

Comprehensive Vision Plan

The Meadowlands Regional Chamber (MRC), an economic development advocate for over 40 years, is pleased to present its Vision Plan for the Greater Meadowlands region. The Greater Meadowlands, with its unparalleled location adjacent to New York, the largest city in the country, and assets of infrastructure, workforce, natural resources and market area, represents a growing, diverse economy and a major economic engine for New Jersey. This unique area is home to the largest business and GDP growth in the state.

The MRC presents this Vision Plan as a guide for the Greater Meadowlands region for the next 20 to 30 years, addressing both long-term goals and short-term actions to generate growth. With targeted short-term and medium-term investments, renewed planning and regulatory modernization, the Greater Meadowlands can achieve even greater economic success and provide a financial boon for New Jersey's fiscal needs through growing income tax and sales tax revenue.

What is a Vision Plan?

Meadowlands Vision 2040 builds on the Chamber's 2014 Vision Plan for the Sports Complex. That plan focused on enhancing the Sports Complex as a destination, by adding venues, parking, hotel space, an intra-complex monorail, a casino and most importantly, a sizable convention center. The concept of a casino in North Jersey was voted down in the 2016 election. Although NJ may debate and vote on expanding gaming outside of Atlantic City again in the future, a convention center remains an important element in the growth of the Meadowlands brand and destination, and is a key strategy in the economic development objectives that follow.

Vision 2040 expands on the MRC's 2014 visioning for the Sports Complex to examine the larger issues of the Meadowlands District and its surrounding communities – what we call the Greater Meadowlands. Vision 2040 is not itself a Master Plan, but lays the foundations for a Master Plan by identifying broad goals, opportunities and challenges for the region. It is both visionary and strategic: envisioning what Greater Meadowlands can achieve in economic opportunity, job growth, mobility and quality of life, and offering actions to get us to those enviable goals.

A further stimulus for this Vision 2040 project has been

the consolidation of the New Jersey Meadowlands Commission into the New Jersey Sports and Exposition Authority (NJSEA). That merger has brought operational challenges and taken the focus off regional planning issues. We are viewing Vision 2040 as a means to jump-start a new Master Plan and a new commitment to examining and addressing the host of urban issues that affect us, from transportation to flood control to tourism.

The Vision Plan and its specific goals and objectives were informed by many meetings with stakeholders in the District: business and education leaders, NJSEA staff, local mayors, land use attorneys and others. These stakeholders articulated issues of concern that would either constrain or promote economic growth and suggested objectives and ideas to deal with challenges or capitalize on the Meadowlands' unique opportunities for growth. Implementing these ideas will be, in large part, the responsibility of public agencies,



such as the NJSEA or New Jersey Transit. Others may require legislative or administrative action in Trenton. It is our belief, however, that uniting business interests, environmental interests, citizens and elected officials in common goals can bring these proposals to life in an expeditious time frame.

The Greater Meadowlands

Why the Greater Meadowlands? Our planning takes into account not only the 14 municipalities comprising the statutory Hackensack Meadowlands District, but adjoining

municipalities and nearby urban areas to which the Meadowlands is connected through our transportation system. We have identified 32 such communities in all, including those in our State-defined tourism district and where we see emerging business connections. This is a deliberate choice, to recognize that what happens inside the District affects its surroundings. Similarly, actions from outside the District, particularly those involving infrastructure, influence the investment and economics within the District. The numerous economic, population and transportation connections define a broader Northern New Jersey economic region with strong economic ties to the dominant New York City metropolitan market as well as Newark and Jersey City.

Background of the Vision

The Meadowlands began its renaissance with the Hackensack Meadowlands Reclamation and Redevelopment Act of 1969. This statute recognized the unique nature and potential of the region, as well as its unchecked environmental degradation. The Act gave rise to the first Master Plan and the Hackensack Meadowlands Development Commission. The objectives of the Act were:

- The preservation of the delicate balance of nature
- The provision of special protection from air and water pollution and a special provision for solid waste disposal
- The orderly, comprehensive development of the Hackensack Meadowlands in order to provide more space for industrial, commercial, residential, public recreational and other uses.

