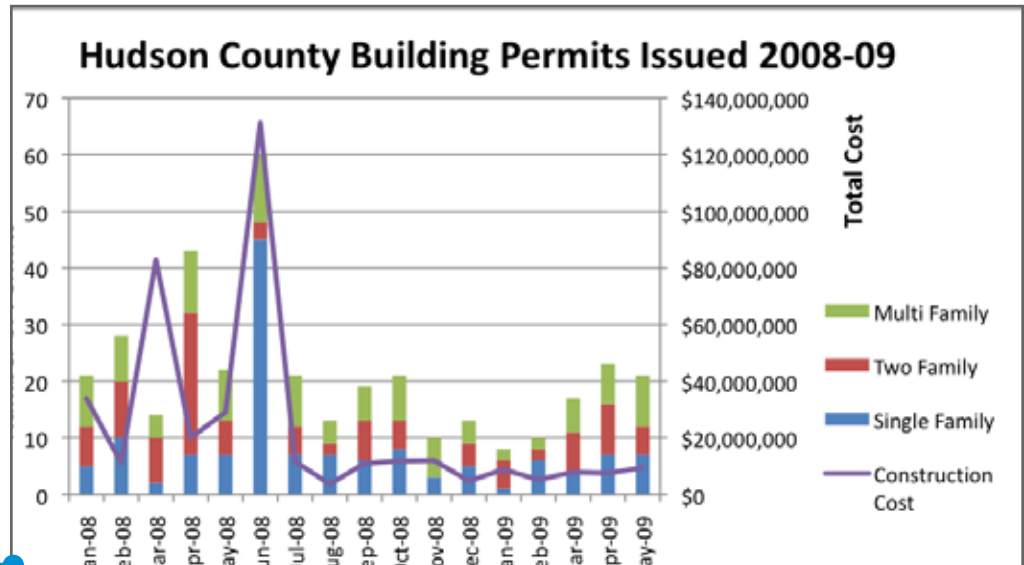
US Census Bureau

Development

Although the County population growth rate is much lower than the state or even national average, development remains strong in the County. Hudson County has ranked within the top five counties in the state for building unit permits issued in recent years and continued to do so in 2008 during an economic downturn. As shown in the Table below⁷⁸, Hudson County communities do not issue as many single-family building permits as do large developing coun-

ties such as Ocean and Monmouth which rank 1st and 2nd respectively in the State for single-family residential building permits. However, Hudson County's communities approve more than double the number of housing units because of the market for multi-family structures and condo buildings. Hudson County has 1.5 times the amount of capital invested each year, in part due to the higher construction costs in northern New Jersey.

2008-09 County Development Comparison			
County	Number of Permits	Number of Units	Construction Cost
Ocean	1,164	1,527	\$245,394,725
Monmouth	901	1,526	\$283,210,418
Hudson	269	3,229	\$400,355,073



All Building Permit data was gathered from the US Census Bureau

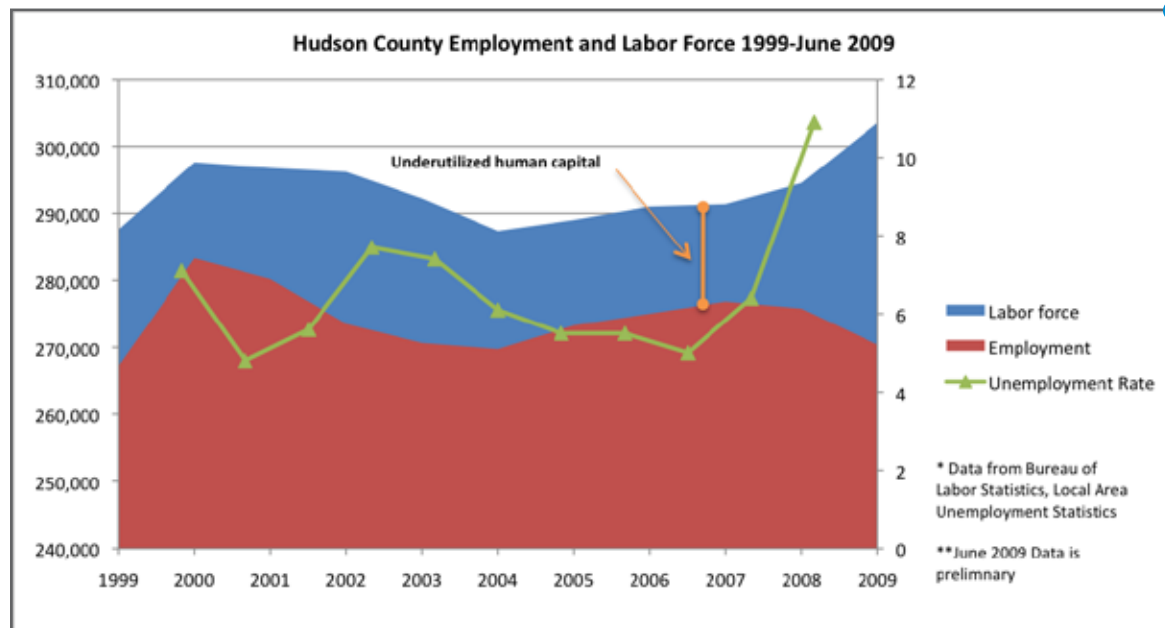
As a result the change in demand for multi-unit housing revealed by statistics from the Otteau Valuation Group show that both Monmouth and Ocean County would have a surplus of single-family housing. Conversely, the multi-family housing units being constructed in Hudson County will meet the demands of a younger generation and empty nesters looking for denser communities with access to transit. Hudson County looks to benefit from this change in trend for multifamily dwellings and transit access and must prepare to provide a variety of services for the changes in population characteristics.

Economic Clusters and Employment

Since the start of the current economic downturn, Hudson County’s unemployment rate has grown to 10.9 percent compared to the national average of 9.4 percent according to June 2009 Bureau of Labor Statistics figures. This higher unemployment is due in some measure to the layoffs in the FIRE (Finance, Insurance, and Real Estate) sector in Jersey City. These businesses helped Hudson County prosper, but have been hit the hardest by the recent economic conditions. The County should continue to work to diversify its economy and develop a wide range of industries that would help adjust to employment shifts.

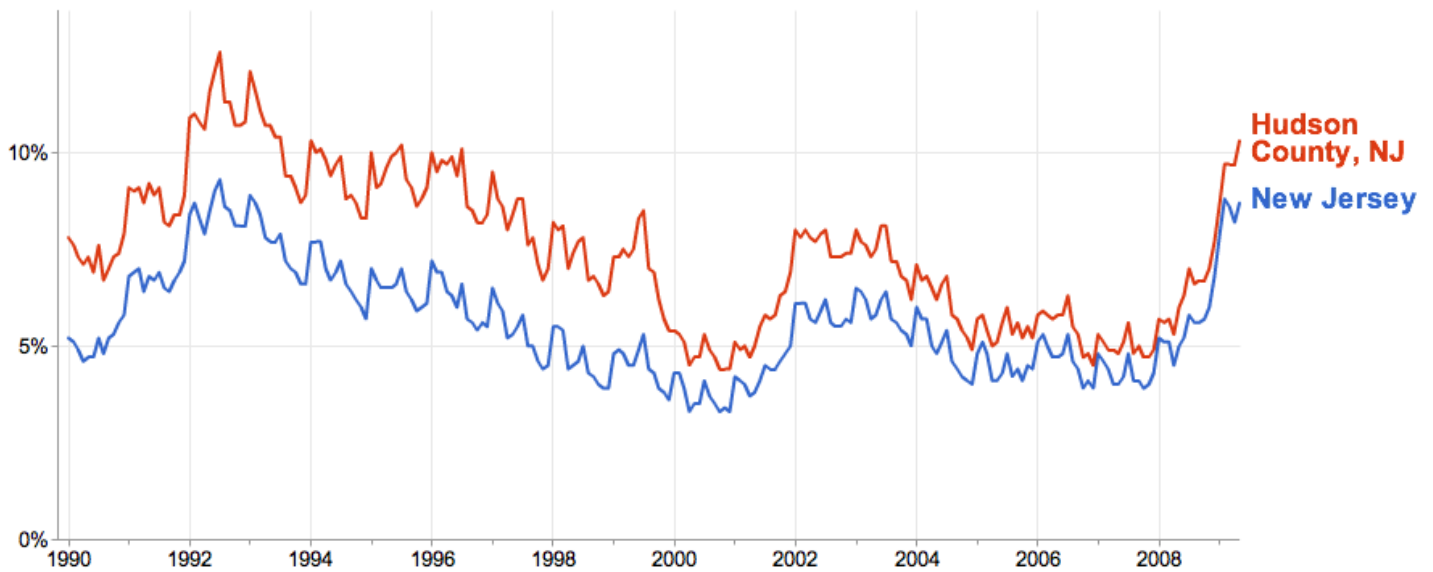
Since the implementation of the previous Hudson County CEDS in 1999-2000 through 2006, the County has gained a net of 8,292 jobs. The largest gains were in the finance and insurance sector gaining 10,890 jobs, a 46.85 percent increase. The largest decreases in jobs were in manufacturing (-9,756 jobs, -46.81 percent) and transportation and warehousing (-4,978 jobs, -17.89 percent). Using a Location Quotient (LQ) calculation, one can determine whether an industry is a net exporter of goods and services or whether it simply meets the demands of the area. A value of 1 indicates that an industry satisfies all the local needs for the goods or services it is providing. Any value above 1 indicates that an industry is exporting its good or service. The LQ value for Hudson County’s transportation and warehousing sector indicate it still remains the second largest exporter within the County.

The most recent figures from the US Bureau of Labor Statistics reveal the effects of the recession. The graph shows how unemployment has been on the rise since 2007. The labor force in Hudson County has continued to grow while the number of employed persons has declined, resulting in an extreme under utilization of human capital. From 2007 through preliminary figures of June 2009, Hudson County has lost 6,469 jobs while gaining 12,157 people in the labor force. The County’s unemployment rate continues to increase faster than the state’s rate and maintains its historical trend of being higher than the state average.



Unemployment rate

The percent of the labor force that is unemployed, not seasonally adjusted. [More info »](#)



Data source: [U.S. Bureau of Labor Statistics](#) - Last updated June 30, 2009

The Shift-Share Analysis and Location Quotient Analysis are two means to identify industries that are growing successfully and that are exporting goods and services from a region. Over the past decade, the finance and insurance industries of Jersey City, “Wall Street West” as some have come to call it, have surpassed transportation and warehousing and real estate to become the largest exporters in the County and the most regionally competitive. The Location Quotient value for finance and insurance from 2000-2006 is 2.5 when comparing the County to the state. Hudson County’s value indicates that it meets 2.5 times its domestic need for financial and insurance services, making it a large exporter.

NAICS	Industry Code Description	1999	2006	Export 2006	Percent Change
11----	Forestry, fishing, hunting, and agriculture support	0.0000	0.1458		0.00%
21----	Mining	0.0735	0.0699		-4.87%
22----	Utilities	0.8250	1.6205	Export	96.43%
23----	Construction	0.7078	0.5903		-16.60%
31----	Manufacturing	0.8588	0.6220		-27.58%
42----	Wholesale trade	1.2097	1.1715	Export	-3.16%
44----	Retail trade	0.7695	0.7781		1.11%
48----	Transportation & warehousing	2.8345	2.2299	Export	-21.33%
51----	Information	1.0563	1.1332	Export	7.27%
52----	Finance & insurance	1.8152	2.4997	Export	37.71%
53----	Real estate & rental & leasing	1.1791	1.1531	Export	-2.21%
54----	Professional, scientific & technical services	0.6174	0.5528		-10.46%
55----	Management of companies & enterprises	1.0595	1.0484	Export	-1.05%
56----	Admin, support, waste mgt, remediation services	0.9630	1.0302	Export	6.98%
61----	Educational services	0.9214	0.9418		2.21%
62----	Health care and social assistance	0.7861	0.7950		1.13%
71----	Arts, entertainment & recreation	0.5016	0.6186		23.33%
72----	Accommodation & food services	0.6305	0.7577		20.19%
81----	Other services (except public administration)	0.8162	0.7854		-3.77%

A Shift-Share analysis demonstrates how competitive a local industry is regionally. The finance and insurance industries in Hudson County are the most regionally competitive in the State of New Jersey. Hudson County has the largest share of jobs in the finance and insurance industries in the state, accounting for 15 percent of all jobs within that industry sector. When comparing Hudson County to the Metropolitan Statistical Area (MSA), encompassing NY-Newark-NJ-PA, finance and insurance is no longer the most regionally competitive, due mainly to the financial district in New York City. On the MSA level, the industries that remain competitive in Hudson County are 1) management of companies and enterprises, 2) utilities, and 3) retail trade. Below are charts of the Location Quotient values and Shift-Share analysis for all industries in the County as compared to the state.

NAICS	Industry Code Description	Regional Shift
11----	Forestry, fishing, hunting, and agriculture support	0
21----	Mining	(1)
22----	Utilities	827
23----	Construction	(1,556)
31----	Manufacturing	(4,772)
42----	Wholesale trade	(1,332)
44----	Retail trade	(531)
48----	Transportation & warehousing	(7,239)
51----	Information	264
52----	Finance & insurance	8,454
53----	Real estate & rental & leasing	(257)
54----	Professional, scientific & technical services	(1,537)
55----	Management of companies & enterprises	(489)
56----	Admin, support, waste mgt, remediation services	598
61----	Educational services	(70)
62----	Health care and social assistance	(576)
71----	Arts, entertainment & recreation	280
72----	Accommodation & food services	1,787
81----	Other services (except public administration)	(556)

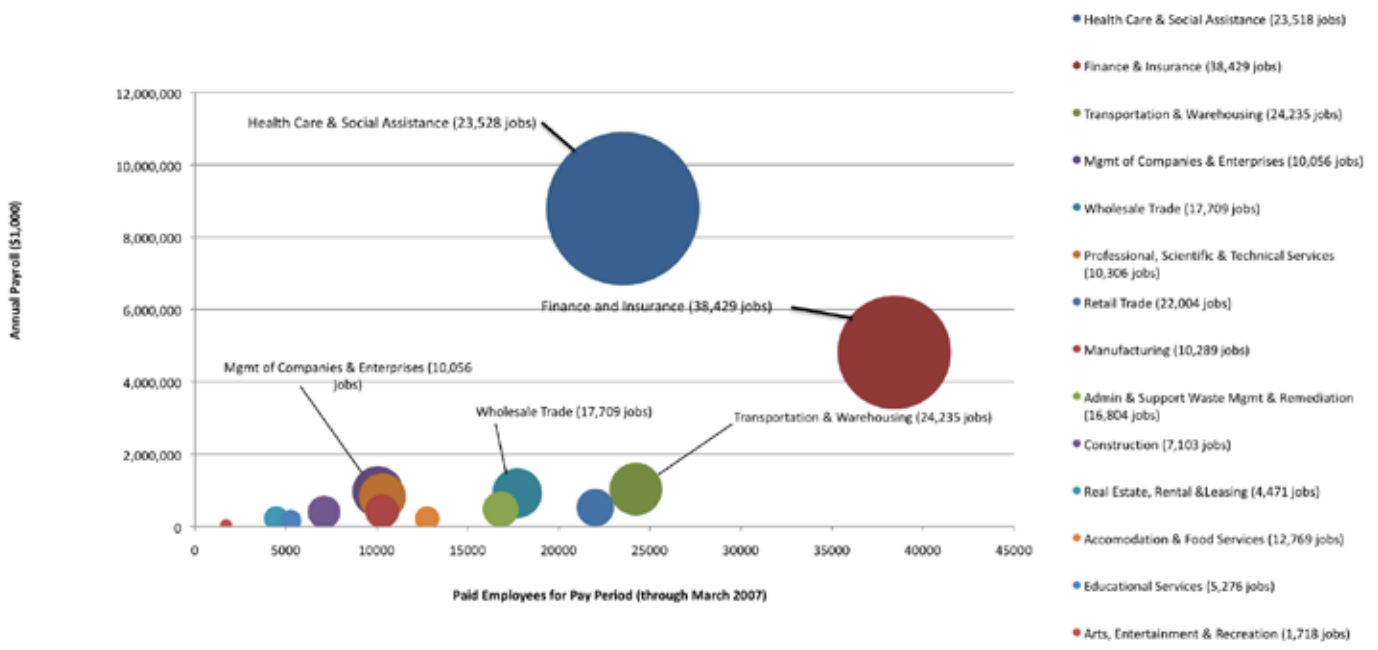
US Bureau of the Census, 2007 County Business Patterns

It is important to note the discrepancies between the proportion of the total county employees and the total percentage of the County's payroll for each industry. For example, Health Care & Social Assistance represents 11% of the total county employees, and 68% of the total county payroll. Comparing this data to the transportation & warehousing industry, which also represents 11% of the total county employees, and the retail trade industry which is 10% of the total county employees, reveals that both industries represent only 8% and 4%, respectively, of the total county payroll. This data further illustrates the disproportionate distribution of income and impact that the skills gap has on the economic mobility of county residents.

NAICS Code	Industry	Paid Employees	Annual Payroll (\$1,000)	% of Total County Employees	% of Total County Payroll
31-33	Manufacturing	10,289	426,849	5%	3%
42	Wholesale Trade	17,709	925,216	8%	7%
44-45	Retail Trade	22,004	526,671	10%	4%
48-49	Transportation & Warehousing	24,235	1,034,046	11%	8%
52	Finance & Insurance	38,429	4,811,797	17%	37%
53	Real Estate, Rental & Leasing	4,471	224,692	2%	2%
62	Health Care & Social Assistance	23,518	8,786,241	11%	68%
72	Accommodation & Food Services	12,769	223,590	6%	2%
71	Arts, Entertainment & Recreation	1,718	49,774	1%	0%
61	Educational Services	5,276	169,724	2%	1%
56	Admin Support, Waste Mgmt & Remediation	16,804	480,095	8%	4%
55	Mgmt of Companies & Enterprises	10,056	966,721	5%	8%
54	Professional, Scientific & Technical Services	10,306	824,122	5%	6%
23	Construction	7,103	402,253	3%	3%
	Hudson County Total:	220,144	12,857,924		

US Bureau of the Census, 2007 County Business Patterns

Distribution of Employees in Relation to Annual Payroll, Per Industry Hudson County, NJ 2007



US Bureau of the Census, 2007 County Business Patterns

Educational Institutions & Medical Facilities

Hudson County is rich in both education and healthcare. Within a small geographic area, Hudson County is home to four institutions of higher education: Hudson County Community College, New Jersey City University, Saint Peter’s College, and Stevens Institute of Technology as well as six hospitals: Bayonne Medical Center, Christ Hospital, Hoboken University Medical Center, Jersey City Medical Center, Meadowlands Hospital, and Palisades Medical Center. These institutions are an integral part of the community and economic fabric of Hudson County. They not only provide essential services for the community but also provide jobs for many county residents.

Both the hospitals and colleges face significant issues in acquiring land to expand given the density, demand, and high cost of land in the County. In addition, the cost of building new facilities in this part of the state is much higher than other regions and adds a significant burden to these institutions. State and local permitting processes also hinder the growth of these facilities as review boards are inundated with applications and are over worked. Hudson County and the CEDS Committee acknowledge these issues and seek to work with the municipalities to evaluate possible improvements.

Colleges and Universities

*Hudson County Community College*⁸⁰

In September 1974, the New Jersey Board of Higher Education approved the establishment of a community college commission in Hudson County. In the spring of 1981, the Institution’s official name became Hudson County Community College. Over the past decade, the credit enrollment has grown to more than 6,000 students, and not-for-credit enrollments have increased more than 10 times. The curricula have been revised and expanded to include more transfer and career programs, including a Paramedic Science degree program. The College has established a centralized counseling program, and reorganized student government/student activities programs provide a strong co-curricular supplement to academic programs. Hudson County Community College is deeply committed to the community and its economic development. Along with the programs and courses offered, the college also houses the Center for Business

and Industry and a state of the art Conference Center located at the new Culinary Arts building. The community college is constantly struggling to meet its enrollment demand and is in need of expanding its facilities to accommodate more students.

*New Jersey City University*⁸¹

Since the date of its charter by the New Jersey Legislature in 1927, the institution known today as New Jersey City University has been evolving as a place of higher learning. Over the past 80 years, New Jersey City University's physical presence has changed dramatically. The size of the campus has expanded six-fold; the number of buildings and facilities has grown from one structure to 26; the academic focus has blossomed from normal school training to 32 undergraduate degree major programs and 19 graduate degree programs offered in three colleges; and the student body has grown and diversified from 330 area residents to about 10,000 students from across New Jersey, the United States, and 50 countries around the globe. New Jersey City University's total undergraduate enrollment is about 6,000 students. The need for ongoing capital improvement and construction is clear. Outstanding new facilities would further enhance the learning, teaching, and working environment of the University for future generations. To remain competitive New Jersey City University must follow a plan for imaginative investment in the physical future as well as the intellectual future of the University.

*Saint Peter's College*⁸²

Saint Peter's College is one of twenty-eight Jesuit colleges and universities in the United States and the only Jesuit college in New Jersey. Saint Peter's College, founded in 1872, is a Catholic, co-educational, liberal arts college in an urban setting. Saint Peter's College operates two campuses that comprise almost 30 acres. The main campus is located in Jersey City, as well as a branch campus for adult learning in Englewood Cliffs, and several off-site locations. The College has an enrollment of approximately 3,000 full-time and part-time students. The College has a diverse student body, which originates from throughout the United States and from more than 60 countries around the world. The College offers 38 Bachelor's programs along with numerous Associate degree programs. The College of Arts and Sciences / School of Business Administration (CAS/SBA) offers undergraduate programs for traditional day students while the School of Professional and Continuing Studies (SPCS) offers undergraduate programs for adult students. Graduate studies offers Master's Degree programs in Education, Business Administration, Accountancy and Nursing.

*Stevens Institute of Technology*⁸³

Stevens Institute of Technology is located on a 55-acre park-like campus in Hoboken, New Jersey, overlooking the Hudson River and the New York City skyline. Currently, Stevens offers 30 Bachelor's degree programs, 40 Master's degree programs, 18 PhD programs, and more than 100 graduate certificates. The Stevens student body is comprised of 2,250 undergraduate students, and 3,700 graduate students.

Hospitals and Medical Centers

*Bayonne Medical Center*⁸⁴

Established in 1888, Bayonne Medical Center is a 268-bed, fully accredited, acute-care hospital located in Hudson County. The medical center provides healthcare services to more than 70,000 people annually and has 581 full-time employees. Among the services offered are adult and senior behavioral health, cardiac catheterization lab, diabetes education, endoscopy, radiology, surgery, transitional care unit, vascular institute, women's center, wound care center and hyperbaric oxygen therapy. The Bayonne Medical Center is accredited by the Joint Commission on Accreditation of Healthcare Organizations, the American College of Surgeons for Cancer Care, the American Diabetes Association, the College of American Pathologists, the American Asso-

ciation of Blood Banks, the American College of Radiology and the Medical Society of New Jersey. Memberships include the American Hospital Association, the New Jersey Hospital Association, and the Hudson Perinatal Consortium. The medical center maintains programmatic affiliations with the Kessler Institute for Rehabilitation and the Association for Community Cancer Centers. Future plans for the Medical Center include: upgrades and enhancements to information technology, new cardiac catheterization equipment and renovated lab, a medical office building, a hospice unit, and continued upgrades and advancements to all departments. The Medical Center is constantly facing problems regarding federal and state reimbursement for services as well as the growing population of uninsured patients who need services.

Christ Hospital⁸⁵

Christ Hospital was founded in 1872 and is currently a 381-bed acute care facility located in Jersey City, New Jersey. Christ Hospital offers a broad range of services from primary angioplasty for cardiac patients to intensity modulated radiation therapy (IMRT) for those battling cancer. The medical staff at Christ Hospital includes over 500 physicians. As the regional radiation center Christ Hospital is the only facility in Hudson County to offer IMRT therapy, which is the most significant breakthrough in cancer treatment in recent years. Christ Hospital's physicians, employees and patients are natives of six continents and over 40 languages are spoken in the facility. The hospital has its own School of Nursing, which is one of the oldest diploma schools in the state of New Jersey. In addition, Christ Hospital has a radiological technical school where students learn X-ray technology, established nearly 40 years ago. The hospital also has a family practice residency program that is affiliated with the UMDNJ school of Osteopathic Medicine.

Hoboken University Hospital

Hoboken University Medical Center (HUMC) is the oldest continuing hospital in New Jersey and operates as non-profit hospital and community partner. According to the US News & World Report, HUMC has 364 beds. In addition, HUMC admits 10,515 people, conducts 1,235 inpatient surgeries, 27,669 emergency room visits, and 1,372 births on an annual basis.⁸⁶

Jersey City Medical Center⁸⁷

The Jersey City Medical Center is located on a 15-acre campus in downtown Jersey City and according to the NJ Department of Health and Senior Services has approximately 325 licensed beds⁸⁸. The Campus presently includes two facilities, the Wilzig Hospital and the Provident Bank Ambulatory Center. The hospital serves as a regional referral, teaching hospital and provides the highest level of care for women and infants, trauma, and cardiac patients. The Medical Center is a major teaching affiliate of the Mount Sinai School of Medicine. The hospital began as the "Charity Hospital" when the Board of Aldermen of Jersey City bought land at Baldwin Avenue and Montgomery Street during 1882 for a new hospital. The facility is currently operated by Liberty Health and is the region's "state designated trauma center" and the only hospital in Hudson County to do open heart surgery.

Meadowlands Hospital⁸⁹

Meadowlands Hospital is a fully accredited, acute care community hospital with approximately 235 licensed beds⁹⁰. The Hospital resides on the banks of the Hackensack River overlooking the Hackensack River in Secaucus, NJ. Meadowlands Hospital is certified by the ACR with the highest ratings in Mammography, CT, Ultrasound and MRI, making it one of only a few hospitals with these four national certifications. Meadowlands Hospital provides area residents with a full range of services including obstetrics, cardiology, including a cardiac catheterization laboratory, operating rooms and same day surgery, pediatrics and a vast array of imaging and diagnostic services. The hospital Emergency Room is a central service to the area's growing residential and business communities.

What had once been North Hudson Hospital was relocated in September 1978 to its new location on the North Bergen waterfront. The site of the new 202-bed facility was named Palisades General Hospital. With comprehensive medical services, a quick-response emergency department -- including a heliport -- and a centralized location overlooking Manhattan, Palisades Medical Center serves as a major health care resource for Hudson and Bergen Counties in New Jersey. The hospital has grown over the years to serve a population of over 350,000 people. In 1991 the Harborage opened, offering a 239-bed rehabilitation center and nursing home to patients as they recover from surgery, serious injury, or debilitating diseases or stroke.

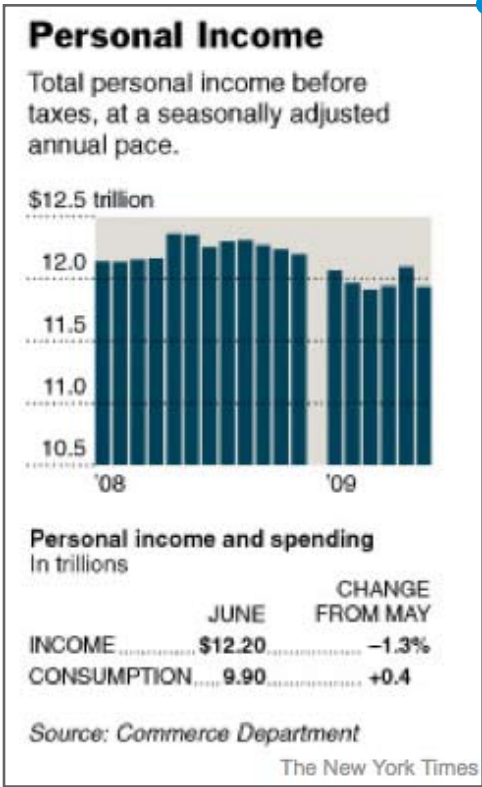
Personal Income & Housing

Since 2002, US personal consumption as a percentage of personal income has been above 70 percent. Currently, during the economic recession consumption as a percent of income has not changed drastically because personal incomes have dropped. The accompanying graph from the New York Times from August 2009, shows how personal incomes have dropped over the past year. According to the February 2009 Sitar-Rutgers Regional Report, a quarterly report of Northern and Central Jersey employment and office markets, stated that “in terms of absolute private-sector job losses, 2008 was the worst year since 1939”.⁹² The US unemployment rate has reached 10 percent by the end of 2009 and personal wages, salaries, and hours continue to be cut by employers, though at a decreasing rate as the year draws to a close. In a US Department of Commerce report released in August of 2009, revealed that US consumers spent more money in June but only because of a rise in prices. The report revealed that consumer spending rose a seasonally adjusted 0.4 percent, however when prices were factored in, spending actually declined 0.1 percent.

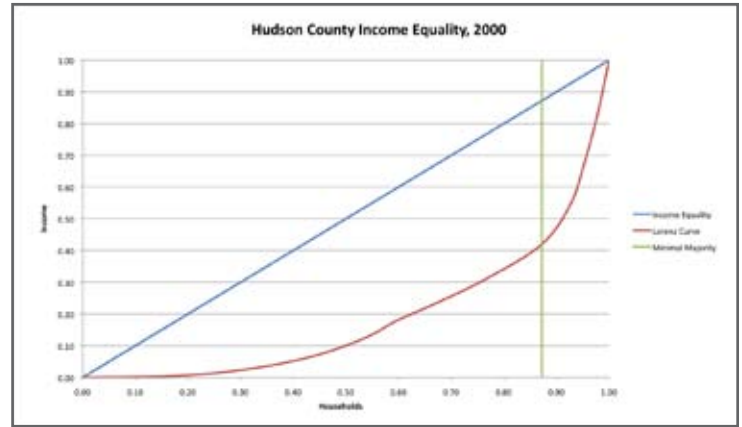
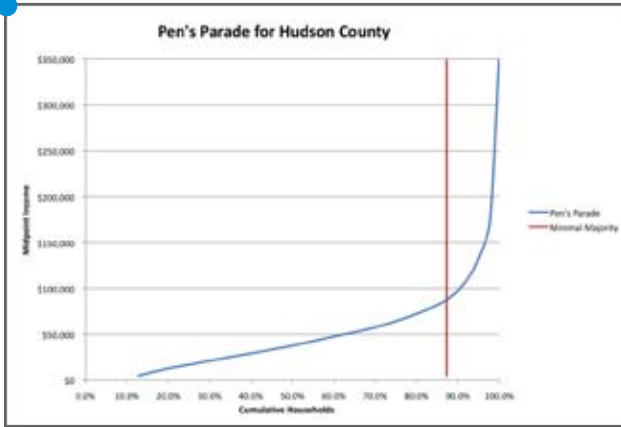
Since the beginning of 2008, personal consumption as a percentage of GDP has begun to drop and personal savings rates as a percent of disposable income are climbing. Using US Bureau of Economic Analysis figures, the following charts from the Sitar-Rutgers Regional report shows these trends over the past 40 years.

There are several economic calculations that can be performed to determine how income is distributed in a local economy. One is the Gini coefficient which determines how evenly distributed income is with a given area; and another is a Penn’s Parade which provides a line graph to reveal where half of the income is earned, by what percentage of households. These types of calculations are important when studying an area in order to determine where resources are needed and to improve the quality of life for those in need. Although the US uses an absolute measure of poverty, one that sets a federal poverty line, using these calculations, one can begin to see some relative measures of poverty. Hudson County has a very diverse socioeconomic community in addition to its ethnic diversity. Being close to NYC and Bergen County, there are very wealthy areas along the waterfront. Meanwhile, as a dense county with access to the NYC job market, it also has a large immigrant and low-income population. It is important to understand how drastic the income distribution is because there are issues that arise when extreme wealth meets extreme poverty. In addition, the County and municipal governments must understand the income characteristics of their populations in order to make policy decisions about meeting their needs.

In the figure below, 50 percent of Hudson County’s total aggregate income is held by approximately 15 percent of households that earn the highest incomes in the County. The Gini coefficient is a calculation that ranges from 0 to 1, 1 being completely uneven distribution and 0 being a completely even distribution. Hudson County’s Gini coefficient value is .625 echoing the Penn’s Parade graph, showing

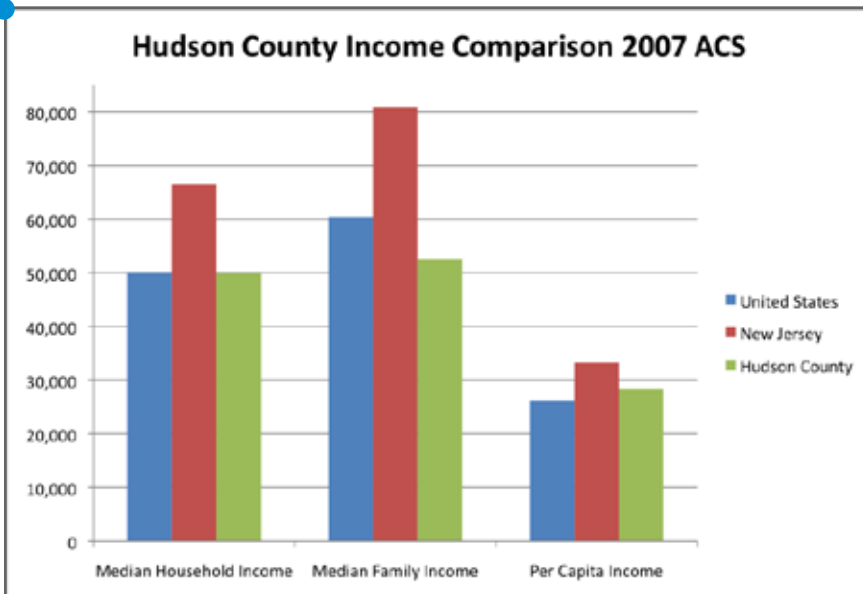


the uneven distribution of income across households in the County. Although a completely even distribution of income is not the goal, it is important to understand where the income is held in the County in order to understand the types of jobs that are needed. Hudson County has both a highly educated and high-income population as well as less educated low-income population. By getting a picture of the distribution of income, municipal governments can look to attract companies and businesses that will meet the needs of their population. Hudson County must look to attract both higher paying jobs, like financial firms, as well as lower paying jobs, like those in warehousing and transportation. One of the goals of the municipalities should be to limit the distance between the two extremes of the income distribution and create a strong middle-income population.



There are other measures for determining economic strength in a region, including Per Capita Personal Income, Median Household Income, Median Family Income, and number of persons living in poverty. Below is a graph that compares Hudson County income statistics to both New Jersey and US numbers. In regards to median household and median family income, Hudson County is lower than both the state and national average; however, the County does have a higher per capita income than the national average but lower than the state. This is due to some higher income areas in Hudson County, but the Gini coefficient revealed earlier that income is unevenly distributed in the County and that approximately 15 percent of residents make 50 percent of the income. New Jersey's per capita personal income was \$49,511 in 2007 while Hudson County's was \$39,292 according to NJ Dept. of Labor and Workforce Development.

As stated earlier, understanding the kinds of income people are earning in the County can help municipal governments determine what types of economic development are necessary. The per capita income in Hudson County is slightly skewed higher due to the upper 15 percent of high-income earners. However, the Penn's Parade



analysis shows how very low-income earners, represent a large portion of the population, possess a small portion of the County's income. Hudson County needs to look to partner with the institutions of higher education that lie within its borders to increase workforce training and improve the skill level of low-income individuals. It is also important to understand how personal income of residents of the County effects the commercial and industrial real estate market, which will be discussed in the following section.

Although incomes are growing, the percentage of persons whose income is below the poverty level in the past 12 months remains high at 13.1 percent as of 2007 ACS figures.⁹³ In addition, 25.1 percent of families with a female headed household

are living with an income below the poverty level. One in five children below the age of 5 are living in poverty in Hudson County. These numbers are only a slight decrease from the previous 2000 census of two tenths of a percentage point. The County must work hard to help provide living wage jobs to its citizens and to decrease the costs of living so that families and individuals can afford to live on a full-time wage.

Hudson County has a high cost of living especially with regard to housing. According to 2007 ACS estimates, over 37 percent of Hudson County renter-occupied units are spending over 35 percent of their income on rent. This represents a significant proportion of the population with 66 percent of Hudson County housing units being renter-occupied, a figure that has changed little since the 2000 Census. The high cost of housing in Hudson County is due in part to the lack of available for development, high construction costs, and the rise in demand for alternatives to New York City prices.

Hudson County also suffers from an aging housing stock. According to 2007 ACS figures, 41.2 percent of homes were built before 1939 and over 70 percent before 1960. The aging housing stock is a result of the high costs associated with new construction and a scarcity of available, vacant land. A truly telling figure is that 31.8 percent of homeowner-occupied units with a mortgage are spending more than 35 percent of their income on housing. The numbers are worse for renters, with 37.3 percent of renters spending 35 percent or more on monthly housing costs. According to figures calculated by the National Low Income Housing Coalition (NLIHC), an independent source of housing information, 30 percent or less of a household's income should be spent on housing. In 2008, the hourly wage necessary to afford a two-bedroom Fair Market Rent (FMR) in New Jersey was \$22.25 and Hudson County was \$22.92. The New Jersey 2008 two-bedroom FMR was \$1,192 per month. A person working for minimum wage in Hudson County would need 3.2 full-time jobs in order to afford a two-bedroom FMR.⁹⁴ Using 2000 median income Census figures adjusted to 2008 HUD (US Department of Housing and Urban Development) income adjustment factor, NLIHC found that 57 percent of renters could not afford the Hudson County FMR.⁹⁵

In addition to income and poverty, housing affordability is a significant challenge in Hudson County and needs to be addressed both on the County level as well as the municipal level. The County and its municipalities need to work to incentivize workforce and affordable housing units to be developed. Also, through economic development strategies, the County can work to attract higher paying jobs in order for citizens to earn a living wage.

The issue of housing affordability is a significant challenge in Hudson County and needs to be addressed both on the county level as well as the municipal level. The County and its municipalities need to work to incentivize workforce and affordable housing units to be developed. Also, through economic development strategies, the County can work to attract higher paying jobs for its residents.

Commercial/Industrial Real Estate

Based on data from the first quarter of 2009, the state of the commercial and industrial real estate markets in the country remains weak. Absorption rates and leasing velocity are continuing to decline and availability rates are up significantly from the previous year. However, according to the fourth quarter 2008 commercial office space numbers reported by [The Star Ledger](#), Hudson County still had a positive absorption rate of 38,743 square feet. Hudson County was joined by only two other counties, Mercer and Union, with a positive absorption rate and Hudson County enjoyed the lowest vacancy rate in the state.

In the Sitar-Rutgers Regional Report, Hudson County maintained a total vacancy rate of 8.6 percent for the fourth quarter of 2008, far below the Northern New Jersey average of 14.9 percent. Hudson County also maintained the highest average asking rent of \$30.11/sq. ft. and had the greatest net absorption rate in the state of 327,418 square feet. This is all good news for

Hudson County, proving that the County continues to attract and retain businesses. A report by the commercial real estate firm CB Richard Ellis, noted that “renewal activity continued to be a saving grace” for the New Jersey office market in the first quarter of 2009.⁹⁶ In addition, an article in NJBiz Magazine in August 2009 reported that despite Hudson Waterfront office vacancy rate reaching 11.9 percent in the 2nd quarter of 2009, commercial real estate firm Grubb & Ellis figures show that the Waterfront office market vacancy rate still “remains one of the lowest in northern and central New Jersey.”⁹⁷ Although new leasing activity slowed, the largest transaction in the state in the first quarter of 2009 was the signing of a 119,979 sq. ft. lease by retailer Children’s Place in Secaucus. Just months earlier in the fourth quarter of 2008, MLB Productions, the Major League Baseball television station, leased 142,271 sq. ft. in Secaucus as well.⁹⁸ However, not all of the news is positive. The Star Ledger quotes economist and co-author of the Sitar-Rutgers Regional Report, James Hughes saying that New York-based investment banking firms “will go through such a downsizing that they may take Hudson with it.”⁹⁹

The industrial market appears grimmer than the commercial market for Hudson County and northern New Jersey. Consumer spending is significantly down, and in an economy that is 70 percent consumer spending this has drastic effects on manufacturing. Retail sales, even at high-end stores have declined sharply over the past year, and have not increased despite a slowing in job losses and other positive economic indications in late July and early August of 2009.¹⁰⁰

Although spending and production are down, the Hudson Waterfront and the Meadowlands industrial markets remain fairly strong in the state. The Hudson Waterfront and Meadowlands markets have a 6.7 and 10.3 percent availability rate respectively for the first quarter of 2009.¹⁰¹ According to sales representatives at River Terminal Development, located in South Kearny, the company had a 2 percent vacancy rate as of August 2009. River Terminal Development owns 5.5 million sq. ft. of industrial and warehousing space on 300 acres in South Kearny, bordered by the Hackensack and Passaic River and with easy access to Port Elizabeth and Port Newark. Some other notable leasing transactions were Continental Terminals’ 240,255 sq. ft. lease at Jersey Boulevard in Jersey City, and Dr. Pepper/ Snapple group’s 125,366 sq. ft. lease renewal at Electric Avenue in Secaucus.¹⁰²

Environment

As the most urbanized county in the most developed state in the country, Hudson County has a number of environmental concerns including the clean-up of contaminated sites to make land available for new developments as well as increasing its open space inventory for parks and recreation. Hudson County has hundreds of acres of wetlands, mostly concentrated in the Hackensack Meadowlands area, which have been historically exposed to contamination. However, recent remedial efforts have made great strides in cleaning up these areas. Air quality, water quality and flood control measures are regulated by federal, state, county and local regulations. Any economic development proposals must have accountability for maintaining the integrity of the natural environment, as well as striving to continually improve areas that have been subjected to years of unregulated manufacturing and industrial usage.

Water Quality

Water quality is a significant concern in Hudson County. The County draws its drinking water from a number of reservoirs in the New Jersey Highlands region, which are now protected through state legislation. The Split Rock, Wanaque and Boonton Reservoirs provide almost all of the drinking water to Hudson County’s communities. There are no households that draw their water from local wells.

Water quality in Hudson County’s watershed has been historically poor because there were few environmental guidelines and restrictions regarding the discharge and storage of hazardous materials when manufacturing and industrial usage along the rivers was at its peak. As a result

the rivers surrounding Hudson County were significantly impacted creating conditions that affected aquatic life and limited recreational opportunities. Further compromising the quality of the rivers has been salt-water intrusion from over-pumping and the pumping of deep, slowly moving, naturally mineralized water and the dredging of ship canals in Newark Bay and the Passaic River.¹⁰³ Salt-water intrusions disrupts the marine ecosystem and, if it migrates far enough, could compromise the integrity of drinking water supplies.¹⁰⁴

Water quality has improved as more stringent water standards have been adopted and enforced. Conservation efforts have been prioritized along key waterfront locations and upgrades have been made at sewage treatment facilities to minimize discharges to the rivers. A water quality-monitoring program along the rivers and harbors in the County gathered baseline data through New Jersey Department of Environmental Protection (NJDEP) funding in 2001 and 2002. The project determined that the bacteriological quality of the area waterways is generally good with the exception of 1 to 2 days after rainstorms.¹⁰⁵ This is especially important to economic development in Hudson County because recreational activities are a great asset to creating a desirable quality of life that will attract new residents and also reinforce the tourism industry in communities along the Hudson, which have breathtaking views of the NYC skyline.