The organization of the Hackensack Meadowlands District and its Master Plan fueled environmental restoration and tremendous economic development. The Master Plan was reexamined and reissued in 2004 with many changes that reflected a new environmental awareness. Development areas located in wetlands were revised or eliminated, and a new focus was placed on upland redevelopment. The Vision Statement from the 2004 Master Plan includes the following points to achieve “a regreened Meadowlands and a revitalized urban landscape”:

- The protection, preservation and enhancement of wetlands, culminating in the preservation of 8,400 acres
- The thoughtful balancing of planned redevelopment and new development on upland sites
- An integrated multi-modal transportation network
- The retention and growth of commercial, industrial

and financial enterprises and jobs

More than a dozen years have passed since the adoption of the 2004 Master Plan. Many events have affected us on the regional, state and national levels:

- The Great Recession, with high levels of unemployment and downturns in real estate, financial and other industries
- Hurricane Sandy, bringing new concern with flood vulnerability and protection
- Changes in market conditions reducing demand for office space
- Rise of the millennial market, driving interest to urban, walkable areas and transit-friendly rental housing and away from car-dependent suburbs
- Raising of the Bayonne Bridge deck to accommodate post-Panamax ships
- Evolution of Meadowlands Xanadu to American Dream
- Opening of the Meadowlands rail spur
- The technological revolution

We feel it is time to examine the Master Plan in light of these changes, and offer Meadowlands Vision 2040 as an initial step toward not only a new Master Plan document, but a new conception of the Greater Meadowlands area and a tool for our governmental officials to guide investment.

State of the Meadowlands

The Greater Meadowlands offers a wealth of economic potential and quality of life vital to the state of New Jersey. Our district has long been an economic engine of the state, and not always recognized as such. According to SmartAsset, the Greater Meadowlands, situated largely in Bergen and Hudson Counties, is home to the largest business and GDP growth in New Jersey. We have a population of close to a million; 964,665 people, including Jersey City, and a labor force of 514,955, and we continue to grow. Population change from 2010 to 2015 showed a 5% increase in the Greater Meadowlands, compared to 1.9% for New Jersey as a whole. Within the region, we have over 41,000 establishments employing 452,022 employees.

The consumer spending index is 22% higher than the US average, and the median income is 49% higher than the median household income for the overall United States.

The traditional mainstays of the Meadowlands economy, manufacturing, logistics and distribution, remain

dominant, supported by our proximity to the country's biggest market area and our transportation infrastructure. Manufacturing represents 31,000 jobs in the Meadowlands. Warehouse and distribution uses continue to be the predominant land uses. The market for industrial space has been very healthy, fueled by e-commerce and companies moving from New York in search of larger and more affordable space. The first quarter Marketbeat for Northern and Central New Jersey, produced by Cushman and Wakefield, reported that industrial demand remains robust. Rents for Meadowlands space were the highest of the submarkets reviewed, reaching direct asking rental rates of \$8.25/square foot, a 14.2% premium over the state average. Vacancies remain low.

With the completion of the raised Bayonne Bridge, the Meadowlands has a continued opportunity to thrive in this sector. According to a recent article by Choose New Jersey, the U.S. Department of Commerce predicts as much as a 10% movement in container shipping from the west coast to the east coast. The Greater Meadowlands should position itself to capture these benefits in its industrial, warehouse and distribution sectors.

While these traditional Meadowlands industries thrive, our economy has also diversified. The last decade has seen considerable growth in multifamily housing development, and demand remains strong. Notable is the Secaucus Transit Redevelopment Area, with 2,035 units planned, and more than half developed. The Monarch along Route 3, The Station, the Winston and Vermella in Lyndhurst, and the recent redevelopment plan for the former Carpet Center site in Secaucus all attest to the demand for multifamily living with accessible transportation.

At the same time, the retail and hospitality sector has been one of the fastest-growing land use trends. According to the NJSEA, the amount of land dedicated to retail use in the district has increased by approximately 35% since the 2004 Master Plan. Retail and hospitality facilities in the Greater Meadowlands account for 55,221 jobs. The growth of the Meadowlands as a destination, anchored by the new MetLife Stadium and Meadowlands Racing and Entertainment grandstand, continues with attraction of large-scale events as well as sports. This fuels thousands of direct and indirect jobs.