Passaic River

The Lower Passaic River is the 33-mile stretch that includes parts of Bergen, Hudson, Essex and Passaic Counties below the Great Falls in Paterson. The segment of the river that traverses Hudson County is noted as a highly contaminated portion, due in part to the impact of heavy urbanization and years of intensive manufacturing and industrial processes, including the production of Agent Orange during the Vietnam War. Biological diversity in the Passaic is low, oxygen levels are low, and a 13 percent abnormality rate amongst marine life in the river suggest high levels of toxic contamination are still present.¹⁰⁶



The Passaic River along Passaic Avenue in Kearny

The Passaic is a tidal river impacted by both point and non-point source pollution. Direct sources of contamination include combined sewer overflows, which are present in the Newark and Bayonne areas, and affect both the Passaic River and the Newark Bay. Chromium disposal sites in Jersey City also impact the water quality in the Newark Bay. Some of the contributors to non-point source pollution include urban run off and construction and stream bank modification. The Passaic River is currently closed to commercial and recreational fishing and shell fishing (crabbing) because of contamination from chlordane, PCBs and dioxin.¹⁰⁷

Hackensack River

The Hackensack River originates in New York State and flows south to the Newark Bay. The portion of the river that flows through Hudson County is designated as an impaired waterway by the New Jersey Department of Environmental Protection because of point source contamination of arsenic, mercury, lead, zinc and nickel.¹⁰⁸ The New Jersey Meadowlands Commission has conducted annual summer monitoring of the tidal Hackensack River and tributaries since 1971. Analytical results have shown very low levels of dissolved oxygen (less than 1.0 per mg/l) in the river during the summer months, along with high levels of biochemical oxygen demand, oil and grease, and fecal coliform bacteria. The water quality data shows significant fluctuations in the levels of contaminants present at different sample points indicating that there are direct areas of discharge responsible for the higher levels of contamination. There have been major milestones achieved in the clean up of the river as the worst hot spots are actively being remediated. This has led to an increase in aquatic life and generated increased interest in bird watching, boating and walking along the riverfront. However, the Hackensack River tends to have high levels of



Pulaski Skyway over the Hackensack River

suspended sediment and there is still a long way to go with the clean up process before the River is perceived as a truly desirable destination for water activities.

Water quality has improved recently as a result of improvements to five discharge points in watersheds and the remediation of two superfund sites (PJP Landfill and Synco Resis) which reduced run off contamination. However, even with the improvements to the quality of the river, sale and consumption of striped bass and blue crabs is still prohibited because of elevated PCB and chlordane contamination found in the fish.



The Hudson River
in North Hudson

The Hudson River

The Hudson River extends 315 miles from its source in the Adirondacks at Lake Tear of the Clouds to New York Harbor.¹⁰⁹ Historic contamination in the river has been an impediment to recreation activities, however recent clean-up efforts have made the river more desirable and safe for recreational use. Although there has been a significant decrease in contamination levels in the Hudson River, there are still issues that must be addressed in order to continue to improve the water quality. More than 27 billion gallons of raw sewage and polluted stormwater runoff discharge into the New York Harbor each year, with even as little as one-twentieth of an inch of rain overloading the system.¹¹⁰ The problem stems from outdated and overburdened sewer systems. In addition, as contamination levels have gone down

and aquatic life has returned to the Hudson River, there has been an increase in the population of marine borers. Marine borers are a serious problem that must be addressed because they have begun infiltrating the wooden marine pilings of the structures along the river. After a piling has become infiltrated, it is only a matter of time before the entire structure will become infested, weaken and collapse.¹¹¹ These issues are especially important to Hudson County because the Hudson River Walkway is a major tourist attraction that runs the length of the Hudson River.

Contaminated Sites & Brownfields

Hudson County is one of the oldest, most urbanized areas in the country, and decades of unregulated development from industrial and manufacturing plants has left a legacy in the degraded environmental conditions of the County. According to the EPA, a brownfield is an “abandoned, idled, or under-used industrial and commercial facilities at which expansion or redevelopment is complicated by real or perceived environmental contamination.”¹¹² Brownfield redevelopment is especially important in a highly developed urban area like Hudson County because the County is at a point of build-out, with little vacant land available for development. Many lots are under-utilized buildings or sit undeveloped because of existing or potential contamination and expensive remediation costs. Brownfield redevelopment is often seen as an impediment to development because developers, property owners, and lenders are wary of funding projects when there is uncertainty about the impact of historic industrial operations. There are two main issues that are commonly faced in a brownfield redevelopment project. First, there is a considerable amount of time and delays moving forward because of the required remedial investigation that must be undertaken. Second, there are significant increases to the expenses for either the buyer or the seller in order to determine the potential liability that will be associated with acquiring the land and the associated remediation costs.

Although brownfield redevelopment is a challenge for the County, it is also a significant opportunity for most municipalities. Brownfield sites are often located in areas where there has been historically dense development. Redeveloping an under-utilized brownfield sites can improve the quality of life, addresses public health concerns, increases the adjacent property values, add ratables to the local tax base, create new employment opportunities.

In response to the growing number of abandoned contaminated sites and potential threats to human health, the State of New Jersey signed into law the Industrial Site Recovery Act (ISRA) in

1998. “ISRA imposes preconditions on the sale, transfer, or closure of ‘industrial establishments’ involved in the generation, manufacture, refining, transportation, treatment, storage, handling or disposal of hazardous substances or wastes.”¹¹³ In addition to state enforcement of ISRA, most financial institutions will not approve loans for any property which may have been used for any of the aforementioned activities without the completion of at least a Phase I Environmental Site Assessment. According to the NJDEP Site Remediation Programs Known Contaminated Site List, as of August 31, 2009 Hudson County had 1,368 active sites confirmed with contamination, 100 pending sites with contamination, and 1,722 closed sites with remediated contamination.¹¹⁴ In response to regional efforts to address brownfield redevelopment, Hudson County developed the “Hudson County Comprehensive Brownfields Redevelopment Plan” in March 2008, which is a joint effort of the United States Environmental Protection Agency (USEPA), NJDEP, NJ Department of Community Affairs, local officials, community organizations, planners, engineers, developers, land owners, educators, bankers and private citizens. This plan is aimed at streamlining the environmental cleanup activities in the County with a broader, community-based planning framework that assists in implementing an area-wide approach to brownfield redevelopment based on lessons learned from previous remedial efforts.

As a response to the discovery of large toxic waste dumps in the 1970’s, the federal Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) was signed into law in 1980 in an effort to clean up abandoned sites contaminated with hazardous materials. The Superfund Program is the name of the fund established by CERCLA, as amended, to allow the EPA to clean up the most contaminated sites throughout the country.¹¹⁵ According to the USEPA, a Superfund site is an uncontrolled or abandoned place where hazardous waste is located, possibly affecting local ecosystems or people. On September 18, 2007, the Grand Street Mercury Superfund site in Hoboken was successfully remediated and removed from the National Priority List (NPL), which is a database of the nation’s most contaminated sites that fall under the Superfund Program. The Superfund Program is the federal government’s program to clean up the nation’s uncontrolled hazardous waste sites. There are four remaining active sites in Hudson County listed on the NPL, of which three are located in Kearny and the fourth is located in Jersey City.

Air Quality

Hudson County is a densely populated, heavily developed, multi-modal and heavily traveled crossroad of the state. Because of the intense flow of people living and working in the County, as well as commuters traveling through the County, air quality is of particular importance. Toxic air pollutants can cause serious health effects such as “damage to the immune system, [...] neurological, reproductive (i.e. reduced fertility), developmental, respiratory and other health problems.”¹¹⁶

Air pollution in Hudson County originates from a mix of mobile, area and point sources with significant contributions from sources outside the County. Areas are designated as “attainment” or “non-attainment” status depending on whether they meet the National Ambient Air Quality Standards (NAAQS) for six criteria pollutants. The nationwide monitoring network established rates the air quality of an area from “good to very unhealthy”, as is illustrated in the following table.

Air Quality Index	Meaning
Good	Air quality is considered satisfactory, and air pollution poses little or no risk.
Moderate	Air quality is acceptable; however, for some pollutants there may be a moderate health concern for a very small number of people who are unusually sensitive to air pollution.
Unhealthy for Sensitive Groups	Members of sensitive groups may experience health effects. The general public is not likely to be affected.
Unhealthy	Everyone may begin to experience health effects; members of sensitive groups may experience more serious health effects.
Very Unhealthy	Health alert: everyone may experience more serious health effects.

Environmental Health Assessment and Improvement Plan-2009 Hudson County, NJ

Great strides have been made in improving air quality in the County. In the 1970's and 1980's air quality was typically classified as "unhealthy" for fifty or more days each year. However, as of 2007 data, in Hudson County there have been only ten days in which air quality was considered "unhealthy".¹¹⁷ In addition, the annual averages for ozone, carbon monoxide, sulfur dioxide and nitrogen dioxide have all been within acceptable levels.¹¹⁸ This is illustrated in the following tables.

Table 1. Hudson County Days with Unhealthy Air Quality

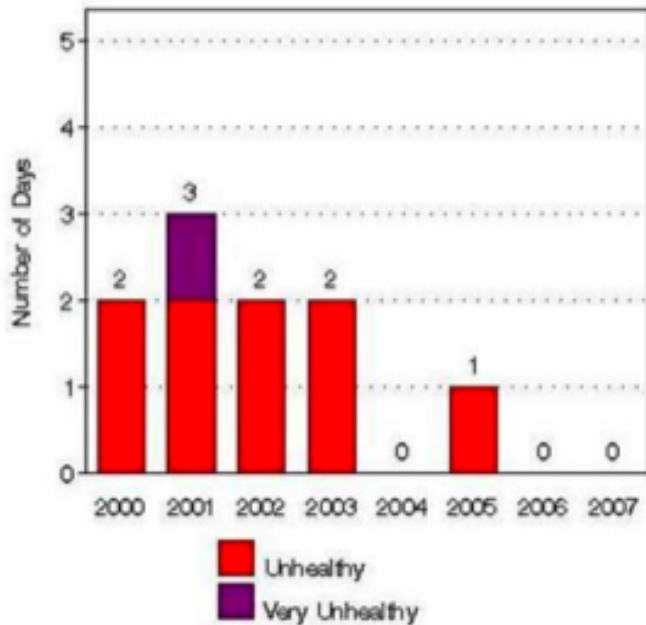
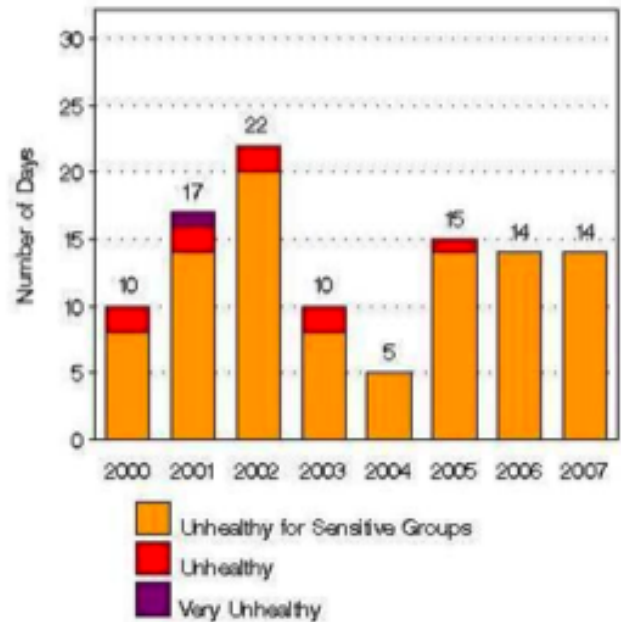


Table 2. Hudson County Days with Air Quality Unhealthy for Sensitive Groups



Environmental Health Assessment and Improvement Plan-2009 Hudson County, New Jersey

However, ozone and particulate matter emissions are more difficult to control, and have exceeded the NAAQS standard on 12 days per year on average in Hudson County.¹¹⁹ The formation of ground-level ozone requires warm temperatures and sunlight, so the majority of these days occurred in the summer. Furthermore, ambient air quality is impacted by the combined emissions of motor vehicles, residential and commercial buildings, and large industrial facilities, making Hudson County a prime incubator for poor air quality. In response, the Hudson County Regional Health Commission receives and responds to complaints regarding air quality in the County. As a result of increased enforcement activities, complaints received by the Health Commission have decreased significantly since the late 1990's.¹²⁰

Moving forward, both the USEPA and NJDEP have acknowledged that tetrachloroethylene emitted by dry cleaners is a concern for both indoor and outdoor air quality. In response, these agencies have developed new regulatory procedures to address the problem and reduce the levels of tetrachloroethylene and other harmful particulates that are released into the air.

Wetlands

Hudson County contains 3,897 acres of wetlands, which covers more than 13.0 percent of the County's land area, and are largely concentrated along the Hackensack River in what is commonly referred to as the Hackensack Meadowlands.¹²¹ Wetlands are areas of land that are commonly referred to as marshes, swamps or bogs,¹²² and are "critical natural resources because they perform important functions such as improving water quality through nutrient cycling, flood attenuation, groundwater recharge, prevention of shoreline erosion, creating critical habitat for a great diversity of plant and animal species and provide aesthetic and recreational opportunities."¹²³

Flood Plains

A flood plain measures the danger or probability of flooding, and includes the channel and the relatively flat area adjoining the channel of a natural river, stream watercourse or any body of standing water that has been or may be covered by water.¹²⁴ Flooding in Hudson County is caused primarily by tidal flooding, from sources such as the Upper New York Bay, New York Bay and Kill Van Kull which in turn affect the riverine sources such as the Hudson River, Hackensack River and Passaic River.¹²⁵ Throughout Hudson County, low-lying surface flooding and interior shallow ponding occurs as a result of heavy rainfall accompanied by high tides and wind driven currents, while interior flooding is primarily due to inadequate capacity of combined storm and sanitary sewers.¹²⁶ This is significant because Hudson County is at a point where infrastructure upgrades are vital to be able to continue supporting new developments.

Parks & Open Space

According to the 2005 Open Space and Recreation Plan, there are a total of 4,008 acres of open space in Hudson County. Of this total 550 acres are in County Parks and 597 acres are in municipal parks. There are 1,910 acres of open space in State ownership, 893 acres of habitat are managed by the New Jersey Meadowlands Commission and 58 acres are Federal lands.

Climate Change

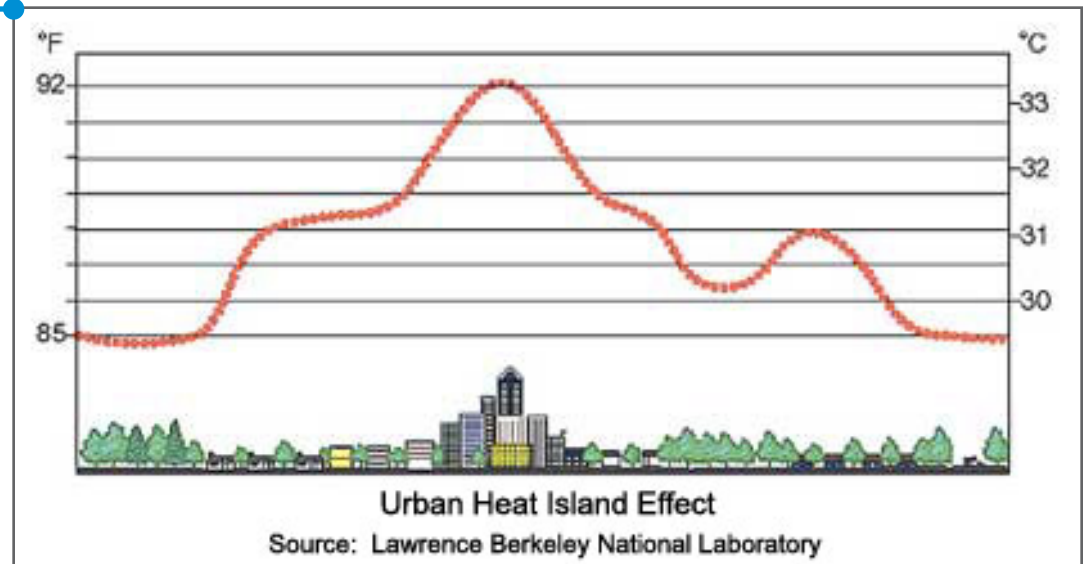
Since Hudson County is a coastal community that is impacted by rising tidal waters, climate change is a major environmental event that could increase flooding and have a tremendous impact on the County. The average temperatures across the northeastern portion of New Jersey have risen more than 1.5 degrees Fahrenheit (°F) since 1970, with seasonal average temperatures projected to rise 7°-12° F above historic levels in the winter and 6°-14° F in the summer by late this century.¹²⁷ Current projections anticipate an increase in winter precipitation of about 20-30 percent, and would result in less precipitation falling as snow and more as rain.¹²⁸ In addition, rising summer temperatures coupled with little change in summer rainfall are projected to increase the frequency of short-term (one-to-three month) droughts.¹²⁹ Further adding to the flooding problem in Hudson County is the antiquated sewer and drainage system that prevails in many coastal communities. Much of the existing infrastructure has been in place for over a century and was never meant to handle the volume of discharge that urbanization and development have created. Currently, there are large areas of the County that are frequently impacted by flooding from heavy rainfalls, and if climate change also contributes to increases in flooding levels, the existing sewer and drainage infrastructure in Hudson County will not be able to process the increase. Thus, Hudson County can expect an increase in the frequency and severity of flooding, damage to private property and the transportation system and soil erosion. In order to be proactive, current planning efforts must begin addressing the possible problems that may impact the County.

Climate change also has a big impact on the health of the residents of Hudson County. Heat was the United States' leading weather-related killer in 6 of 10 recent years (between 1993 and 2003).¹³⁰ Climate change could lead to increases in instances of extreme heat during the summer months, which increase the risk of heat stress, heart attack and death.¹³¹ Furthermore, northeast warmer winters, hotter summers and more frequent summer dry periods coupled with heavy rainfall are prime conditions for mosquitoes to breed.¹³² This could lead to an increase in the occurrence of West Nile virus and Lyme disease causing bacteria. These diseases are spread to both animals and humans and pose a serious health threat if they are not proactively managed.



Liberty State Park
in Jersey City

Because Hudson County is highly urbanized, the concentration of buildings and paved surfaces retain more heat than less developed areas. The asphalt, brick and concrete in the County lead to higher nighttime temperatures than that of surrounding suburban areas through a phenomenon known as a heat island effect.¹³³ Heat islands can affect communities by increasing summertime peak energy demand, air conditioning costs, air pollution and greenhouse gas emissions, heat-related illness and mortality, and water quality.¹³⁴ During the summer, dark colored rooftops, pavements and surfaces absorb and radiate heat from the sun. In addition, there is a lower amount of water present in urban areas because they are mostly filled with pavement and buildings. This means that there is less evaporation occurring, which is a key naturally occurring cooling process.¹³⁵ The two aforementioned occurrences in densely populated urban areas contribute to the heat island effect. The following graph illustrates how the temperatures can vary depending on the density and build up of an area.



Heat islands can affect communities by increasing summertime peak energy demand, air conditioning costs, air pollution and greenhouse gas emissions, heat-related illness and mortality, and water quality.¹³⁶ Because projections indicate that the average temperatures for Hudson County are going to increase, it is important for communities to take actions now that will help to off-set the effects of the increase in temperature and higher impact of heat islands.

The City of Chicago has implemented multiple approaches to reducing the urban heat island effect and has had successful results. The City of Chicago has begun replacing dark-colored roofs and parking areas with light colored surfaces and increasing vegetation and green spaces throughout the city. In addition, the City of Chicago requires that green building technologies are incorporated in all of its public building projects and has enacted legislation to require more landscaping around parking lots and more energy efficient building practices.¹³⁷ According to Chicago’s Department for the Environment, on summer days in Chicago, “temperatures atop the green-roofed City Hall are typically 25 to 80 degrees Fahrenheit (14 to 44 degrees Celsius) cooler than the adjacent county office building, which has a black tar roof.”¹³⁸ The City saves approximately \$5,000 a year in utility bills for the City Hall, and Chicago now offers financial incentives for commercial and residential buildings which include a \$5,000 grant for green roofs, reduced city fees for storm-water management, density bonuses for developers and expedited review for buildings with green roofs.¹³⁹ These policies and sustainable practices have proven so successful that Portland, Oregon and Washington, D.C. have also adopted similar green ordinances and requirements.

Transportation

Hudson County residents rely on an extensive public transportation network to get them to and from work. According to the 2000 Census, over 33 percent of Hudson County commuters take public transit to work, with 56 percent of those taking bus or trolley and 34.7 percent taking the subway. Conversely, approximately 55 percent commute by automobile, with 76.3 percent of people driving alone and another 8.6 percent of commuters walked to their place of employment. A very small percentage of Hudson County commuters used a bicycle to get to work. Although it should be noted that in most cases, people who take transit to work often have to walk or bike for a portion of their trip, and thus it is likely that the number of people who walk or bike to work is higher than recorded.¹⁴⁰

Hudson County Transit Map



The high degree of Hudson County commuters taking public transportation to work is due to the extensive public transportation infrastructure, including NJTransit buses and trains, the Hudson Bergen Light Rail Transit (HBLRT), the PATH, and ferry service. Hoboken has the greatest percentage of commuters who take public transportation to work in the County, with over 57 percent. Approximately 32 percent of Hoboken commuters take the subway to work, indicating that a significant number of commuters work in Manhattan. Guttenberg and Jersey City both had approximately 40 percent of commuters taking public transportation to work. Conversely, Kearny, Secaucus, and Bayonne had higher rates of commuters driving to work than the County as a whole. Commuters from these municipalities have fewer public transportation choices than those in Hoboken or Jersey City. The extension of the HBLRT through Bayonne has improved transportation choices for commuters and should result in an increase in the number of residents using public transportation.¹⁴¹

The dense transportation network permits many residents to forego the purchase of an automobile. According to the 2000 census, over 35 percent of households in Hudson County reported that they did not own a single vehicle. Another 43 percent of households own only a single car. The percentage of households who owned 2 or more automobiles was only 21.8 percent.¹⁴²

These numbers are considerable when evaluated from a regional perspective. A review of the NJTPA report entitled “Journey- to-Work Data: Census 2000 County-to-County Worker Flow Data for the NJTPA Region”, published in 2003. This report presents an analysis of census data on daily commutations among the 13 counties in the northern NJ region and work trip flows to and from nearby counties in NJ, NY, CT, and PA. Comparisons were made to data from the 1980 and 1990 Censuses using the long form (SF-3).

The findings from the report indicate the following trends in Hudson County:

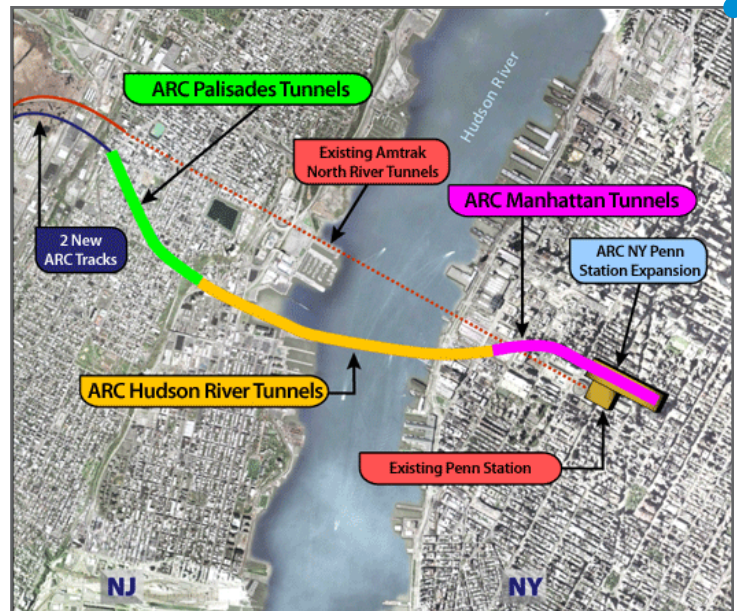
- The number of resident workers in Hudson County increased slightly from 232,472 in 1980 to 264,544 in 2000
- The number of Hudson County residents who worked in Hudson County decreased from 61 percent in 1980 to 46 percent in 2000
- The number of Hudson County residents working in Manhattan increased from 15 percent in 1980 to 22 percent in 2000, the highest percentage of residents in the region
- The percentage of Hudson County residents who commuted to another NJ County within the region increased to 27 percent¹⁴³

The survey indicates that in 1980, the majority of Hudson County residents worked in Hudson County. This is no longer the case, as county residents are commuting to destinations outside of the County, primarily to Manhattan, and the neighboring counties of Bergen and Essex. Among Hudson County residents, 10 percent commuted to Bergen County, followed by 7.2 percent to Essex County and to Union County 2.5 percent. According to the report, the Hudson to Manhattan commute ranked second in out-of-county commutes in 2000. This trend is similar to other New Jersey counties located farther away from Manhattan.¹⁴⁴

There is also an increase of commuters from outlying counties in the region to Hudson County for employment. This commuting pattern was previously non-existent. These trends will have an impact on the transportation system, with an increased demand on roads that were built for local travel are now becoming main commuting routes.¹⁴⁵

Access to the Region's Core (ARC)

A new Trans-Hudson Express Tunnel (The ARC Tunnel) will maximize the travel benefits and flexibility for commuters into and out of midtown Manhattan. Rail capacity will double into New York City during peak hours with more frequent off peak/weekend access. The Project also ensures redundancy for more flexible maintenance, for national emergencies or other service disruptions. While the project traverses Hudson County it does not provide much benefit to the County by way of service. It does however, work to reduce traffic flowing into and out of the County as more convenient access by rail to New York City will have benefits in increased traffic reduction. Furthermore, the presence of Secaucus Rail Station and the loop track to the new rail yards presents a new opportunity for the reactivation of the Kingsland Line through Kearny in order to maximize NJ Transit's operational conditions. Such activation could lead to development opportunities in Kearny and a new rail station. The complete ARC Project is estimated to cost \$8.7 billion, and construction began on June 8, 2009 with major tunneling work scheduled to begin in 2010.



www.thetunnelproject.com

Portal Bridge Project

The century-old structure is nearing the end of its economic life and has insufficient capacity to accommodate future transportation needs. In addition to heavy usage by NJ TRANSIT and Amtrak, the Hackensack River crossing must also be opened to allow most marine traffic to pass. Both NJ TRANSIT and Amtrak require a modernized structure that will support capacity for current service and enable the agencies to meet future transportation demands. The Federal Railroad Administration announced in early 2009 that it would be authorizing the replacement of the Portal Bridge, which connects Kearny and Secaucus with two new bridges, one north and one south of the current bridge. The project is anticipated to cost approximately \$1.34 billion and the anticipated completion date is set for sometime in 2014.¹⁴⁶

Hudson-Bergen Light Rail

The first 7.2 miles of the projected 20-mile track of the Hudson Bergen Light Rail Transit system (HBLRT) opened in April 2001,¹⁴⁷ and there are currently 23 active stations that are located throughout Hudson County. The system offers frequent service from both North and South Hudson County into the downtown Jersey City waterfront and Hoboken where the line connects with other transit alternatives like NJ TRANSIT buses and trains, the NY Waterway ferry, and PATH trains to New York City. The HBLRT system carries an estimated 67,000 passengers daily, approximately 12,000,000 passengers per year,¹⁴⁸ and the Bergen extension looks to add an estimated 24,000 daily riders.¹⁴⁹ With an eventual estimated total cost of approximately \$2.2 billion, the HBLRT is one of the largest public works projects ever completed in New Jersey, and has received multiple awards including "The New York Construction News Project of the Year" (2000) and the "American Public Transportation Association's Innovation Award".¹⁵⁰ In addition, the HBLRT is a valuable tool for economic development throughout Hudson County's "Gold Coast" and has been a catalyst for urban revitalization and improving the quality of life for residents in Hudson County.





A recent study of the residential property values within ¼ mile of the HBLR (the typical boundary for 5-minute walking distance) indicates that a year after the stations opened, most property values increased.¹⁵¹ Many of the HBLR stops were sited in vacant or under-utilized areas, which are now beginning to see intense residential and mixed-use development. The line running along Essex Street in downtown Jersey City has spawned 3,000 residential units in five years. An 86-acre tract of land bordering Liberty State Park is being redeveloped into a transit-oriented development as Liberty Harbor North, which will consist of 6,000 residential units and millions of square feet of commercial space. According to a study recently published by Environment New Jersey, nearly 16 million people rode the light rail in 2008, an increase of about 13% over 2007 ridership numbers, which saved an estimated 3.4 million gallons of gas (the amount 6,000 cars would use in a year).¹⁵² The HBLR is continuously being evaluated for future infrastructure and system upgrades and expansion in order to meet the demands of the anticipated increase in existing ridership and to provide transit options in areas that are currently under-served by mass transportation.

Bayonne Bridge

The Port of New York/New Jersey is the largest port complex on the East Coast of North America. Currently, the Port provides 230,000 jobs directly and indirectly, totaling approximately \$12 billion in annual wages. In addition, the Port generates more than \$2 billion in annual tax revenues to state and local governments.¹⁵³ The Bayonne Bridge crosses the Kill Van Kull, one of the busiest shipping channels in the world, and it connects the southern tip of the Bayonne Peninsula in New Jersey to Port Richmond on Staten Island, New York, and lies over the access channel from the sea to the Newark Bay, where the vast majority of the Port of New York and New Jersey container capacity lies.¹⁵⁴



Bayonne Bridge over the Kill Van Kull

The existing bridge is too low to allow for the passage of “post-panamax” ships which require a greater draft height and wider hull capacity. The widening of the Panama Canal, scheduled to open in 2015, will bring larger ships into Port Newark and Port Elizabeth. The dredging of the Kill Van Kull is being completed in order to meet the depth needs of these ships but the height of the deck of the bridge is still a pressing issue. If the Bayonne Bridge deficiencies are not resolved, large commerce losses could occur as the area will not be able to receive the 2015 “post-panamax” ships. Currently, the North Carolina State Ports Authority is proposing

the construction of the North Carolina International Terminal as an expansion to the Port of Wilmington under the premise of it being the new premier receiving port for ships that need a deep water terminal. Losing the economic activity and jobs generated at the Port of NY/NJ would be a devastating blow to the regional economy.

In 2008 the Port Authority commissioned the United States Army Corps of Engineers to conduct an analysis of the commercial consequences of and the national economic benefits that could be generated by different approaches to remediating the Bayonne Bridge’s Air Draft restriction. The report concluded that even though it would be costly to fix, the national economic benefits that would result from implementing a remedy would far outweigh the costs.¹⁵⁵ The total project cost of modifying or replacing the bridge could range from \$1.3 billion to \$3.1 billion and could take ten years or more to complete.

Portway¹⁵⁶

The Port of New York/New Jersey is the largest port complex on the East Coast of North America and is located at the hub of the most concentrated and affluent consumer market in

the world, with immediate access to the most extensive interstate highway and rail networks in the region. The Port Authority directly oversees the operation of cargo terminals in the region.

To meet the demands of industry, the NJDOT created the Portway Plan to reconfigure existing terminals, deepen the harbor's channels and berths, and improving inland access by rail and barge — all to create the most efficient and cost-effective port possible. The a \$1.7 billion investment will feature new high-capacity, environmentally friendly cranes that can load and unload containers more quickly, and an improved transportation infrastructure that will alleviate traffic and port congestion. At the same time, deepened channels and berths will allow for the more cost-efficient and environmentally friendly transport of cargo.



www.panynj.gov

The Liberty Corridor

The Liberty Corridor is a corridor where multi-modal transportation systems play a vital role in our national, state, and global economy and commerce. It includes the New Jersey transportation network's external links and nodes, such as airlines, bridges, canals, highways, pipelines, sidewalks and tunnels, as well as major port facilities, road junctions, parking, rail stations, a leading airport and heliport, and brownfield redevelopment sites. These systems access great universities and research facilities.¹⁵⁷ The Liberty Corridor transverses Hudson County, and the Wittpenn Bridge is a major ongoing project that is vital to economic development in the County.

The Wittpenn Bridge

The Route 7 Wittpenn Bridge project is located within Jersey City (east side of the Hackensack River) and Kearny (west side of the river) in Hudson County. The Wittpenn Bridge carries Route 7 traffic over the Hackensack River and serves as a major connector between Routes 139 and 1&9 Truck (1&9T) to the east, and the New Jersey Turnpike Interchange 15W and Newark/Jersey City Turnpike to the west. The route is a key component of the New Jersey Department of Transportation's (NJDOT) Portway Corridor, allowing traffic from the west to gain access to the Holland Tunnel and New York City, as well as business and industrial areas within Jersey City. Route 7 also serves as a main trucking route that provides for the movement of people and goods between the New York Metropolitan area and the greater area of Kearny and the Meadowlands.¹⁵⁸



Wittpenn Bridge, crossing the Hackensack River

The Wittpenn Bridge is a major artery for access to and from port terminals along critical freight corridors, and to brownfields and under-utilized properties. Specifically, the replacement of the bridge will improve connectivity to under-utilized brownfield sites, including the Koppers Coke, Standard Chlorine and Diamond Shamrock properties¹⁵⁹ and will strengthen access to and between the Newark-Elizabeth Air/Seaport Complex, inter-modal rail facilities, trucking and warehousing/transfer facilities, and the regional surface transportation system. The project costs are estimated at \$91 million and construction of the last contract is expected to be completed in Fall 2015.

New Jersey Meadowlands District Transportation Plan

The New Jersey Meadowlands Commission approved a District Transportation Plan in 2007. The purpose is to aid in the implementation of the Master Plan and was authorized under

the Meadowlands Transportation Planning Act (HMTPD), P.L. 2005, c.102) effective June 24, 2005. The plan complements the Meadowlands Master Plan by conducting a strategic assessment of the circulatory network in and around the Meadowlands District that specifically targets surface transportation. The plan was created to be the new, long-term transportation plan for the Meadowlands District and utilized policies discussed in the Meadowlands Mobility 2030 plan. The plan sets out a defined course for implementation through the Transportation Development District which requires developers to pay a fee based on trip generation. This fee is then utilized to make the improvements necessary to implement the Plan as the projected \$480 million needed contains \$300 million that is directly attributable to future development.¹⁶⁰

Hudson County Capital Plan

Hudson County's highways include some of the oldest and most heavily travelled roads in the State of New Jersey. The County's capital improvement plan for transportation consists mostly of milling, paving, striping and signal improvements to existing roadways. The County has many older bridge structures and culverts which are functionally obsolete and structurally deficient. The County relies heavily on State and Federal Aid for the majority of its capital road and bridge improvements. In 2009, the County received approximately \$3,573,000 from the NJDOT's State Aid program for roadway improvements and Hudson's municipalities received \$5,493,682 for street repairs.

Future Transportation Improvements - Climate Change¹⁶¹

The transportation sector is a major source of US carbon emissions. The transportation sector is responsible for one-third of US CO² emissions, and is the fastest growing major source in the US economy. Furthermore, private automobiles are responsible for 62 percent of transportation-related CO² emissions (EPA 2006). Given this context, non-polluting forms of transportation such as transit, telecommuting, biking and walking could represent an important strategy for reducing CO² emissions. In addition, adopting innovative design approaches to the County's transportation network could also have positive impacts on CO² emissions outside of traditional transportation related issues, such as the multi-layer effect of a "Green" streetscape design. As reported in more detail in the Utilities Plan, a "Green" streetscape design can;

- Encourage and enhance non-motorized transportation opportunities
- Simultaneously improve drainage conditions
- Provide shading to reduce surface temperature and increase albedo (the amount of the sun's energy that is reflected back into space)

The Pedestrian Shift

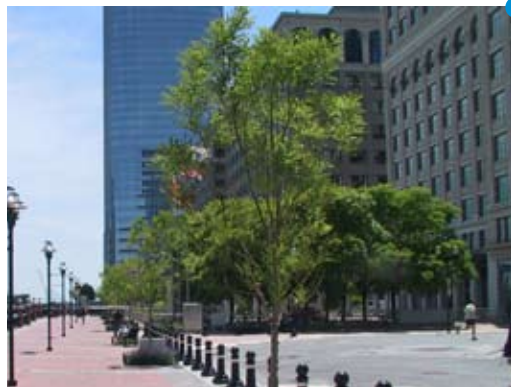
Hudson County can continue to encourage the shifting of trips to active modes like walking and biking as a means to address climate change and improve public health. Promoting a transportation strategy that encourages walking, biking and transit has the potential to reduce vehicular trips and the congestion along local roads, save energy, and reduce air and noise pollution.

Trips shorter than three miles represent nearly half of all trips made in the US (FHWA 2006). This means that nearly half of all trips are within a 15-to 20-minute walk or bike ride. While many of these trips are presently taken by the private automobile, many more of these trips can be converted to biking, walking and transit with the right investments in infrastructure and programs- particularly as they relate to access to jobs.

Hudson County's dense land-use pattern and proximity to employment, schools, and shopping make it well-suited to promote bicycling and walking as viable transportation options. Hudson County has also participated in a number of studies to promote the use of public transportation, bicycling, and walking within the County.

Hudson River Waterfront Walkway¹⁶²

Significant progress has been made toward the implementation on the Hudson River Waterfront Walkway- an important pedestrian and bicycle corridor within the County. The County has taken great pride in working with its municipalities on the Implementation of the Hudson River Walkway Plan. The walkway serves a critical role in the circulation of pedestrians throughout the County. As such, the walkway should be considered County infrastructure and reviewed as such.



Hudson River Waterfront Walkway at Exchange Place in Jersey City

East Coast Greenway¹⁶³

The East Coast Greenway (ECG) will be a long-distance, city-to-city, multi-modal transportation corridor for cyclists, walkers, and other non-motorized users. The goal is to connect existing and planned trails that are locally owned and managed to form a continuous, safe, green route -- easily identified by the public through signage, maps, user guides, and common services. In total the Greenway will be a 2,600-mile path linking East Coast cities from Maine to Florida, with 92 miles through New Jersey, attracting residents and visitors alike. The East Coast Greenway is, ideally, an off-road facility with on-road bicycle and sidewalk connections only where necessary. A paved or firm trail surface will accommodate multiple users, including road bicycles and walkers. On-road bicycle facilities and sidewalks will provide for safe bicycling and walking linkages. An estimated 81 percent of the study's proposed route would be off-road, or 52 of the nearly 64 miles of the ECG through northern New Jersey. The East Coast Greenway may provide another trail through the County. Its proposed path would follow the Bergen Arches from Jersey City and an east-west path across Secaucus and Kearny in the southern part of the County.

The Liberty Watergap Trail, Hackensack River Greenway & Passaic River Greenway

The Liberty Watergap Trail is a 156-miles long trail and runs from Jersey City's Liberty State Park to the Delaware Water Gap National Recreation Area. The trail is designated for non-motorized multi-use recreational activity and connects five counties in New Jersey. Uses along the trail vary depending on compatibility with the environment and policies of park agencies managing existing trails. The trail promotes connects various regions of the state together and is a tourist destination.¹⁶⁴

The Hackensack River Greenway & The Passaic River Greenway

As environmental conditions improve in the Hackensack and Passaic Rivers, recreational opportunities are also improving. There are multiple movements to re-establish both river fronts as recreational centers and eco-tourist destinations, which helps to bolster local economies and improve the quality of life for Hudson County residents.

Hudson County Improvement Authority- "A Second Circle of Mobility" Report

A presentation by the Hudson County Improvement Authority presented a series of innovative transportation improvements that build upon previous transportation initiatives, such as the construction of the Hudson Bergen Light Rail Line and the Secaucus Junction Rail Station. Entitled "A Second Circle of Mobility", the report proposes improvements in the following areas:

Public Transit

- Extend the PATH from Newark to Newark Airport and from Hoboken to 14th street
- Extend the HBLRT across to Staten Island, to the Secaucus Junction Rail Station and to the Meadowlands, and west to Kearny, North Arlington, and Newark

Decreasing traffic:

- Provide “intercept parking” at strategic locations along the existing and proposed extensions of the HBLRT, including the Secaucus Junction Rail Station, Liberty Science Center, Richards Street, and a new park and ride station at the Mill Creek complex in Secaucus

Roadways:

- Restore Jersey City’s historic Horse Shoe neighborhood in the vicinity of the Holland Tunnel by separating the interstate traffic from local neighborhood traffic

Freight Traffic and Jobs:

- Construct a New Passaic River crossing through south Kearny by extending Central Avenue to Doremus Avenue in Newark
- Connect Port Newark with Hudson County’s inter-modal rail yards via the Portway Project

The recommendations from the HCIA study are consistent with the recommendations in this plan.



Plan of Action

● Strengths, Weaknesses, Opportunities, & Threats (SWOT)

After gathering information from representatives of all 12 municipalities, local business representatives, regional stakeholders and the local community, the following Strengths, Weaknesses, Opportunities and Threats were identified:

Strengths

1. Geographic Location:

- a. Access to a large market base of both labor and clientele.
- b. Access to the major markets of New York City, Philadelphia and Newark.
- c. The proximity to major markets creates desirable property locations within the County and increases property values.
- d. The County is regarded as both a cheaper alternative and the “back office” to the NYC financial market.
- e. Excellent access to multi-modal forms of transit.

2. Transportation

- a. There is a wealth of multi-modal transit options throughout the County including:
 - i. Trains (both freight and commuter)
 - ii. Roads (Interstate, highway & regional)
 - iii. Tunnels
 - iv. Sea Ports
 - v. Airports
 - vi. Bridges
 - vii. Buses
 - viii. Ferries
- b. Existing infrastructure & rights of way make transit development and expansion of services easier.
- c. The existing land use is compatible with transit.
- d. Major ports add to economic base and increase economic activity with the flow of goods from and to overseas.
- e. The robust transit options create more opportunity for job mobility, options for workers, and access to colleges and universities for training.

3. Population

- a. The high population density creates a market for transit and pedestrianism.
- b. The population density creates a diverse pool for employment centers and demand for services, which fuels private sector and small business development.
- c. The region has a highly educated and skilled workforce.
- d. Population diversity supplies the labor pool for all levels of employment & skill sets.
- e. Population diversity creates culturally rich ethnic enclaves that enhance the quality of life and desirability to live in the County.

4. Existing Industrial Base

- a. The existing industrial areas can be upgraded and reinvested which will bring jobs back to the area for all skill levels.
- b. The River Terminal Development Corporation has a 2 percent vacancy rate and is expanding, indicating that the industrial area is lucrative for job creation. In addition, both the South Kearny Industrial Association and Hartz Mountain have a high demand for their industrial spaces because of the proximity to the ports, transit and major region markets.

5. Quality of Life

- a. The presence of a wide variety of retail and restaurant services creates desirable communities to live in.
- b. The proximity to major region markets provides the workforce with access to high paying jobs.
- c. The robust transit availability provides the population with many options for employment expansion and growth.
- d. Ethnic diversity and cultural events in the Hudson County region
- e. The County has a wide variety of sports and other recreation opportunities throughout the parks system.
- f. The County has several colleges/universities and other institutions of higher education.