Approximately \$745 million is generated by hospitality/tourism in the Meadowlands region annually. According to the regional Economic Impact of Tourism report by Rockport Analytics, based on 2014 numbers, visitors to the businesses and attractions in the Meadowlands spent

\$456 million, supported 10,700 jobs and paid \$233 million in state taxes. The Meadowlands also benefited from about \$131 million in indirect income to area businesses and \$158 million in induced wage-spending facilitated by tourism revenue. With the anticipated opening of American Dream in 2019, the economic impact of tourism has the potential for tremendous growth. We can support and augment that benefit with dedicated funding for marketing the region.

American Dream | Summary of Economic Benefits for New Jersey (August 29, 2016)

One-Time Construction Impacts

The development of American Dream will support 23,040 temporary construction-related jobs, including 13,730 direct jobs, and 9,310 multiplier jobs, throughout the State of New Jersey. These jobs will earn nearly \$1.6 billion in compensation, including \$1 billion for direct workers nearly \$580 million for multiplier workers. The development of American Dream could generate up to \$80 million in one-time tax revenues for the state of New Jersey. This includes from \$23 million to \$70 million in sales taxes on construction materials, and nearly \$10 million in corporate business taxes.

Permanent Impacts from Ongoing Operations

American Dream's ongoing operations will support 22,940 permanent jobs, including 16,200 direct on-site jobs, and 6,740 multiplier jobs throughout New Jersey. These jobs will earn over \$1.2 billion in annual compensation, including \$774 million for direct workers and \$442 million for multiplier workers.

At stabilization, over \$148 million in taxes will be paid to the state of New Jersey annually. On-site retail, amusement, and parking will generate approximately \$128 million in ongoing annual revenues, including \$84 million in annual sales tax, \$18 million in annual corporation business tax and \$26 million in annual personal income taxes from employees at stabilization. Off-site activities will generate an additional \$20 million in annual revenues, including \$15 million in annual income tax revenues from off-site workers, and an additional \$5 million in hotel sales taxes and occupancy fees each year. In addition, over the first 20 years of operations, an average of \$2.7 million per year in PILOT revenues will be paid to the Borough of East Rutherford.

Over the first 20 years of operations, over \$3.5 billion in tax revenues will be paid to the state of New Jersey, which is a 9:1 return on investment for the ERG Grant. These revenues include over \$2 billion from sales taxes and

3.3

\$1.5 billion in corporation business taxes, income taxes and hotel sales taxes and occupancy fees. Additionally, the Borough of East Rutherford will receive \$75 million in PILOT revenues.

Summary of Key State and Local Tax Revenues

New Jersey will receive \$1.7 billion in State sales taxes over and above the ERG Grant payments

Timeframe	Average Annual Tax Revenues	Total Tax Revenues	ERG Grant	Remaining Revenue to NJ
Years 1-10	\$88.7M	\$887M	\$390.0M	\$497M
Years 11-20	\$116.3M	\$1,163M	N/A	\$1,163M
Total	\$102.5M	\$2,050M	390.0M	\$1,660M

Summary of Key State and Local Tax Revenues

The Borough of East Rutherford will receive \$75 million in PILOT revenues

Timeframe	Average Annual Revenues	Total Revenues
Pre-Opening		\$21.5M
Years 1-10	\$2.6M	\$25.5M
Years 11-20	\$2.8M	\$27.9M
Total	\$2.7M	\$74.9M

A Focus on Mobility

Our economic success is tightly linked to mobility. The extensive network of infrastructure in the Greater Meadowlands, including highways, passenger and freight rail, and Newark Liberty and Teterboro Airports, is a critical asset for the region. Congestion, overcapacity transit systems and deteriorating infrastructure will, without appropriate improvements, discourage private investment. If employees cannot commute to work on time and goods cannot be delivered efficiently, businesses will locate or expand elsewhere in the country. This is why the Meadowlands Regional Chamber is such a strong advocate for investing in our transportation system and creating an efficient regional network offering connections not only to New York and the region, but within the Meadowlands itself.