6. Opportunities for Businesses/Good Business Environment

- a. Because of the robust transit system and proximity to major regional markets, the majority of economic development over the next five years should revolve around the transit hubs.
- b. Communities and developers should take full advantage of Urban Transit Hub Legislation.
- c. There has been marked success throughout the County with Urban Enterprise Zones (UEZs) and Foreign Trade Zones (FTZs).
- d. These programs have been especially successful along Tonnelle Ave., Bergenline Ave., Kearny Ave. in Kearny, Broadway in Bayonne and Journal Square and should be expanded.
- e. The County has 24-hour transit availability which provides the potential for alternative employment options that benefits the local workforce.
- f. The County is a major location for the movement of goods and for financial operations throughout the region, which creates more opportunity for demand driven growth.

Weaknesses

1. Geography

- a. The proximity to New York City makes the overall cost of living high.
 - i. Rent is unaffordable to large segments of population.
 - ii. Utilities are too expensive for many households.
 - iii. State and local taxes (both residential & businesses) are high by national standards.

- iv. Basic goods are expensive for many families.
- b. Connections to the NYC financial sector make the County especially vulnerable to economic downturns.

2. Population

- a. The gap between the employment demand and available skills must be addressed.
- b. The County has reached a point of “max build out” and there is a lack of available land to develop.
- c. The sewer system infrastructure needs upgrades in order to support the increasing population.
- d. The roadways need improvements in order to support increasing vehicular traffic.
- e. Approximately 13.1 percent of County residents fall below the poverty level for the most recent 12 month period calculated.
- f. Because of the high cost of living, the availability of living wage jobs are limited in the County.

3. Transportation

- a. There is significant traffic congestion from too many cars on the road which stagnates the movement of people and goods.
 - i. As the County expands economically, there are more people coming to the area to move goods and services; therefore, traffic and congestion are linked to economic success.
 - ii. The County needs to be proactive in congestion relief actions in order to be able to sustain the anticipated increases in population and growth in economic activity both within and through the County.
- b. There are parking shortages because parking demand exceeds roadway capacity and availability of land.
 - i. This impedes businesses and limits access to businesses.
- c. The existing transit infrastructure is reaching its capacity.
- d. The Bayonne Bridge needs to be upgraded or replaced to be able to receive the 2012 “post-Panamax” ships.
- e. The bus network is too slow and unorganized.
- f. Investment is needed in the core areas where transit currently operates, and not just on extension lines.
- g. The roads and supporting infrastructure are aging and need to be upgraded and/or replaced.
 - i. The County needs to modernize roads, bridges, tunnels and sewers to be able to support anticipated increases in usage.
 - ii. Roads that service the County are focused on moving cars, however, the transportation network and roadways also have to be able to efficiently move goods and commerce.
- h. The jitney services poach riders and cannibalize NJ Transit routes and are not efficiently operated.

- i. This creates more congestion.
- ii. Rider conditions are not safe.
- iii. Lack of oversight further exacerbates these problems.

4. *Quality of Life*

- a. The aging housing stock needs to be upgraded to meet the evolving demands of contemporary living.
- b. As the population ages, there is not enough affordable senior housing available.
- c. Historic development practices have led to a lack of sufficient green space.
- d. Some areas of the County are isolated from transit options.
- e. The high cost of living (which continues to increase) is a burden on residents.

5. *Other*

- a. Existing state regulation is an impediment to economic development.
 - i. State application fees are expensive for municipalities with decreasing budgets.
 - ii. The process for review is stagnant and makes addressing problems more expensive because of lengthy waiting periods for state review and approval of projects.
- b. The remaining brownfield and superfund (CERCLA) sites are expensive to remediate and can take a long time to become profitable and produce tax ratables.
- c. The high costs of doing business in the County is a concern for some businesses.

Opportunities

1. *Urban Transit Hub Tax Credit*

- a. This program has recently been enacted by the State which will include light rail station areas.
- b. This program incentivizes development in dense population centers that are close to transit.

2. *Downtown Revitalization*

- a. Designating an area as a Special Improvement District is a lucrative tool to use for revitalization.
- b. Urban Enterprise Zones (UEZs) have been successful and should be used to assist in revitalization efforts.
 - i. The financial incentives of being in a UEZ make shopping more attractive and encourage consumers to shop in Hudson County.
 - ii. The County should work with municipalities to expand and support UEZs.

3. *Foreign Trade Zones (FTZs)*

- a. FTZs allow companies to minimize their costs while their products are waiting to be shipped and create a competitive advantage for companies to relocate into Hudson County, thus increasing the employment base and economic activity.
- b. FTZs should be utilized in areas where commercial activity and occupancy is declining in order to boost the local economy.

4. Transit

- a. The Hudson-Bergen Light Rail has stimulated growth and development along the train route as it has expanded.
 - i. The Bayonne extension will provide local residents with better transit service and access to new job markets, while also making it easier to travel into Bayonne which will facilitate economic activity.
 - ii. The light rail should be extended north into Bergen County, south into Bayonne and west into Newark Bay and/or Newark International Airport to create a more comprehensive system of train routes and access to more consumer destination points.
 - iii. A Bus Rapid Transit (BRT) would benefit the entire region during peak congestion hours.
 - iv. Existing rail lines should be evaluated for multiple uses during different times of the day, including freight service during off-peak hours.
 - v. There should be considerations made throughout the County to accommodate bicycle & pedestrian modes of transport to get people out of cars, thus reducing traffic, demand for parking and the amount of air pollution emitted.

5. Industrial Expansion

- a. Redevelop vacant or under-utilized sites to expand availability of industrial land will attract new companies.
- b. Promoting green job growth will be a lucrative investment because the ARRA stimulus funding is heavily invested in this expanding industry.
- c. Remediation and redevelopment of brownfield sites will make currently vacant and/or under-utilized properties functional and bring tax ratables to the County.
- d. Port upgrades and advancements will ensure that economic activity from overseas continues to flourish and expand.
 - i. Increase the efficiency of the movement of goods will foster economic and job growth.

6. Stimulus funding

- a. Funding that has already been allocated to Hudson County projects should be capitalized on as a catalyst for economic activity.
- b. The stimulus funding provides opportunities for weatherization and energy efficiency plans, which will assist County facilities and residents to lower utility costs.
- c. There are multiple grant opportunities available for sustainable development projects which are cost efficient and promote a healthy environment.

7. Tourism and Destination

- a. The County should continue to improve the waterfronts and promote the County as a destination location.
- b. The County should continue to promote the expansion of greenways and open space preservation/creation to improve quality of life and provide residents and tourists with recreational opportunities.

Threats

1. Geographic Location

- a. The proximity to NYC makes the area susceptible to terrorist attacks.
- b. The demand to live in the County continuously increases the costs of market-rate housing and is pushing out low and moderate income residents in some areas.

2. Population

- a. The increasing population and stagnating job growth is leading to market saturation of the labor force.
 - i. Added strain on school systems.
 - ii. Added strain on municipal services
 - iii. Increased demand for affordable housing
- b. The “Senior Tsunami” is coming and there are limited facilities & services for seniors.
 - i. Added strain on health services
 - ii. Increased demand for affordable senior housing
 - iii. Shift in the labor market
 - iv. Shift in demand for the types of housing people want & supporting service locations

3. Transportation

- a. Congestion is decreasing the ability of people and goods to efficiently move and be transported throughout the region.
- b. The extension of the light rail to Bergen County will increase ridership over the existing capacity levels for transit in Hudson County.

4. Infrastructure

- a. If the port and bridge issues are not resolved, large commerce losses could occur as the area will not be able to receive the 2012 “post-panamax” ships.
- b. The existing water and sewer systems already have chronic flooding problems and may not be able to handle the increased usage of a growing population.
- c. Insufficient sewers already lead to flooding, and if the problem is not addressed this may cause significant damages to property and disrupt transit service in the future.
- d. Piecemeal development is an impediment to regional development of economic base.
- e. Aging infrastructure needs significant investments for improvements.

5. Other

- a. The zoning out of industrial and warehousing areas and replacement with residential developments is costing the region jobs.
- b. A heavy dependency on the NYC and Jersey City financial sector makes the County susceptible to significant downturns when the economy is in a recession.
- c. Pollution, air quality, water quality, and contaminated sites are impediments to development and lower the quality of life for residents.
- d. Seasonal storms and sea level rise could significantly impact the transportation system

as well as the thousands of residential and commercial developments in flood plains and along the waterfronts.

- e. The County is losing “mom & pop” stores because they are unable to compete with “big box” retailers in the current economy. Changing the character of the County and some of the desirable attributes of why people want to live here are lost

Goals ●

The following set of goals served as a guide in the development of this document. These goals form the foundation for the CEDS, establish the direction of the Strategy, and define the specific details of actions, which will be executed to achieve these goals.

- Create a diversified economy to maintain full employment and continue economic growth
- Develop an equitable distribution of jobs, support services, and facilities consistent with the needs of the population
- Retain and expand existing businesses, attract new business, and provide for the economic revitalization of the County's commercial and industrial base
- Strengthen the tax base of the County
- Improve all aspects of the transportation system to facilitate the flow of goods and people, enhance economic growth, connect people and jobs, and improve the quality of life
- Foster the cleanup and reuse of contaminated sites as an integral part of both economic and community development, while maintaining and improving areas that provide centers for employment, education, entertainment facilities, services, shopping and other resources
- Invest in infrastructure systems and technology to continue economic growth, stimulate new development and redevelopment, and enhance the quality of life
- Support the development of cultural, recreational and historic amenities that not only benefit County residents, but foster the development of the travel and tourism industry
- Assist in the development of Quality of Life factors that make Hudson County a more attractive place for businesses and people to live and work
- Support efforts to provide a variety of housing types for households of all income levels
- Identify, evaluate and implement alternate strategies and tools that promote economic development and economic growth
- Promote job training and retraining services to close the employment "skills gap" and meet the employment needs of the County and the region
- Promote sustainable, smart growth developments

● Objectives and Strategies

As part of the development of objectives and strategies for this CEDS, a review of other County, Municipal and Regional Plans was conducted. The following documents were reviewed:

Hudson County Bus Circulations and Infrastructure Study (November 2007)

Hudson County Comprehensive Brownfield Redevelopment Plan (March 2008)

Hudson County Open Space & Recreation Plan (March 2005)

Hudson County Re-Examination of the Master Plan (August 2008)

Hudson County Urban Complex Strategic Revitalization Plan (January 1999)

City of Bayonne Master Plan (August 2000)

Borough of East Newark Master Plan Reexamination Report (July 2006)

Borough of East Newark Redevelopment Plan (March 2007)

Town of Guttenberg Master Plan Reexamination Report (August 2002)

Town of Harrison Master Plan (November 2007)

City of Hoboken Master Plan (September 2003)

City of Jersey City Master Plan (May 2000)

City of Jersey City Reexamination Report of The Master Plan (November 2006)

City of Jersey City Urban Enterprise Zone Five-Year Strategic Plan (2005)

Town of Kearny Master Plan Reexamination Report/Master Plan Revision (December 2008)

Township of North Bergen Master Plan Update (April 1994)

Town of Secaucus Reexamination of the Master Plan (April 2009)

City of Union City Master Plan (April 2009)

Town of West New York Reexamination Report on The Master Plan (2001)

Township of Weehawken Reexamination of the Master Plan (February 1991)

New Jersey Meadowlands Commission “Meadowlands District Transportation Plan” (2007)

Port Authority of NY & NJ Comprehensive Annual Financial Report (2008)

WIRED Regional WIB One-Stop Consortium Draft Business Plan

Economic Growth Strategy for the State of New Jersey (2007)

Based on the goals and objectives noted in these documents, the Hudson County CEDS Committee has defined the County's economic development objectives in the six primary categories listed below. A number of these objectives overlap between categories or affect one another directly and thus may be repeated in the list below:

Economy

- Encourage existing industries to expand, remain and relocate in Hudson County by utilizing both regional and local resources, labor skills and other assets
- Attract new industries to the County by improving the prospect of developing industrial areas, improving infrastructure and providing sufficient access to transportation facilities
- Enhance workforce preparedness
- Improve access to the port areas and facilitate goods movement to increase international trade opportunities, and support the expansion and use of foreign trade zones,
- Review on a case-by-case basis the conversion of industrial facilities that have become functionally obsolete while also maintaining/relocating the stock of land available for industrial uses throughout the County
- Provide a variety of retail and personal services to serve the community
- Support the revitalization of central business districts as mixed-use, pedestrian-oriented, downtowns with diverse economic services and opportunities, encouraging local community-based organizations such as special improvement districts, urban enterprise zones, neighborhood improvement districts and local economic development corporations
- Facilitate the coordination of multi-jurisdictional revitalization projects that create connectivity between vibrant downtowns and economic centers
- Continue development of the Hudson River, Passaic River and Newark Bay Waterfront, fostering strong linkages between the waterfront and interior neighborhoods
- Foster strong central business districts/downtowns by encouraging local community-based organizations such as special improvement districts, urban enterprise zones, foreign trade zones, neighborhood improvement districts and local economic development corporations
- Facilitate the coordination of multi-jurisdictional revitalization projects that create connectivity between vibrant downtowns and economic centers
- Encourage the grouping of complementary services within the core areas of the County
- Identify and foster the growth and development of demand driven clusters and facilitate connectivity between inter-regional markets

Population and Geography

- Stress public participation in the planning process of development activities
- Continue to monitor and identify businesses and their needs
- Plan, administer, and monitor economic development activities
- Coordinate programs between the 12 municipalities ensuring cooperation and regional perspective
- Encourage cultural and entertainment activities within the core areas of the County to

foster a sense of community while spurring economic activity

- Encourage a land use agenda that focuses on “Placemaking”, maintains the classic “Main Street” character and walkability of districts while creating a favorable business climate
- Create public-private partnerships
- Assist in the implementation of programs, projects, and services that support economic development
- Promote the County as an “umbrella” resource for municipal organization and coordination
- Coordinate programs between the 12 municipalities ensuring cooperation and regional perspective
- Evaluate and coordinate zoning districts to meet the demands and capitalize on the economic potential of the changing settlement patterns of the County
- Foster public-private partnerships
- Assist in the implementation of programs, projects, and services that support economic development
- Preserve and promote historic sites and cultural resources throughout the County
- Maintain Community Development at the forefront of any economic development model, focusing on creating places where people enjoy living, working and visiting
- Encourage planned growth with a mix of new developments and conversion housing options for the anticipated influx of baby boomers and “empty nesters” beginning to return to urban areas

Resources and Environmental Management

- Encourage “green” businesses and jobs to locate and expand in the County and support energy efficiency, “green” building practices, and sustainable site choices
- Maintain a healthy balance between development and open space, addressing a range of concerns, including parks, community gardens, storm water management, sustainability, and preservation
- Promote alternative modes of transportation that provide measures for bicycle, pedestrian and transit friendly development practices
- Continue to redevelop and remediate Brownfield sites into productive tax generating properties
- Reduce overall greenhouse gas (GHG) emissions and improve air, water, and soil quality and promote the development of renewable energy
- Continue to remediate and redevelop the waterfronts of the Hudson, Passaic and Hackensack Rivers as competitive residential markets, desirable office space and attractive tourist destinations
- Promote recycling as a means of reducing disposal costs for the County while protecting the environment

- Reduce the “urban heat island effect” by reducing impervious coverage, increasing trees and park spaces and implementing sustainable building practices

Transportation Access

- Improve transit service, access and reliability to increase transit ridership and help reduce congestion
- Improve circulation within the County as well as through it to minimize congestion and enhance connectivity to regional transportation networks
- Immediately address channel depth limitations for marine freight transportation
- Upgrade and address the outmoded infrastructure and develop new infrastructure to foster economic development now and into the future
- Advocate for transportation investments to increase the variety of transportation options available
- Encourage improvements to pedestrian and bicycle safety
- Encouraging transit-oriented development (TOD) near transit stops that take advantage of the Urban Transit Hub Tax Credit program
- Provide incentives to create stronger transportation linkages and multi-modal options between housing and employment centers

Workforce Development and Use

- Improve the skills and quality of the workforce to close the employment “skills gap”
- Coordinate with local high schools, Hudson County Schools of Technology, Hudson County Community College, St. Peter's College, Stevens Institute of Technology, New Jersey City State University and local businesses to ensure that school curricula and training prepares students for entry into the labor force and focus on demand-driven workforce training
- Develop public/private relationships that guide mutually beneficial workforce development programs, provide support for employee improvement programs, and disseminate information about these programs to businesses and the labor force
- Foster small business growth through business incubators and other support
- Encourage an equitable distribution of jobs across the County that includes support services and facilities that fill the needs of both the businesses and local populations
- Identify where there are labor skill shortages and focus on demand driven workforce training
- Development public/private relationships that guide mutually beneficial workforce development programs
- Provide community services, such as elderly and child care services that will help support the labor force

Program Support and Implementation

- Foster public-private partnerships

- Continue to monitor and identify businesses and their needs
- Plan, administer, and monitor economic development activities
- Encourage a land use agenda that focuses on “Placemaking”, maintains the classic “Main Street” character and walkability of districts while creating a favorable business climate
- Create public-private partnerships
- Promote the County as an “umbrella” resource for municipal organization and coordination
- Coordinate programs between the 12 municipalities ensuring cooperation and regional perspective

The County Executive and the Board of Chosen Freeholders have appointed the CEDS Strategy Committee to define and recommend actions and programs to achieve the goals set forth in the CEDS document. In order to consider projects and maintain the vision of the CEDS, the Committee has developed a set of criteria and measures within these categories to consider applications for potential funding.

In addition to the CEDS criteria the CEDS Strategy Committee will also base its decisions on the Federal Economic Development Administrations “Investment Policy Guidelines” that are listed below:

- Be market-based and results-driven. An investment will capitalize on a region’s competitive strengths and will positively move a regional economic indicator measured on EDA’s Balanced Scorecard, such as: an increased number of higher-skill, higher-wage jobs; increased tax revenue; or increased private-sector investment.
- Have strong organizational leadership. An investment will have strong leadership, relevant project management experience, and a significant commitment of human-resources talent to ensure a project’s successful execution.
- Advance productivity, innovation, and entrepreneurship. An investment will embrace the principles of entrepreneurship, enhance regional clusters, and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.
- Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy. An investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region’s success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters, or attracting new regional economic drivers.

Demonstrate a high degree of commitment by exhibiting:

- High levels of local-government or nonprofit matching funds and private-sector leverage.
- Clear and unified leadership and support by local elected officials.
- Strong cooperation between the business sector, relevant regional partners, and local, state, and federal governments.

The priorities for CEDS funding decisions include projects that: 1) expand the economic base, 2) create job growth, 3) improve services and amenities available to county residents. These objectives serve as a basis for evaluating possible projects, however, interpretation and priorities will change as the needs of the County evolve and new programs may come as a result of this document. The Strategy Committee will continuously look to assess these objectives and goals

and, if necessary, modify them. The Strategy Committee will also report on the accomplishments, changes, and updates in the Annual Updates to the CEDS.

The Strategy Committee is made up of both public and private representatives from the County. As such, the discussions cover a broad range of topics and the Committee invites representatives from State and Federal agencies to inform the committee of other economic development programs. The Committee is appointed by the County Executive and Freeholders and is advisory in nature. Meetings begin with an open floor so issues can be raised and can result in motions to support actions or programs that are then recommended to Freeholders and the County Administration.

The following is a list of objectives being set forth by the CEDS Strategy Committee and is broken down by the seven categories mentioned earlier:

Economic Expansion

Objective 1 - Encourage development and remediation of Brownfields for industrial and commercial purposes

Objective 2 – Improve infrastructure to support expansion of industrial sector to promote job growth, especially with regard to goods and freight movement

Objective 3 - Maintain the Hudson County Economic Development Corporation (HCEDC) industrial and commercial real estate database

Objective 4 – Support the use of the HCEDC Revolving Loan Fund

Objective 5 – Expand the Commercial Revitalization Program to intensify downtown beautification and improvements

Objective 6 – Encourage the use of Community Development Block Grants (CDBG) for façade improvements in business districts and retail centers

Objective 7 – Provide technical assistance and support to small businesses; expand the existing financial assistance programs for businesses

Objective 8 – Encourage the development of niche/cultural retail districts

Objective 9 – Support the development of Special Improvement Districts (SID) to assist in revitalization

Objective 10 – Encourage the expansion/continuation of state-designated Urban Enterprise Zones and provide support to the municipalities in managing them

Objective 11 – Support the redevelopment of the Marine Ocean Terminal – Bayonne (MOTBY)

Objective 12 – Integrate waterfront development with compatible land use design and promote in-fill development

Population and Geography

Objective 1 – Expand the existing financial assistance programs for businesses

Objective 2 – Engage the community in the economic development planning process and encourage public participation

Objective 3 – Support the establishment of small and green business incubators in conjunction with the local universities, community college, and business institutions

Objective 4 – Continue micro loan program for new and small businesses to foster job creation

Objective 5 – Expand the small, disadvantaged, and minority owned business base through technical assistance and support programs

Objective 6 – Support housing programs that promote economic development

Objective 7 – Encourage greater use of and the expansion of Foreign Trade Zones

Objective 8 – Expand daycare facilities available in the County to assist workers and those seeking employment

Objective 9 – Support the development of recreational, cultural, and historic facilities to enhance quality of life for residents

Objective 10 – Promote the redevelopment in areas in need of rehabilitation and promote compact mixed-use patterns

Objective 11 – Encourage the use of NJ Food Access Initiative funding legislation for locating supermarkets in under-served areas

Resources and Environmental Management

Objective 1 – Support efforts to reduce energy use, greenhouse gas emissions, and improve air and water and soil quality throughout the County

Objective 2 – Provide training to workers in green industries and support the growth of businesses that promote environmental improvements

Objective 3 – Encourage the preservation of open space and the creation of new parks and community gardens

Objective 4 – Support municipalities' efforts for comprehensive planning that emphasizes sustainable design and transit-oriented development

Objective 5 – Support regional planning initiatives that promote sound planning principles and reduce overall environmental impacts for the County

Objective 6 – Reduce the negative effects of storm water run-off through effective planning and improve drainage in areas prone to flooding

Objective 7 – Promote the use of green building practices and design to reduce overall energy consumption, impervious coverage, storm water run-off, and the urban heat island effect

Objective 8 – Conduct energy audits on County buildings to increase energy efficiency and institute a responsible purchasing practice for County facilities to provide a model for municipalities

Transportation Access

Objective 1 – Support connections between different types of transportation and encourage intermodal transit, encouraging alternative, cleaner modes of transportation and access to employment centers

Objective 2 – Support improvements in the inter-modal forms of goods and freight movement through the County, namely connections between the ports and regional freight ways

Objective 3 – Improve and expand the Hudson-Bergen Light Rail Transit (HBLRT) system, identifying ways to improve workforce commuting and reducing cars on the road

Objective 4 – Support the expansion of ferry, bus, and rail service to Manhattan

Objective 5 – Support activities that will lead to expansion of the deep-sea port activity

Objective 6 – Support the coordination of county-wide committee to develop solutions and regulation to improve the efficiency and safety of private jitney service

Objective 7 – Complete the Hudson River and Passaic River Waterfront walkway, and the Hackensack River and East Coast Greenway as an enhancement to the County quality of life

Objective 8 – Support the study of improvement or alternatives to the Bayonne Bridge to allow for larger ships to access the ports

Workforce Development

Objective 1 – Promote training and retraining opportunities for the unemployed, underemployed, and entry-level workers

Objective 2 – Develop, encourage, and support business involvement in workforce training at all levels of education

Objective 3 – Promote retraining of workers to close the employment “skills gap” and meet the employment needs of the County and region

Objective 4 – Work with the universities, community college, and tech schools in implementing skills programs

Objective 5 – Encourage new warehousing opportunities near the port areas to create jobs

Objective 6 – Provide stronger linkages between employment centers and housing through effective transportation programs

Objective 7 – Acquire data on the skills of the unemployed, underemployed, and entry-level workers and seek to attract businesses that match these workers skill sets

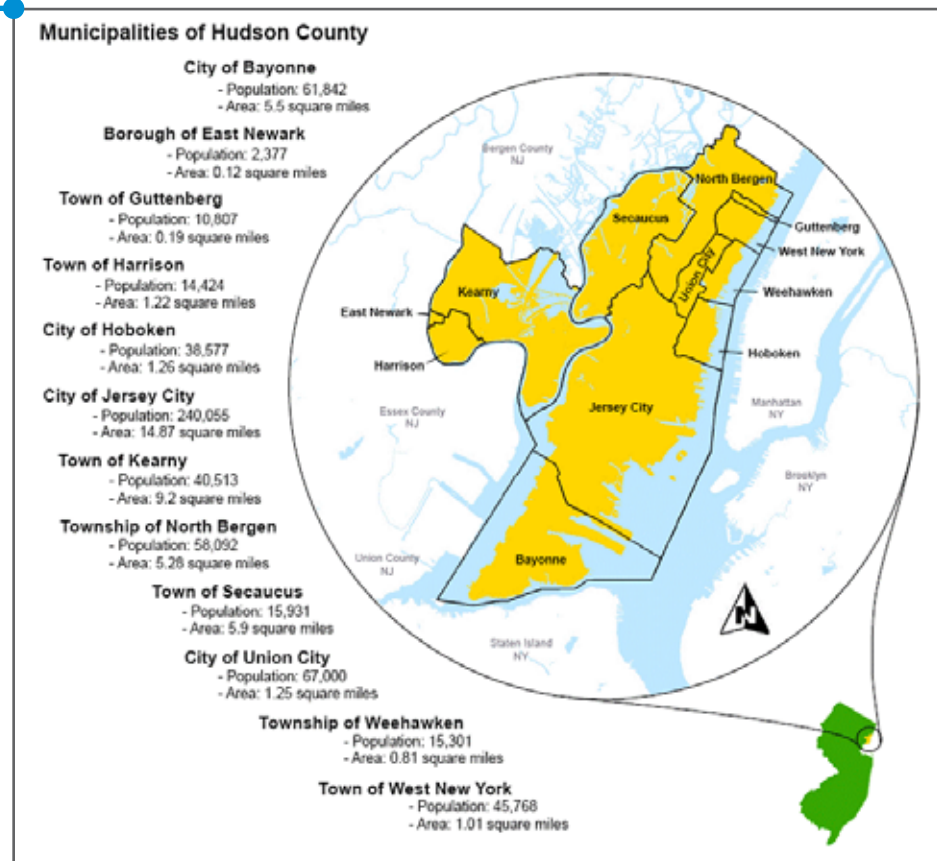
Community Outreach and Public Participation

The Hudson County Division of Planning's preparation of the CEDS 2010 employed several forms of community outreach and public participation. In addition to the CEDS Strategy Committee, which meets quarterly, the Division of Planning conducted interviews with representatives of the 12 municipalities and regional planning, economic development, workforce development, and transportation organizations.

The Division of Planning used a SWOT (Strengths, Weaknesses, Opportunities, and Threats) approach to question interviewees. The meetings were arranged with the Mayor, planner, business administrator, or other relevant members of the respective town's administration. Notes from these meetings are available in Appendix D of this document. The following section provides summaries of these interviews, on-going projects, and future projects for County and its municipalities.

A public opinion survey was created to capture data on the concerns of both residents and workers in Hudson County. The survey was posted online in English and Spanish for public viewing and was emailed to the community and encouraged to be passed along by the Hudson County Executive's office, the Hudson and Meadowlands Chambers of Commerce, the Division of Planning, the Hudson Workforce Investment Board, 12 municipal offices, Hudson Transportation Management Association, North Jersey Transportation Planning Authority, Hudson and Jersey City Economic Development Corporations, and posted on the Division of Planning's website. The survey generated over 750 responses. The full results of this survey are included as Appendix E.

After approval by the CEDS Strategy Committee and review by the 12 Hudson County municipalities, the CEDS 2010 Draft document was available for a one-month public comment period. These comments were taken into account upon revision for this final version of the document that was approved by the CEDS Strategy Committee and the Hudson County Planning Board.



The City of Bayonne

Despite its optimal location adjacent to New York City, Bayonne is a terminal peninsula located at the southernmost tip of the County, which has made it difficult to spur economic growth. In addition, Bayonne is largely a “bedroom community” that exports most of its labor force to the surrounding municipalities, and this has resulted in an imbalance between employment opportunities and the residential housing stock. However, Bayonne is strategically located in close proximity to a large consumer market, diverse labor pool and multi-modal infrastructure and transportation systems. In order to capitalize on the competitive advantages of Bayonne, there are currently several projects that aim to increase economic activity and are of major significance to both the City and the County.

The redevelopment of the former military base, known as MOTBY, is a major project that addresses local and regional matters. The military base closed in 1999, and in August 2001, the City Council adopted the “Peninsula at Bayonne Harbor Redevelopment Plan” which was amended in 2004 and 2006. The plan will greatly expand housing and employment opportunities in Bayonne and Hudson County. The redevelopment plan calls for up to 6,700 units of housing, 1.5 million square feet of office space, 345,000 square feet of retail space and 58 acres of open space.¹⁶⁵ The “Alexan City View” building on the Peninsula has been commended as the largest LEED certified residential building in New Jersey. The plan also promotes the use of mass transit by including two new transit villages tied to the Hudson Bergen Light Rail System and passenger ferry service to Manhattan as well as integration of the Hudson River Walkway Plan into the development. In addition, the redevelopment of the peninsula has also generated a newly renovated docking berth for Royal Caribbean’s cruise ship operations and after pending litigations are resolved should also result in PortsAmerica operating its car import/export facility in the Maritime District at the Peninsula.¹⁶⁶



MOTBY
redevelopment site

In November of 2009 ground was broken for the new Bayonne Crossing shopping mall along Route 440 East. The 30-acre project is a remediated brownfield site and currently has leases signed with Lowe’s Home Improvement Center, Wal-Mart and a Sonic Drive-Thru, with additional stores to be added. The mall will generate an anticipated \$1.5-\$2.million in UEZ revenues for the City as well as create approximately 1,200 jobs during construction and 900 retail jobs when it is completed.¹⁶⁷

The Bayonne Urban Enterprise Zone (UEZ) Program has continued to expand and promote the creation of jobs, bringing new businesses prosperity and raising the quality of life within the city. Since its inception in 2003, over 213 businesses have registered with the Bayonne UEZ Program. The UEZ Program also created a small business loan program that utilizes ARRA funds to help businesses in distress during the economic downturn.

The extension of the Hudson Bergen Light Rail began in March 2009, extending the light rail system from 22nd Street to 8th Street, completing a rail viaduct between 11th Street and 8th Street and building an 8th Street station.

The 64-acre Chevron-Texaco brownfield site located at the southernmost tip of Bayonne has a city approved redevelopment plan which includes 1,300 residential units and 500,000 square feet of retail. The project is waiting for NJDEP approval of the proposed Remedial Action Work Plan in order to remediate existing contamination on the site.

Bayonne has also received NJ Environmental Infrastructure Trust funds (NJEIT) to help improve its storm water system. The Bayonne Municipal Utilities Authority (BMUA) received \$2,628,800 toward the installation of storm water sewer system with catch basins, pump station and force main. In addition, in January of 2010, the BMUA approved a \$5.6 million to build a 262-foot windmill that will power a pump station to move Bayonne's sewage toward a treatment plant in Newark. Half of the funding for the project is coming from a grant from the American Recovery and Reinvestment Act of 2009. The 1.5 megawatt turbine is expected to generate enough electricity to be able to sell about \$195,000 worth of energy credits back each month to PSE&G - enough to offset the cost of the energy it buys from the utility company.

The Bayonne Housing Authority has recently completed three workforce housing projects and Bayonne was the second city in the state to sign onto the "Live Where You Work" Program.

The current Special Improvement District is not achieving the desired results because the businesses along the 52-block Main Street are too spread out. There are currently a lot of vacancies and the City is looking to focus efforts on the main center of activity to create a destination downtown area.

A study is being conducted to evaluate the best course of action for upgrading the Bayonne Bridge so that new, larger post-panamax ships can pass under it to existing ports. This is a vital infrastructure project which should be fast-tracked and made a priority in order to remain competitive in global economic markets.

In 2008 funding was approved for the New Jersey Turnpike Exit 14A replacement project. This was a vital project in order to address operational and capacity deficiencies in the existing plaza. The \$6 million project to extend Pulaski Street to carry truck traffic from Exit 14A on the New Jersey Turnpike Extension to the Maritime Industrial District and the Ports America Terminal on the northern side of the Peninsula was completed in 2009 and the roadway is expected to be open for use in early 2010.¹⁶⁸



Clark Thread Mill Building, East Newark

Borough of East Newark

East Newark is the smallest municipality within the County. Over the past forty years, the Borough has evolved away from an industrially based economy leaving the Borough with the vacant Clark Thread Mill building, which comprises one-third of the town's land area. In addition, the local sewer infrastructure is in need of updating and the only school within the Borough is almost at its capacity. East Newark does not have any local transit stops, and a regional cross-municipality approach to train shuttles would help make the area more transit accessible. In order to revitalize the under-utilized areas of the town and grow sustainably, East Newark has created a redevelopment plan that addresses three (3) areas in need of rehabilitation. The areas are commonly known as Clark Thread Mill; East Newark Elementary and surrounding lands; and the Saint Anthony's School and surrounding lands. The plans aim to utilize adaptive re-use to convert the mill and school buildings into mixed-use developments.

The Borough has been in negotiations with a developer about the Thread Mill building, plans for which include about 830 residential units, retail space, a 1500 space garage and a surface parking lot. Plans are also underway for a new green firehouse to replace the current one.

As noted, the only school in the Borough is almost at maximum capacity and any growth in the school-aged children from redevelopment projects will put a serious strain on the school system. The Borough is considering a new school to replace the existing outdated one.

The Borough holds an unconditional lease for a plot of land underneath Route 280 which is currently used for parking. This is an area that the Borough is looking to possibly convert into park space.

There is currently little transit access for residents of the Borough. It is important that Hudson County integrates shuttles and more frequent bus stops throughout East Newark to better service the local population and provide the workforce with more transit options.

The Borough has completed some repaving and repair of sidewalks; however there are still more repairs that need to be completed. In addition, the Borough needs to replace approximately 11,000 linear feet of water distribution mains, fire hydrants, water services and curb stops. The Borough is seeking funding to be able to complete the remaining sidewalk repairs and to address the necessary upgrades to the water system.



Existing East Newark Public School

Town of Guttenberg

The Town of Guttenberg is the most densely populated town in the County. The largest obstacle for the Town is continuing to grow sustainably while ensuring that the existing infrastructure and local services are continuously upgraded to meet the increasing demands. The UEZ in the Town has been stable. However, because there are multiple townships that have UEZ'S located along Bergenline Avenue, there is little, if any, coordinated effort manage the area. This fragmented management of the UEZs along Bergenline Avenue is inefficient and a more regional approach throughout the County would make the program more successful. In addition, there is an opportunity for increasing residential density and green space along Bergenline Avenue by updating the current zoning, which would be advantageous for economic activity in the area.

There is currently a proposal for a waterfront park along the Hudson River. The Town is about one-third done with streetscape improvements; additional funding is required to complete the remainder.

Guttenberg is concerned with emergency preparedness and is interested in conducting a study to identify vulnerable areas. This is a proactive approach to dealing with unforeseen events and it is important to develop a study and subsequent plan of action to address the study's findings. In addition, Guttenberg is concerned with the aging infrastructure and is assessing upgrading the sewer system.



The Galaxy, Guttenberg

Because the land area for the municipalities in North Hudson is smaller, this area would benefit from a more regional approach to development and policy implementation. The operational efficiency of North Hudson would be greatly improved with the creation of a North Hudson advisory board to coordinate projects and review the implementation of policies to ensure efficiency and regional functionality.

Town of Harrison

The Town of Harrison is currently undergoing a transformation as key under-utilized areas are revitalized as transit oriented mixed-use developments that capitalize on the town's strategic location and robust access to mass transit. Because of the town's history as a dense, industrially based economy, there are large areas of industrially zoned lands which have outlived their efficiency and have left a legacy of large under-utilized brownfields throughout the town. The town has multiple redevelopment projects underway to capitalize on the availability of transit, economic advantages of strategic growth and proximity of the Town to regional markets.

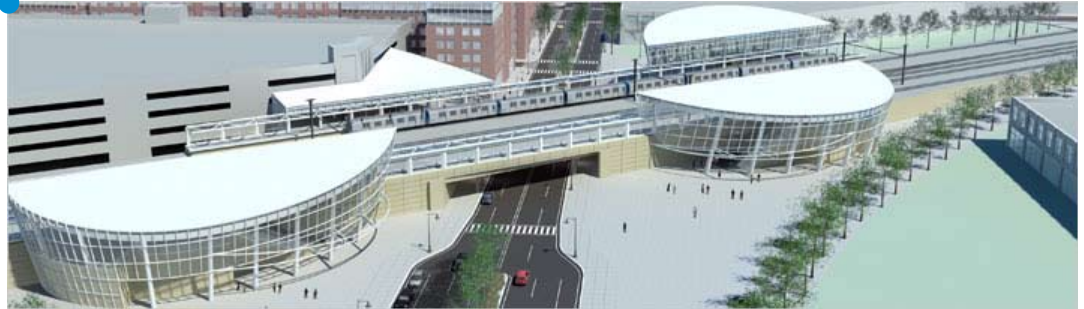


Artist rendering, Red Bull Soccer Stadium, Harrison

The Red Bull Soccer Stadium, with 25,000 seats, is set to open in April 2010.¹⁶⁹ The stadium has provided employment for the construction industry during its development and will create employment opportunities for residents while in operation and will increase the economic activity when events are held.

Significant upgrades are planned for the Harrison PATH station in order to better serve the existing and anticipated increase in ridership. Over the next four years, the Port Authority plans to drastically modernize Harrison through a \$173 million renovation of the station. The new station will feature longer platforms for additional cars, wider platforms for an increased amount of standing room, and street-level-to-platform elevators in compliance with ADA regulations, as well as architectural modifications to its appearance.¹⁷⁰ The upgrades include signal replacement, a 10-car platform expansion, and general station improvements to make using the PATH more efficient and safe for riders.

Artist rendering, Harrison PATH Station, Harrison
www.panynj.gov



Approximately 275 acres (35 percent of the Town) that includes the area surrounding the PATH station south to the Harrison/Newark border have been designated as a redevelopment zone. Redevelopment plans that are currently on the table include the creation of the “Harrison Commons” and “The Riverbend District”. The “Harrison Commons” will be the area immediately surrounding the PATH station and will include 2,600 residences and 80,000 square feet of office and street-level retail space.¹⁷¹ “The Riverbend District” will include over 15 million square feet of mixed-use space which is anticipated to include over 800,000 square feet of retail space, a 350-room hotel, over 1.7 million square feet of office space. The Harrison Port Authority Trans-Hudson (PATH) station is scheduled for additional space, 1,950 residential units and parking accommodations at a 4:1 ratio.¹⁷²

In addition to the NJEIT funds for the Harrison Commons, the Town of Harrison also received NJEIT funds of \$3,593,485 toward the installation of sanitary sewer extension and storm sewer and sanitary sewer improvements.

The Town is concerned that Harrison Avenue will be ignored during the redevelopment of the waterfront district which could negatively impact existing businesses. The CEDS supports the revitalization of Harrison Avenue as part of a larger redevelopment action that will connect the new communities along the waterfront with the business activities along Harrison Avenue.

The Town received a \$5 million NJDEP Brownfield Development Area Grant for “Hazardous Discharge Site Remediation Funds” to clean up the remaining brownfield sites. Part of the program includes expedited permit review under the direction of a single case manager to help expedite the clean-up process.

The Town is seeking to upgrade the I-280 interchange because studies have concluded that the ramp is insufficient for downtown traffic and the added volume of cars to the new stadium traffic will worsen the situation. In addition, Harrison is seeking funding for infrastructure projects to upgrade the water and sewer mains as well as the local roads and interchanges.

There is an opportunity to make the area more accessible by re-opening the NJ Transit station located at the bottom of the Sickie Bridge. Because the new developments will bring more people, it would be an attractive amenity for this line to be re-opened as a possible “mid town

direct” line. It is important to begin conducting further studies to address the feasibility of re-opening this line, considering the increase in potential ridership that will come to the Town.

City of Hoboken

The City of Hoboken is an economy primarily driven by real estate and the sales & hospitality industries. The city’s strategic proximity to New York City and to multi-modal transit options has increased the number of people relocating to Hoboken, which has been the major catalyst for development. The extension of the Hudson-Bergen Light Rail along the northwestern side of the city has spurred residential and mixed-use development in former industrial areas, and this has generated tax ratable and revived the northwestern portion of Hoboken. Projects that are being considered or approved by the City are aimed at sustainable growth and managing the anticipated increase in population density as the northwestern section of the City continues to develop into a new hub of residential and retail activity.



Hoboken Terminal,
Hoboken

The Northwest Redevelopment Plan continued moving forward with the opening of another large residential development in December of 2008 located a block away from the 9th Street Light Rail station.

The County received \$45 million in funding from the Federal Highway Administration to create a strategy for renovations and upgrades to the 14th Street viaduct. The final design stage is anticipated to be completed by September 2010 and will be presented for federal approval before going out to bid. In addition to upgrading the safety for vehicular traffic, the project includes pedestrian pathways.

As part of the State’s nearly \$104 million Municipal Aid Grant Program, the City of Hoboken received \$460,531.00 from the New Jersey Department of Transportation for various street improvements throughout the community.¹⁷³

The W Hotel opened in April of 2009 and includes 225 hotel rooms and 40 waterfront luxury residences.¹⁷⁴ The NJ Transit “Hoboken Terminal & Rail Yards Project”, which is a proposal to redevelop the multi-modal transit station along the Hudson River, was presented to the City in 2008. The plan included 9.2 million square feet of mixed-use development, 8 acres of new parks and plazas, a landscaped Observer Highway, traffic improvements, new infrastructure and bike paths.¹⁷⁵ The public comments are being taken into account and a revised plan is in the works.

In August of 2009 a pending lawsuit was resolved and the Hoboken municipal garage has been approved for redevelopment into a 12-story, 240-residential unit complex which will include 8,000 square feet of retail space, 180 parking spaces and a public arts studio.¹⁷⁶

The City has a lack of available parking space. Although a large portion of city residents are commuters who use transit, they also tend to own cars for out of town trips. The City is looking for opportunities to open more municipal lots and incentives to reduce the number of cars in the City.

Hoboken is also prone to flooding, and the City wishes to upgrade and replace the sewer pumps to address this problem. The City has been installing new pump stations that are anticipated to address most of the flooding problems. Hoboken received approximately \$40-45 million in stimulus funding for this project. However, in the southwest portion of the City they estimate that the City will need an additional four pumps, at a cost of \$12 million each.

The City also expressed interest in a potential partnership with Stevens Institute of Technology, the engineering college located in Hoboken, in the creation of a small business incubator in order to retain local talent and create new companies.



Pier A Park, Hoboken

As the County begins to recover from the economic recession, it is important to be innovative and foster this type of public-private partnership.

Hoboken will benefit from a possible Connectivity Study along its border with Jersey City because coordinating the redevelopment plans in this area will help the flow of traffic through the City. The study is looking into ways to improve the flow of traffic between the two cities, and possibly rerouting Paterson Plank Road.

City of Jersey City

Jersey City is the largest municipality in Hudson County and the second largest city in the State of New Jersey. It houses over one-third of the County's population. The City benefits from having the most public transit available in the state. The City is home to several Hudson Bergen Light Rail stations and four Port Authority Trans-Hudson (PATH) stations. Statistics show that 51 percent of residents use mass transit at some point during the day and an additional 10 percent walk to work.