As noted in the NEC Future Program Final Environmental Impact Statement, which evaluated alternatives for upgrading and expanding the Northeast Corridor, “to maintain its role as a global and economic center, the region must modernize its aging infrastructure and add capacity to support future growth”. As of 2014, 13.6% of the workforce in Manhattan consisted of New Jersey commuters. The MRC firmly supports the Gateway program to provide a new rail crossing under the Hudson River. The existing tunnel carrying Amtrak and New Jersey Transit trains is at capacity during peak periods. The lack of redundancy means that maintenance of this aging structure, damaged by Hurricane Sandy, is stymied. Failure in one tube without new capacity would disrupt up to 75% of current service, with economic reverberations throughout the region.

Similarly, a resolution must be identified to replace the obsolete and over-capacity Port Authority Bus Terminal. Daily customer growth of 45% is projected from the year 2011 to 2040. Solutions to these issues must consider the multi-modal metropolitan transit system as a whole, examining and implementing alternative travel projects, including the Northern Branch extension of the Hudson-Bergen Light Rail and potential extension of the No. 7 subway line to Secaucus, to distribute demand and provide redundancy.

This concern regarding trans-Hudson travel should not preclude more local innovations to connect communities within the Meadowlands and North Jersey to destinations for entertainment, shopping and job opportunities. Projects such as the Bergen Bus Rapid Transit pilot should be jump-started, as well as opportunities for shuttle connections looping within the Greater Meadowlands area.

Opportunities for the Greater Meadowlands

As demonstrated by the information above, the Greater Meadowlands has a significant role in the growth and health of New Jersey’s economy. Total private sector wages for 2015 amounted to \$26.3 billion, generating 11.5% of total such wages statewide, and consequent tax revenues for state operations. The diverse and growing economy of the Greater Meadowlands can continue to thrive and return more fiscal benefit to New Jersey. Taxable property value in the Greater Meadowlands reached \$98 billion in 2015 - 8.3% of New Jersey’s taxable property value, while accounting for less than 1.5% of the state’s land area.

With the growth of e-commerce, residential demand,

3.4

tourism and our unique location, the Greater Meadowlands remains an economic engine for the state. Targeted investments in transit, redevelopment, environmental restoration and regulatory modernization will result in long-term benefits not only for the citizens, communities, businesses and workers of the Greater Meadowlands, but the fiscal health of the state of New Jersey.

The details of Meadowlands Vision 2040 are presented below. They outline the goals, objectives and strategic actions articulated by our stakeholders to address the challenges and achieve the economic, environmental and livability potential of the Greater Meadowlands.

Priority 1: Re-purpose the NJSEA as a “Next Generation” regional planning authority

Driver: Economic Development Planning

Goal – Promote a diversified economy that capitalizes on the location and assets of the Meadowlands, providing jobs for a range of skill levels in the regional workforce that support the development of new businesses built on innovation and advanced technology as well as the traditional industries of the district.

Objectives and Strategies

The Meadowlands area is fortunate to have many favorable attributes for business: proximity to the country’s biggest market, access to New York, multi-modal infrastructure, a skilled workforce, and many higher education institutions, as well as access to the Port and global markets. This creates a unique advantage for the region. Our challenge is to leverage those assets, modernize our systems and affirmatively create an environment for business attraction and retention.

1. Establish a viable new Multi-Purposed convention center at the Meadowlands Sports Complex in synergy with the sports venues and American Dream

A convention center is the “missing piece” among the Meadowlands destination attractions. A location with the entertainment, transportation and business attributes of the sports complex would attract conferences and conventions as an alternative to the Javits Center in New York. A multi-purposed facility can generate 250+ event days per year filling hotels and driving tremendous economic impact to the local economies. A convention center along with American Dream will assure we

generate the necessary revenue to fulfill the tax sharing obligation and generating surplus revenue which can be dedicated to marketing and branding the region.

- a. Undertake an immediate study to determine the potential market and optimal size and attributes for a new regional convention center at the Meadowlands Sports Complex
- b. Collaborate with relevant agencies to design a public/private partnership structure to construct and operate the facility

2. Identify needs and improve access, flood control and other infrastructure needs to support and improve older industrial areas

While we aim to foster new sectors of business development to diversify the Meadowlands economy, our main job sectors remain dominated by industrial and logistics operations. Older industrial areas need to remain viable to stay productive and stay in the district.