Downtown Jersey City
Waterfront

Over the past few decades, Jersey City has attracted financial firms from New York City and created a new industry cluster in the County. In October 2009, Depository Trust & Clearing Corporation, a company that handled more than \$1.88 quadrillion in securities last year, after negotiations with the city agreed to move 1,600 jobs to Jersey City. The company will renovate the J.P. Morgan Chase building and begin moving employees in 2013. However, since Jersey City is now tied to the NYC financial markets, the recession has cost the City jobs and development has slowed.

Jersey City faces the same issues as other dense, urban areas in the world; a lack of vacant land for development. The City has utilized the Jersey City Redevelopment Agency to redevelop former industrial sites. Most of the redevelopment in Jersey

City has occurred on the waterfront where many of these brownfield sites were located. It is important to continue development efforts along the waterfront while also incentivizing revitalization and redevelopment actions in more distressed areas and to diversify the economy. The City has a micro-loan program, the Community Loan and Investment Corporation, which is administered by the Jersey City Economic Development Corporation (JCEDC). This program provides loans to small businesses. In addition, the City provides a variety of job training classes, English language courses, and job placement assistance programs.

Because it has little vacant land, the City is always looking for possibilities to preserve open space or to create new parks. Reservoir #3 is currently being protected and the City is working to create a viable city park on this oasis in the urban landscape.

The City also hopes to convert the 6th street embankment into both a park and to reopen the rail service. The embankment is wide enough to allow for a mixed use that could include parks and open space, pedestrian/bike lanes, as well as rail service. The rail lines could serve as an added branch to the HBLRT as well as freight service during off-peak hours to service businesses in the downtown area. The City also has potential for extending the Hudson Bergen Light Rail through the Bergen Arches as well a westward out toward Route 440 and Newark Bay.

The City is also looking into creating more cultural centers for the community. The Powerhouse Arts District is becoming a haven for local artist and the City hopes to renovate the Powerhouse building for use by the public. Also the County and City have funded the Friends of the Loews Theater to help restore and preserve this historic building in Journal Square. The City hopes to create a center that combines transit, arts and recreation, and commerce through redeveloping Journal Square and the PATH station.

There are four active Special Improvement Districts (SIDs) in the City; Central Avenue, Downtown, Journal Square, and McGinley Square. Also, one third of the City lies within an Urban



6th Street embankment,
Jersey City

Enterprise Zone (UEZ). These designated areas have benefited from various policies that make it easier for businesses to open and attract customers with a lower sales tax.

The County and City are also evaluating the possibility of conducting a Connectivity Study along the Jersey City border with Hoboken. The study will examine ways to improve the flow of traffic between the two cities and possibly rerouting Paterson Plank Road. Jersey City will benefit from improving this connection because it has several under-utilized sites in the area.

Town of Kearny

Kearny historically was an industrial center, but as the economy has evolved, so has the direction of the Town's redevelopment interests. Kearny has approved two redevelopment plans in conjunction with an overall vision statement that aims to capitalize on currently defunct industrial lands while reclaiming the waterfront as both a valuable amenity for the public and high value real estate.

The Town continues to move forward with two redevelopment plans detailed in the most recent Master Plan. They include the Passaic Avenue and Schuyler Avenue Redevelopment Plans. The Passaic Avenue plan aims to reclaim the Passaic waterfront for public use, a riverfront park and mixed-use development. The Schulyer Avenue Plan suggests development of a transit village along the anticipated reactivation of the Harrison-Kingsland Line in conjunction with the development of the Trans-Hudson Tunnel Line (the ARC project), additional park space and mixed-use development. A large train yard is slated to be built in Kearny in conjunction with the new ARC Tunnel project. The CEDS supports the re-opening of the Harrison-Kingsland Line.

In 2007, the Town hired the Regional Planning Association (RPA) to conduct a Transit-Oriented Development (TOD) study for a proposed new train station in Kearny. The area in the study consisted of the area surrounding a proposed new rail station at the intersection of Bergen Avenue and the Kingsland branch of NJ Transit's existing rail service. Due to the construction of the Access to the Region's Core (ARC) tunnel and a new rail yard in Kearny, the Town requested a study of the possibility of restoring passenger service to the town. In addition, the Town would seek to create a more sustainable and walkable community around the proposed station. The RPA used stakeholder meetings, a community design workshop, and other public participation meetings to develop a vision plan. A full report of the vision plan was released in the summer of 2009.

In November of 2009, Kearny's Passaic Avenue Redevelopment Zone (approximately 77 areas) was designated as a Brownfields Development Area by the NJDEP which qualifies properties for funding of up to \$5 million dollars annually for clean up of contaminated sites.¹⁷⁷ Kearny still has two active Superfund (CERCLA) sites which are still in need of continued remediation efforts.

In 2009 Kearny became the first Hudson County municipality to enroll in the Sustainable Jersey Program, and the town was designated as a Certified Community in the programs first year.



Artist rendering,
Kearny Transit Village
Redevelopment Area
Regional Plan Association

Kearny continues to support the UEZ and the FTZ, which have resulted in continued improvement to the business atmosphere in the Town. Kearny has made substantial streetscaping improvements through its “Main Street Initiatives” and “Façade Programs”.

In November of 2009, Kearny was awarded a \$725,000 grant from the Hudson County Open Space Trust Fund. The funds were approved for three separate projects, one of which will be a new field house that will achieve Leadership in Energy and Environmental Design (LEED) Certification.¹⁷⁸

The Town recently completed two projects with the Hudson County Economic Development Corporation (HCEDC) in which former brownfield sites were developed into senior housing and a community park. The senior housing project currently has a wait list of potential residents. The township is in need of additional senior housing options, and is considering working with the EDC on additional brownfield redevelopment projects.

Kearny has an excess supply of drinking water and they have begun selling it to other municipalities. The Town is seeking to upgrade and separate the storm water from wastewater.

Township of North Bergen

North Bergen has a successful UEZ, which generates approximately \$200,000-\$300,000 per month. As a result, the Township has expanded its economic base and has continued to increase their retail base with the addition of a new mall along Tonnelle Avenue (Rt. 1 & 9) that brings increased tax rates and employment opportunities to the township. The light rail station has also been successful, and the township encourages transit use by providing a free shuttle bus service within the town during rush hours.



North Bergen, along the Hudson River

The Vornado Project within the UEZ was expanded to include several more big box retail stores during the summer of 2009. The UEZ maintains a job bank for local residents, giving them priority for all new jobs created within the UEZ.

The Township wishes to acquire property along the Palisade cliffs on River Road to build a public park.

An overpass is being constructed along the West Side Avenue corridor at 69th Street to address the existing gridlock problem. After the overpass is completed there will need to be additional road rehabilitation and streetscaping will be required to bring more businesses to the area, and the Township intends to develop this area into a new UEZ.

North Bergen received a \$514,000 Energy Efficiency and Conservation Block Grant in 2009, has installed solar panels on municipal buildings, and is implementing a program to make municipal buildings more energy efficient.

Jitney services run along major roads through several towns and often into NYC, bringing residents to shopping, work, or recreation. However, these jitney services often lead to further congestion through frequent stops and idling illegally as they pick up passengers. This is a real problem for North Bergen and other North Hudson towns, and a collaborative effort should be made to develop a solution for the issue.

Town of Secaucus

Secaucus is a less urbanized area of Hudson County with 89 percent of its land falling within the Meadowland district. The Town has a large amount of residential development and a large amount of warehousing, retail, and outlet malls. According to the Secaucus planning office,

about 70 percent of the tax ratables for the Town are commercial. Secaucus is currently working to remediate the Malanka landfill in coordination with the Meadowlands Commission and NJ Department of Environmental Protection (NJDEP).

Most of the Town's recent development is occurring near the Secaucus Junction transit station. The redevelopment plan for the area includes up to 1,955 market-rate units plus affordable units. The Redevelopment plan permits up to 150,000 sq. ft. of retail space. The residences include rentals, age restricted housing, and condominiums. The development also includes shuttle service to the Secaucus Junction trains station where residents can access major transit lines and connections. A new 1,000-space parking lot was constructed near the station to serve as both a park and ride and to service residents.



Transit Village, Secaucus

The Town has goals of redeveloping other areas of the town as well. The Town wants to improve and beautify the entrance to the Town on Paterson Plank Road. There are also discussions about redeveloping the downtown area to include more parking similar to what Montclair has done. Secaucus also has a beautiful waterfront and would like to construct waterfront walkways, much like the Hudson River side of the County.

City of Union City

Union City has the longest continuous stretch of retail stores in the state along Bergenline Avenue. Bergenline Avenue is home to everything from restaurants and clothing stores to realtors and banks. Union City has been using Community Development Block Grant (CDBG) funds to help property owners restore facades of buildings to beautify the City and stimulate business. There are very few vacant storefronts along Bergenline, however, there are opportunities to utilize the vacant apartment and office space on the 2nd and 3rd floors of these buildings. The City is in need of more senior and affordable housing space and this is one possible use for this space. The City would like to look into building codes and ordinances to help bring these spaces back to current standards and help fulfill the housing demands of residents.

Bergenline Avenue and Park Avenue also have severe traffic congestion problems. Jitney services run along these major roads through several towns and often into NYC, bringing residents to shopping, work, or recreation. However, the jitney services often lead to further congestion through frequent stops and idling illegally in order to pick up passengers. This is a real problem for Union City and other North Hudson towns, and a collaborative effort should be made to develop a solution for the issue.

The City has also had an extensive beautification program of Park Avenue, which has led to the creation of new businesses and increased foot traffic. A new North Hudson campus of Hudson County Community College is being built at the 49th Street light rail station. The City has also received Open Space Trust Fund dollars for the building of a new municipal pool which opened in the summer of 2009. The Community Development office sees an opportunity to restore the Park Theater as a center for arts and recreation for the community. The City estimates \$50,000 as the cost of restoring the façade; additional funding would be needed to install an air conditioning system so the theater can operate in the summer. In September 2009 the City also opened a new high school that combined Union Hill and Emerson schools.



Artist rendering, proposed Hudson County Community College North Hudson Campus building



Lincoln Harbor,
Weehawken

Township of Weehawken

Weehawken is bedroom community that is closely tied to the NYC job market. There is very little retail except for a long a few streets and most of the commercial development is along the waterfront. For a small city, Weehawken has a wealth of transit options and access. With both a ferry terminal and light rail station, Weehawken residents can easily get into NYC for work and recreation. Most of the new development in Weehawken is occurring along the waterfront, where land has remained vacant until recently. The Township has plans for a Wyndham hotel to be constructed next to the Port Imperial ferry terminal and the light rail station. The hotel will feature 450 residential units for companies to purchase for use by employees and three level parking garage that will be managed by a newly formed parking authority. The recent economic

downturn has slowed progress on this project and no construction has begun to date. When all projects are completed, there will be a total of 2,873 units of residential along the waterfront. The Township plans to build between 20-22 units of senior housing at 4800 Park Avenue.

Beyond the waterfront development, the Township has some infrastructure concerns. The Township anticipates redeveloping Baldwin Avenue near the entrance to the Lincoln Tunnel. This area has remained under-utilized and the intersection needs significant improvement. The Township hopes to widen the street and improve pedestrian and bike access along Pershing Road. As with other northern County municipalities, a major issue for the Weehawken is the jitney service and the idling and congestion that come with it. It is important to coordinate efforts between the municipalities and various transit organizations to work together toward a county-wide plan for improving this form of transit.

Weehawken has expressed interest in green building and sustainable projects. With the federal and state stimulus funding available, the Township can receive funding for renewable energy and weatherization initiatives. In addition, the Sustainable Jersey program offers strategies and guidelines on making strides toward reducing environmental impacts. The Sustainable Jersey program is a useful tool for sustainable development and each municipality in the County joining the program and utilizing it as a valuable resource.

Town of West New York

West New York is mostly a residential community with several centers for retail and commercial establishments. The Town hopes to revitalize the community through various public works projects.

The Town has just begun a large resurfacing project to pave between 20-30 streets. The Town is using CDBG money to fund the current project, additional funding is needed. In conjunction with road resurfacing, the Town has undertaken a large tree planting and parks improvement program. Throughout the Town, there are 19 parks, for which the Town plans to rehabilitate and update. The Town has received \$400,000 in Open Space Trust Fund money from the County for repairing this park, but the estimate for complete repair is upwards of \$3 million.

The Town has some development projects in the planning phases. One potential plan is to construct a 22-story high-rise apartment building on Park Avenue. Near the HBLRT station the Town received \$1.4 million from the Port Authority to build a parking facility to service that station. The site still needs to be remediated, though the Town is running out of funds for this project. The current plan is to run a free shuttle service to the light rail station until the parking facility can be completed. The Town

Aerial, West New York



is looking for funding to make further improvements to road and parks infrastructure as well as access to multi-modal forms of transit.

Hudson County Economic Development Corporation (HCEDC)

The Hudson County Economic Development Corporation is a not for profit organization serving Hudson County. Our mission is job creation and economic development through business attraction and retention. HCEDC assists small businesses with financing, technical assistance, relocation and site selection. The Hudson County Economic Development Corporation serves as a New Jersey State Data Center Affiliate, providing up to date census, business and industrial data. HCEDC also produces comprehensive reports and demographics specific to the County. These include the Hudson County Major Employers List, the Hudson County Demographic Profile, the Hudson County UEZ Zones, and the Hudson County Zoning A to Z directory.

In 2009 HCEDC generated over \$150,000 in new loans which have produced over 34 new jobs. Since 1994 HCEDC has over 4 million dollars working throughout Hudson County and has contributed to the creation of over 600 jobs. Sixty- four percent of the loans that were produced were awarded to minority and women owned businesses. For every \$35,000 received a job must be created or retained for low moderate income individuals. HCEDC has four major financial institutional partners that have contributed to the success of their loan programs. HCEDC works in conjunction with the New Jersey Economic Development Authority to provide business loans up to \$1,000,000 and bonding up to \$10,000,000 for eligible businesses. Additionally, HCEDC's Business Financial and Economic Outreach Program offers educational workshops and seminars to assist small businesses and entrepreneurs with business development and financing opportunities throughout Hudson County. Over the last five years, HCEDC has hosted forty events.

HCEDC's Business Loan Program assists Hudson County businesses that are established; yet that are unable to obtain conventional financing. The program offers below market rate funding up to \$100,000. The interest rate is blended to the Prime Rate. Loan proceeds can be used for working capital, the purchase of machinery or equipment and the purchase or renovation of property in Hudson County. The Micro Loan Program provides up to \$25,000 direct funding to small businesses comprised of five or fewer employees. Loan terms vary depending on purpose of loan. Eligible uses include: purchase of equipment and machinery, purchase supplies and inventory, façade improvements and expansion or renovation of commercial real estate.

HCEDC introduced the Brownfields Cleanup Revolving Loan Fund (BCRLF); a new resource available to assist Hudson County property owners in remediating Brownfield sites. Hudson County competed for and was awarded a \$500,000 grant from the United States Environmental Protection Agency. The purpose of the program is to provide low interest rate loans to eligible borrowers for clean up activities only. The program is managed by HCEDC.

HCEDC competed for and was awarded a \$200,000 Brownfields Areawide Assessment Grant from the United States Environmental Protection Agency. This grant enables Hudson County municipalities to look at larger segments of their town to make decisions on their findings for redevelopment. The Areawide grant is a proven analytical tool used by the towns of Harrison and Secaucus for their redevelopment planning. A key partner of HCEDC on this grant is the New Jersey Institute of Technology. The HCEDC also competed for and was awarded a Brownfields Development Area (BDA) Grant from the New Jersey Department of Environmental Protection to help Harrison obtain an additional \$2 million dollars of Hazardous Discharge Site Remediation Funds (HDSRF) for assessment and remediation activities, to expedite the permit process and provide a single point of contact with the New Jersey Department of Environmental Protection. The BDA has been instrumental in the redevelopment of two hundred and fifty acres of prime waterfront real estate. The site is being developed into a vibrant mixed use, transit and pedestrian orientated location. The plan includes: residential housing, commercial and

retail business, and various entertainment venues. Site Selection is key to the economic vitality of Hudson County. HCEDC assist companies looking to relocate or move within the County with Site Selection expertise.

Hudson County Improvement Authority

The Hudson County Improvement Authority (HCIA) owns and manages property throughout the County, and has the power to issue bonds to help municipalities pay for projects. HCIA is currently completing construction of 1,460-space parking lot near the Harrison PATH station that will serve as a park and ride for the PATH rail system, as event parking for the new Redbull Stadium, and as parking for residents of future mixed use development in the Harrison Redevelopment area. The HCIA will manage the new parking deck and the other surface lots surrounding the Redbull Stadium. In addition, the HCIA provided \$30 million toward the sewer and walkway system necessary for the new stadium.

Another large project the HCIA is the development of the Kopper's site on the south Kearny peninsula. In conjunction with the ARC Tunnel project, NJ Transit plans to build a rail yard to accommodate the increased number of operating trains. Sixty acres of the site are still in active remediation, but plans are to start grading the property in early 2010. The Kopper's site is also home to two deep-water docks and a plant is being constructed to handle the dredging material brought from the Kill Van Kull. This dredge material will be used on site to grade for the rail yard. Fifty acres of the Kopper's site will remain available for development and the HCIA sees an opportunity for some type of light industry to locate there. The south Kearny peninsula has access to rail, deep-water docks, and roadways, and should remain in industrial use.

The HCIA also has approvals to build Hudson County's first 9-hole public golf course in Lincoln Park West. The project is estimated to cost between \$6-7 million when completed. The recent NJ stimulus funding has provided the HCIA with an additional \$15 million for private projects and \$10 million for public projects. The HCIA has begun performing Energy Audits on County buildings to help reduce energy usage and increase efficiency. The HCIA's efforts to reduce the County's energy should serve as an example for the municipalities to do the same.

Other priorities for the HCIA are the Journal Square Redevelopment and the Hudson County School of Technology high school. Coordinating with Port Authority of New York and New Jersey, the HCIA sees the redevelopment of Journal Square as an important economic development project in the County. Journal Square offers access to transit and NYC as well as employment in downtown Jersey City and Newark. The HCIA wishes to assist in funding a new building for the Hudson County Schools of Technology to consolidate several programs. Preliminary plans propose a campus in Laurel Hill Park.

Hudson County Community Development

The Hudson County Department of Community Development is responsible for distributing Federal Housing and Urban Development (HUD) funds. Hudson County receives its own entitlement as an urban county. In addition, the municipalities of Jersey City, Bayonne, Union City and North Bergen receive entitlements individually. The requirements for these entitlements are that the city must have a population of over 50,000 people. The federal requirements for spending of the funds permit no more than 15% of the funds to be used for public service projects.

The Community Development office has been responsible for many affordable housing projects in the County including, most recently: Horizon Heights (Union City/West New York), YMCA (Hoboken), Newton (Harrison), and the Urban League Project (Bayonne). In addition, Hudson County also has access to an affordable housing trust fund.

In response to the current economic situation, the federal stimulus package has provided Hudson County with an additional \$1 million in Community Development Block Grant (CDBG) funds, and an additional \$1.5 million in funding for homelessness prevention and rapid rehousing programs; both these funds are to be spent within 3 years. Further, Hudson County Community Development seeks the CEDS 2010 support in establishing Hudson County as a Recovery Zone, which means that Hudson County would qualify to issue Recovery Zone Bonds for 50% less than the current interest rate. The objective of these bonds is to help ease the financial burdens on municipalities during the current recession. In the coming year the Hudson County Division of Planning and the CEDS 2010 Strategy Committee will work on the Recovery Zone application with the Community Development office as part of the CEDS 2010 plan of action, and as a means to alleviating the effects of the recession on the County and municipal budgets.

Hudson County Transportation Management Association

The Hudson Transportation Management Association is funded by the Federal Highway Administration through the Congestion Mitigation Air Quality (CMAQ) program. New Jersey is the only state where every municipality is covered by one of the eight TMAs throughout the state. The TMA program in New Jersey is supervised by the New Jersey Department of Transportation. The TMA acts as a resource of transit information and trip planning for the general public. Also, in an effort to resolve specific transportation related issues, the Hudson TMA serves the public and Hudson County businesses as a liaison to transit agencies. Additionally, the Hudson TMA offers businesses Preferential Parking programs, Work Site Relocation Assistance, on-site transit fairs for employees, and transit/safety related “coffee seminars.”

The Hudson TMA currently administers several initiatives for improving transit options for Hudson County residents. The TMA has a carpooling database, which matches potential carpool riders, based on origin and destination of their commute. The program is aimed at decreasing the costs of commuting, and offers incentives to drivers and commuters. Currently, the program has 1,300 Hudson County residents who use the rideshare database. From 2006-2007, the TMA helped form 224 carpools with 505 passengers. The most recent data available from the TMA has a total of 423 carpools and 993 passengers, almost double the 2006-2007 time period. The TMA also helps businesses and citizens establish vanpooling programs. Currently, 100 individuals get to work in Hudson County by vanpool. In addition, the TMA provides individuals with free traffic and construction alerts that are sent to subscribers’ computers or cell phones in real time. To further assist in traffic mitigation efforts, the NJ DOT calls upon the TMA to outreach to the community and businesses prior to major construction events.