- a. Study bus routes and shuttles for better employee access in areas underserved with public transit
- b. Maximize opportunities for distribution and logistics for post-Panamax shipping, including identifying sites and improving access
- c. Identify critical flooding vulnerability that can be addressed with local improvements; coordinate with Rebuild by Design efforts

3. Revise land use regulations to provide for flexible zoning controls to foster modernization of industrial areas

The land use and zoning regulations governing the district have their roots in the 1970’s. They should be re-examined and revised to reflect current market conditions and assure business retention.

- a. Hold stakeholder sessions with developers and tenants to determine areas of conflict, frequent variances and needs.
- b. Provide for flex space, support uses and new building, height and locating configurations
- c. Recognize needs for retail and amenities for employees and incorporate permitted mixed uses

4. Undertake updated studies to ascertain current trends in business markets and employment, and support emerging sectors

The last Meadowlands Master Plan was prepared by the commission in 2004. The Meadowlands Regional Chamber commissioned its most recent workforce study in 2007. New research should be undertaken and updated to identify evolving markets and employment trends. Changes since the recession should be examined, including the growth of multi-family housing and the role of tech-based industries.

New, accurate data is needed in order to identify the state of the Meadowlands and take appropriate action to foster economic growth.

- a. Undertake updated studies to review demographics and trends in employment and business relocation to identify promising sectors
- b. Identify “feeder” or support industries serving the long-term mainstays of the Meadowlands’ economy
- c. Identify businesses most likely to be stimulated by the opening of American Dream, and their space and access needs
- d. Identify emerging technologies and how they can be nurtured with flexible zoning and other regulatory tools
- e. Review the role of Teterboro Airport in attracting economic development and identify strategies to enhance that asset

5. Identify a permanent funding source to support tourism and marketing of the Meadowlands as a destination

Destination promotion has been shown to fuel overall economic development directly, from ticket and admission purchases and food and hospitality spending, and indirectly, through businesses along the supply chain. Retail and hospitality combined support nearly 44,000 employees in the Meadowlands. Promotion and attraction of conferences and entertainment events creates an appealing location for prospective businesses.

- a. Allocate funding from the Meadowlands hotel tax revenue when surplus funds become available
- b. Identify alternative permanent sources to sustain long-term efforts

6. Develop a Regional Economic Development Strategy in the context of an updated Master Plan in collaboration with pertinent agencies and organizations

This effort should utilize the new research referenced above and be a comprehensive plan for business attraction and retention. It should address the diverse sectors of the Meadowlands economy.

- a. Identify and support industrial sectors that are emerging in the Meadowlands or that represent new opportunities
- b. Create economic corridors or zones of like businesses for synergy, branding and zoning considerations
- c. Explore the potential of establishing WiFi zones throughout the District to increase communication and productivity
- d. Develop a marketing campaign to attract businesses to the Meadowlands in collaboration with other state agencies and private groups, promoting our location, infrastructure, skilled work force, with outreach to developers and brokers
- e. Maintain an inventory of available sites in the NJSEA, coordinated with area economic development groups and real estate brokers
- f. Foster coordination and collaboration among area economic development groups and the NJSEA to share information and marketing efforts
- g. Explore establishing a Foreign Trade Zone; develop plans to attract international business
- h. Identify incentives that have nurtured successful and desirable development in our region, such as in Manhattan or Jersey City, and examine application to the Meadowlands; provide information to local economic groups
- i. Develop actions and policies to expedite the cleanup and marketing of brownfield sites in the district; prepare an inventory of sites and explore funding sources for investigation and remediation; identify potential uses for significant brownfield areas
- j. Support eco-tourism with improved river access, boating and recreation opportunities

3.6

- k. Promote and facilitate the growth of arts and entertainment as an economic generator

7. Identify funding sources to support continuing rebuilding and remobilization of businesses and facilities impacted by Superstorm Sandy

- a. Identify facilities and areas still affected by Sandy damage
- b. Identify sources of funds to support recovery and rebuilding; promote through business organizations and municipalities

Driver: Land Use/Zoning/Regulatory

Goal – Provide the framework for a balance of complementary land uses that maintains fiscal stability, a high quality of life and efficient mixed uses that focus density around accessible centers and thus leverage infrastructure investments.