In addition to ridesharing programs, the TMA is also a strong advocate for other modes of transit in the County. The TMA has helped in providing and promoting shuttles in municipalities linking commuters to transit hubs including the Bayonne and North Bergen Community Shuttles as well as the Central Avenue and Kearny Shuttles. The TMA also teaches a “Savvy Cyclist” class to teach commuters how to bike safely in an urban area. The TMA has assisted in incentivizing biking to work by offering free bike maintenance to people who bike to work over one mile at least three days a week. In an effort to improve bicycle safety for children, the TMA has an interactive bike safety program which it brings to grammar schools each spring. To augment the presentation, the TMA hosts an annual bike rodeo. This event, “The Hudson TMA Stride & Ride” gives children hands-on safety instruction through real obstacle courses. Through the NJ Safe Routes to School program, the Hudson TMA assists municipalities in receiving grants to improve infrastructure around schools making it a safer journey to school. Each fall, the TMA presents to Hudson County grammar schools the “Walking School Bus” program. It encourages children to walk to school with their family members rather than be dropped off by car. In the spring, Hudson TMA visits schools presenting contests utilizing pedometers to challenge children to walk more often to various destinations. Both programs aim to provide early education to children about the health and environmental benefits of walking. The TMA

also works with the senior community of Hudson County and NJDOT to improve pedestrian safety and to install traffic calming measures where needed.

In order to better service the community, Hudson TMA has in the past and continues to participate in major studies throughout the County. Recent studies include: Hudson County Bus Circulation & Infrastructure Study, Jersey City Regional Waterfront Access Downtown Circulation Study, the Circulation Element of the Jersey Master Plan, River Road/Hudson Waterfront Circulation Study, and the CEDS 2010 [??]. Currently, the TMA is focusing on reducing idling and congestion and on the regulation of jitney service. These are two significant issues that lead to pollution, congestion, and safety problems. Jitneys have become an integral part of Hudson County's transit system, and are a County-wide issue, since they regularly cross municipal boundaries. As part of the CEDS 2010 plan of action, the Division of Planning and the Strategy Committee plan to aid the TMA by coordinating a committee of representatives from each municipality to discuss the problems related to jitney service. Also, the TMA is looking into legal issues related to jitney regulation, and understanding what policies the County and municipalities can implement to make this service more efficient and safer.

The TMA and the Hudson County Chamber of Commerce would benefit from a partnership that promotes more businesses and citizens to utilize the ridesharing program which would help ease the commute of their employees which in turn, benefits the employer. These programs also make the County friendlier for pedestrians and cyclists and it is important to continue to improve infrastructure for these services.

Hudson County Workforce Investment Board (WIB)

The Hudson County Workforce Investment Board (WIB) provides job training, employment placement, childcare, nutrition, and rental assistance programs. The Hudson County WIB has partnered with local universities and community colleges including: NJ City University, Hudson County Community College, William Paterson University, and Stevens Institute of Technology to provide skills training for a wide range of jobs throughout the County. The WIB has not been able to meet demand for its services due to budgetary problems, and has over 450 people on its waiting list for job training.

Recently, the Hudson County WIB, along with eight counties in North Jersey, embarked on the "WIRED" Initiative to approach workforce development on a regional scale. The "WIRED" initiative is a useful tool to spur economic development and job growth. The north New Jersey employment market and dense development provide job mobility and employment issues, which can, and should, be addressed regionally.

The Hudson County WIB has worked to promote itself and has worked with local businesses to participate in their programs. It would be beneficial for the WIB and the Chamber of Commerce to coordinate their efforts to achieve high rates of private business participation in the WIB's programs and to provide workers with the skills needed to work in Hudson County. In addition, the Hudson County WIB promotes "first hire" agreements in which businesses or projects located in Hudson County planning to benefit from abatements or other incentives are required to first seek County residents for employment. The WIB should continue its efforts to partner with the private business community to enhance the skills of the workforce and find employment for County residents.

New Jersey Meadowlands Commission

A large part of Hudson County lies within the wetlands and environmentally sensitive areas of the Meadowlands District. The Meadowlands Commissions manages this area as a unique zoning and planning area in the state. The Meadowlands Commission has undertaken several initiatives to help the Meadowlands District to become more sustainable and to protect the

environment. In November 2006 and amended in January 2009, the Commission adopted a green building regulation that would provide expedited permitting, reduced fees, and density bonuses for proposed projects that provided evidence of green building practices.

The Commission also administers a Green Living Program in which it hosts events on different topics to teach residents different ways to live more sustainably. The Commission seeks to promote solar projects in the Meadowlands District, focusing on large warehousing buildings which have thousands of square feet of space for potential rooftop solar energy generation. Currently, the Commission has two solar projects out to bid and has conducted energy audits of all their facilities. The Commission is working on the NJMC Sustainability Plan detailing the agency's efforts pertaining to facilities, operations, programs, and social responsibility.

In the South Kearny Industrial area, River Terminal Development has installed rooftop solar arrays, and boasts a 3-5 year payback period on the initial investment. Currently, Solar Renewable Energy Credits (SRECs) are very profitable for those who install solar energy systems, and because these credits help decrease the time required to recover initial investment costs. The Meadowlands Commission should work with the River Terminal Development Corporation and others in promoting solar energy projects, demonstrating that going green can be profitable.

The Meadowlands Commission has also helped to create three shuttle service lines to employment centers in the area. In addition to creating a mode for people to get to work, these shuttles reduce congestion on the roads and reduce pollution. The Meadowlands Transportation program is currently underfunded, and is still looking for ways to fund further transportation initiatives to bring more services to more areas in the Meadowlands District and surrounding employment centers. In addition, the Meadowlands Commission has acquired a green car fleet and has affordable rental housing built in Secaucus at the new Xchange project (within the Secaucus Transit Village) by Atlantic Realty (Halpern).

New Jersey Transit (NJ Transit)

NJ Transit provides a number of services to Hudson County. As noted above, Hudson County is home to NJ Transit's Hudson-Bergen Light Rail, Hoboken Terminal, Secaucus Junction, and extensive bus service. Hudson County's density provides a large market base for transit services. Recent New Jersey legislation, the Urban Transit Hub Tax Credit, incentivizes further density and commercial development in areas with access to heavy and light rail. Hudson County serves to benefit more than any other county in the state from this new legislation.

Currently, NJ Transit is expanding the HBLRT service to 8th Street in Bayonne and funding has been allocated to study extending the line north into Tenafly in Bergen County. The HBLRT system carries 67,000 passengers daily, and the Bergen extension may add an estimated 24,000 daily riders. The HBLRT has been a tool for fostering economic development, but the system is at capacity. NJ Transit is seeking to provide more service and lengthening platforms for longer trains to handle the growth in demand. A priority expressed by representatives from NJ Transit is the "Y-bypass" near Hoboken Terminal. This intersection of lines is currently inefficient and investment is needed to streamline this intersection.

The biggest project NJ Transit currently in undertaking is also the biggest transit project in the country - the Access to the Region Core (ARC) Tunnel project. This is a new tunnel under the Hudson River terminating at Penn Station New York. New Jersey Transit broke ground this summer on this \$8 billion dollar project. This project will bring jobs to NJ residents, will double passenger capacity to NYC, and create new one-seat rides for people commuting from various parts of New Jersey.

In addition to infrastructure repairs and extending its service, NJ Transit also is also considering some development projects and studies. There are already planning approvals for the Allied

Junction development at Secaucus Junction. These developments would include a hotel, offices and residences. In Hoboken, NJ Transit is considering developing over the existing train lines that end at Hoboken Terminal Rail Station. Several public charrettes were held to get public opinions about the project. NJ Transit also has concerns about the jitney service in the County and wants to help coordinate solutions to this problem. Jitneys have begun to take passengers away from NJ Transit bus lines, and could eventually cause NJ Transit to abandon some lines or services, which would make the passengers dependent on the jitney service. However, the jitneys are under no obligation to keep servicing an area. This is clearly a major issue and efforts to develop the most efficient solution must be coordinated between all parties.

North Jersey Transportation Planning Authority (NJTPA)

The North Jersey Transportation Planning Authority is the regional transportation planning agency for the 13 counties of northern New Jersey, including Hudson County. One of the major issues NJTPA and Port Authority of New York and New Jersey (PANYNJ) now confront is the Bayonne Bridge. Currently, the bridge is too low to allow for the passage of post-panamax ships. Scheduled to open in 2014, the widening of the Panama Canal will bring larger ships into Port Newark and Port Elizabeth. The dredging of the Kill Van Kull is being completed in order to meet the depth needs of these ships, but the height of the bridge deck is still a pressing issue. NJTPA is working with the PANYNJ in studying possible solutions to this problem, as well as planning for alternatives if a solution is not found in time. The ports serve as an economic engine for the area, and the loss the increased volume of traffic could be a serious blow to the regional economy. The Bayonne Bridge study has already received an additional \$10 million in funding for identifying solutions to the problem but still no plans or decisions have been made for this costly project.

In addition to the Bayonne Bridge, NJTPA has identified in its 2035 Plan all the transportation infrastructure projects and estimated costs that are needed to improve transportation in Hudson County (see [Appendix G](#) for a complete list).

NJTPA also works to improve traffic safety in Hudson County. The authority has invested in improved traffic and pedestrian signaling, pedestrian bridges, and bicycle route improvements. NJTPA has funded a study of the bus system in Hudson County and is looking into Express Bus Lane (XBL) opportunities and priority signaling for bus service. The current XBL into the Lincoln Tunnel is already at capacity and the region needs to find a solution to improve traffic flow into Manhattan and nearby employment centers.

The Bergen Arches and the 6th Street Embankment rail right of way in Jersey City are opportunities for extending the HBLRT, freight rail, or incorporating parks or bike lanes along the route. NJTPA also sees opportunities for creating additional transit hubs for buses, i.e. Bergenline Avenue and Journal Square.

In addition to infrastructure projects, representatives at NJTPA, who met with the CEDS 2010 Committee and the Division of Planning, see the stimulus funding as an opportunity to bring green jobs into the County. The Meadowlands Commission already has a Green Business Incubator which is a good example for other programs that could stimulate sustainable jobs in Hudson County.

The Port of Authority of New York & New Jersey (PANYNJ)

The Port Authority of New York and New Jersey (PANYNJ) services Hudson County in several ways: through the Holland and Lincoln Tunnels, the Bayonne Bridge, PATH service to Manhattan, and the several ports are operated by PANYNJ. The most pressing issue for PANYNJ is the Bayonne Bridge, as described above, and developing a solution that will permit the passage

of post-Panamax ships into Port Elizabeth and Port Newark. Developing a timely solution to this issue is important for the thousands of port-related jobs in the region.

Redevelopment of Journal Square is another priority for the Port Authority. Due to the recent recession, private interest in developing over the existing PATH station has diminished.

While the Port Authority is studying possible solutions for the Bayonne Bridge there is an opportunity to develop the Greenville Yards in Jersey City as an interim port for deep water ships. The Greenville Yards have access to train lines and major arteries for goods movement, and has the potential to create new businesses and jobs. It is important to evaluate the development of Greenville Yards for shipping needs and improvements to NJ Turnpike 14A in order to move goods from the Greenville Yards.

In conjunction with the Greenville Yards, the Port Authority is also looking to improve the Cross Harbor goods movement process. Currently, the system is very antiquated and in need of serious improvements to make the process more efficient. There are several ports on the New York side that are already prepared to receive goods; however, they are either unused or severely under-utilized. With significant investment, this cross-Hudson goods movement can create jobs and commerce that would not go through Port Elizabeth or Port Newark.

The PANYNJ also has plans to improve PATH service to Hudson County. The Port Authority expects to spend \$170 million to improve the Harrison PATH station in the next five years. Also, new train cars, extended platforms, and signaling improvements are being added to increase service for passengers and make the system more efficient.

Public Service Electric & Gas (PSE&G)

The Pennsylvania-Jersey-Maryland (PJM) Interconnection is a regional transmission organization (RTO) that coordinates the movement of wholesale electricity in all or parts of 13 states and the District of Columbia. The PJM Interconnection, the regional entity responsible for planning the transmission system, has determined that the electric transmission system must be upgraded to ensure the reliability of electricity supplies in our region. This line will enhance reliability of the grid and enable PSE&G and other utilities to continue to meet the increasing demand for safe, reliable electric service. Meeting future electric demand will also ensure New Jersey's economic growth.

PSE&G has been named America's reliability for four of the past five years, and the most reliable utility in the Mid-Atlantic States for eight consecutive years.

In June 2007, PSE&G announced plans to construct new transmission lines to keep up with increasing demand and to ensure continued reliability. The total length of the new 500,000-volt line in New Jersey.

Based on a number of critical factors, PSE&G and a siting contractor combined with public input determines the best choice for the route:

- Would be constructed entirely within an existing 230,000-volt (230kV) transmission right-of-way, which already contains transmission structures and wires, for its entire length in New Jersey. This minimizes the impact to the environment, requiring no construction on virgin right-of-way and minimal clearing of vegetation
- Crosses the least amount of wooded wetlands and forested lands, and has the least potential to permanently alter these important habitats
- Has the least impact on aesthetics where the line will be built and provides the least environmental, engineering and construction challenges

The cost will be shared by the 51 million electric customers in the PJM region.

● Public Works/Economic Development Projects

Through the public outreach process and interviews, the CEDS Strategy Committee has developed a list of on-going and future projects that are necessary for continued growth in the County. This list is compiled from data gathered from the interview process as well as incorporation from existing master and capital plans in the County. In the appendix of this document we have included a detailed list from the North Jersey Transportation Planning Authority (NJTPA) 2035 DRAFT Plan. The following list is organized into categories, sorted by location, not priority. Cost estimates are listed when possible.

Environment and Resource Management

Project	Location	Organization
Energy Audits of Municipal Buildings	Hudson County	HCIA
Green Building Standards	Hudson County	Hudson County, Municipal Governments
Brownfield Revolving loan fund	Hudson County	HCEDC
Solar Energy projects	Secaucus	Hartz Mountain, NJMC
Solar Energy Project	Kearny	River Terminal Development
Savvy Cyclists, Ride-sharing program	Hudson County	Hudson TMA
Green Business Incubator	Hudson County	NJMC, Hoboken, Jersey City
Sustainable Jersey Program	Kearny, Hudson County	Hudson County, Municipal governments
Solar Energy Project over 1-A Landfill (\$8.5 million)	Kearny	Kearny, BPU, NJMC
Green Car fleet	Kearny	Kearny
Green Car fleet	Hudson County	NJMC
Green Living Program	Hudson County	NJMC
Green building regulation	Hudson County	NJMC
Building Efficiency upgrades	North Bergen	North Bergen
Decrease idling and congestion	Hudson County	Hudson TMA, NJTPA
Two superfund sites, redevelopment	Kearny	Kearny

Housing

Project	Location	Organization
Nursing Home	Bayonne	Bayonne
Affordable housing project	West New York	West New York
Senior affordable housing (15 units)	Harrison	Harrison
Homelessness prevention and rapid-rehousing (\$1.5 million stimulus funds)	Hudson County	HCCC
Senior affordable housing, looking to acquire property	Kearny	Kearny, HCEDC
Affordable Housing (Xchange)	Secaucus	Atlantic Realty (Halpern)

Infrastructure

Project	Location	Organization
Bayonne Energy Center	Bayonne	BLRA
Port Jersey	Bayonne	PANYNJ
Orphan Bridges	Bayonne	Bayonne/Hudson County
Windmill for sewage station (\$5.6 million)	Bayonne	Bayonne/BMUA
Resurfacing and sidewalk repair	East Newark	East Newark
Sewer relining	East Newark	East Newark
Sidewalk repairs	Guttenberg	Guttenberg
Portal Bridge	Jersey City/Kearny	NJ Transit
Turnpike exit 14A extension	Bayonne/ Jersey City	NJ Turnpike Authority, NJDOT
Water/sewer main repairs	Harrison	Passaic Valley Water
Sewer and walkway to Redbull Stadium	Harrison	HCIA
Sewer pumps (\$48 million)	Hoboken	North Hudson Sewage Authority
NJ Transit Rail Yard (Kopper's site)	Kearny	HCIA/NJ Transit
Cogeneration Station	Kearny	River Terminal Development
Separate sewer system	Kearny	Kearny
Shuttle to Penn Station and PATH	East Newark	East Newark
Security cameras and crime prevention systems	Hudson County	Hudson County
Route 7 Bridge (\$13 million)	Jersey City/Kearny	NJDOT
Route 1&9 Bridge	Jersey City/Kearny	NJDOT
I-280 Bridge painting (\$15.3 million)	East Newark, Harrison, Kearny	NJDOT
Bridge and tunnel rehabilitation	Jersey City/Kearny	NJ Transit
Replace sewer pumps and control panels (\$2 million NJ stimulus funds)	Secaucus	Secaucus

Parks, Open Spaces, Recreation, Arts

Project	Location	Organization
Parks and fishing piers	Bayonne (MOTBY)	BLRA
Tree planting	Guttenberg	Guttenberg
Riverfront walkway	Harrison	Harrison
Lincoln Public Golf Course	Jersey City	HCIA
Reservoir #3	Jersey City	Jersey City
6th Street Embankment	Jersey City	Jersey City
Park Theater restoration	Union City	Union City

Parks, Open Spaces, Recreation, Arts continued...

Project	Location	Organization
Updating playground equipment	West New York/Hudson County	West New York/Hudson County
Veterans Park repairs	West New York	West New York
Loews Theater restoration	Jersey City	Jersey City
Powerhouse Arts district	Jersey City	Jersey City
Green recreation buildings	Kearny	Kearny

Redevelopment

Project	Location	Organization
Best Foods Site	Bayonne	BLRA
Broadway Redevelopment Area	Bayonne	BLRA
Texaco Site	Bayonne	BLRA
Military Ocean Terminal-Bayonne (MOTBY)	Bayonne	BLRA
Bayonne Crossing, Route 440	Bayonne	Bayonne/HCIA
New "green" firehouse (\$1.75 million)	East Newark	East Newark
First Republic Building	East Newark	East Newark
Harrison Supply	East Newark	East Newark
New zoning for Bergenline	Guttenberg	Guttenberg
Harrison Redevelopment Area	Harrison	Harrison Redevelopment Agency
Parking deck	Harrison	HCIA
New PATH station	Harrison	PANYNJ
Waterfront walkway and parks	Harrison	Harrison Redevelopment Agency
Jersey City/Hoboken Connectivity Study	Jersey City/Hoboken	Jersey City/Hoboken
Rockefeller Development	Hoboken	Rockefeller/Hoboken
NJ Transit Terminal Development	Hoboken	NJ Transit
The Beacon/former Jersey City Medical Center (\$350 million)	Jersey City	Metrovest
Honeywell site	Jersey City	Jersey City
Greenville Yards	Jersey City	Jersey City
Journal Square	Jersey City	Jersey City/PANYNJ/HCIA
McGullian Oil site	Kearny	Kearny
River road project	North Bergen	North Bergen
West side Avenue Corridor	North Bergen	North Bergen
16th Street	North Bergen	North Bergen/NJMC
Secaucus Transit Village	Secaucus	Secaucus/NJMC
Paterson Plank Road	Secaucus	Hudson County

Redevelopment continued...

Project	Location	Organization
Facade improvements	Union City	Union City
Streetscaping (Bergenline and Park Ave)	Union City	Union City
Baldwin Ave improvements	Weehawken	Weehawken
Pershing Road	Weehawken	Weehawken
Weehawken/Hoboken border	Hoboken/Weehawken	Hoboken/Weehawken
Park Avenue	West New York	West New York
Urban Transit Hub Tax Credit	Hudson County	Municipal governments, NJEDA

Transportation

Project	Location	Organization
Bayonne Bridge Study	Bayonne	PANYNJ
Pedestrian bridge	Bayonne	Bayonne
Ferry service to MOTBY	Bayonne	BLRA
ARCTunnel	Hudson County	NJ Transit
PATH station improvements	Harrison	PANYNJ
Wittpenn Bridge	Jersey City/Kearny	NJDOT
Portal Bridge	Jersey City/Kearny	NJ Transit
Turnpike exit 14A extension	Bayonne/Jersey City	NJ Turnpike Authority/ NJDOT
HBLRT 8th Street extension	Bayonne	NJ Transit
I-280 Interchange	Harrison	NJDOT/HCIA
Bergen Arches Light Rail extension	Jersey City	Jersey City/NJ Transit
Portway	Kearny, Hudson County	NJTPA, NJDOT, Hudson County, PANYNJ
NJ Transit Station	Kearny	NJ Transit
Shuttle service	Secaucus	NJMC
Pedestrian Bridge (32nd St. and Kennedy Blvd.)	North Bergen	Hudson County
Jitney Study	Hudson County	Hudson TMA/NJTPA
Pedestrian and Bicycle safety	Hudson County	Hudson TMA
Ride-sharing program	Hudson County	Hudson TMA
Pedestrian improvements and bicycle lanes	Hudson County	Hudson TMA, Hudson County, Municipal governments

Workforce Development

Project	Location	Organization
Redbull Stadium	Harrison	Anscheus Entertainment
Micro-loan program	Hudson County	HCEDC, JCEDC, and municipal governments
Ride-sharing programs	Hudson County	Hudson TMA
Business Incubator	Hudson County	Hoboken/Stevens
Community Loan Investment Corp.	Jersey City	Jersey City
South Kearny Peninsula	Kearny	Kearny/South Kearny Industrial Association
Green business incubator	Hudson County	NJMC
Expand UEZ program	North Bergen	North Bergen
Hudson County Community College, North Hudson Campus	Union City	Hudson County Community College
Wyndham Hotel	Weehawken	Weehawken
Child care programs	Hudson County	Hudson WIB
Nutrition program	Hudson County	Hudson WIB
Rent Assistance program	Hudson County	Hudson WIB
WIRED Initiative	Hudson County	Hudson WIB
Hudson County Schools of Technology	Hudson County	HCIA
Pool notes program (\$240 million)	Hudson County	HCIA
Recovery Zone bonds	Hudson County	HCCC
Job training program	Jersey City	Jersey City Employment Training
Foreign Trade Zones	Hudson County	PANYNJ

Performance Measures

The Hudson County Division of Planning has developed a set of Performance Measures for determining the success of the Hudson County Regional CEDS 2010-2014. The Performance Measures are included as a Appendix F to this document.

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