The predictability offered by the first 1970 Master Plan in the Meadowlands fueled the growth of the district in the decades following inception of the Hackensack Meadowlands Development Commission. We still believe that regional planning is essential for coordinated growth balanced with environmental concerns. While there have been, and remain, areas of conflict between the NJSEA and individual municipalities, all jurisdictions in the district can benefit from collaboration on common goals that will lift the economic opportunities in the region.

It is now time, almost 50 years later, to take a new look at land use patterns, practices and administration and determine how these systems can be updated to meet the needs of today and tomorrow. A key element in refining the institutional framework will be for the administration in Trenton to recognize the local knowledge of NJSEA and its staff and management, confirm its statutory authority to conduct planning, economic development and flood control activities, and provide it with the autonomy to move ahead with minimal political intrusion.

Objectives and Strategies

1. Recognize and revitalize the regional perspective and purpose of the Meadowlands District and its relationship to adjoining communities

The NJSEA should reclaim its original statutory mission of regional planning, with broader goals than any one municipality, while recognizing and addressing municipal concerns regarding desirable and problematic land uses.

The regional focus offered by the Master Plan created the Meadowlands vision and is still valuable today.

The original vision for the District was innovative and original for its time. This is an opportunity to revisit and revitalize that mission.

- a. *Develop a new Meadowlands Master Plan*
The first Master Plan produced a cleaner environment and economic success. The last Master Plan update was undertaken 13 years ago, in an era of different land use and economic issues. It is timely for the New Jersey Sports and Exposition Authority, the successor to the New Jersey Meadowlands Commission, to undertake a new Plan together with the Economic Development Strategy Plan noted above.
- Emphasize and engage local stakeholders, including the mayors and business community, in the development of a new Master Plan
- Consider current trends and markets, including changing patterns of office use, transit-oriented development, and millennial generation live/work patterns
- Use the Master Plan to examine the context of the Meadowlands beyond its statutory boundaries to address the transportation, environmental and economic connections and interrelationships between the Meadowlands and surrounding areas of New Jersey and New York
- Set out the integration of economic and environmental systems as a guiding principle for the Master Plan
- Support eco-tourism while providing necessary protections
- Maintain a balance of residential and economic land uses for efficient live/work/shop patterns
- Integrate housing, transportation and economic development systems in the land use plan for land use efficiency and minimizing travel
- Use transit hubs as a focus for high density and mixed uses
- Address areas that are evolving from office to residential uses

3.7

2. Revamp zoning and redevelopment regulations to meet current market opportunities and provide flexibility for changing building and technological needs, as well as encouraging amenities and services for employment clusters

- a. Undertake a review of variance requests to determine changing norms
- b. Facilitate flex space that can adjust to different uses and configurations
- c. Engage with municipal stakeholders to identify and resolve areas of conflict
- d. Examine conflicts with the Municipal Land Use Law and revise to address inconsistencies where appropriate and productive
- e. Revise the redevelopment provisions of the Meadowlands land use regulations for better consistency with the Local Redevelopment and Housing Law
- f. Recognize that requests for building expansion are important for job creation and implement policies to facilitate retention
- g. Provide zoning to encourage amenities and services convenient to both residential areas and employment clusters
- h. Provide flexibility in zoning districts and regulations that will encourage adaptive reuse of vacant, obsolete or underutilized assets
- i. Explore strategies that will enable minor wetlands encroachments in largely upland and infill sites
- j. Evaluate the potential of Transfer of Development Rights as a tool for growth in the Meadowlands

3. Streamline the review process and create a customer service orientation

There is a perception that the approval process in the Meadowlands is cumbersome, unpredictable and much too time-consuming. Some problems may be real and others perceived, but the perception discourages the attraction of new business. The goal should be a predictable process that is seen as facilitating rather than discouraging development.

- a. Consider a permit coordination/ombudsman function at the NJSEA

- b. Achieve the delegation of appropriate NJDEP land use permits to the NJSEA, including, for example, Flood Hazard Area, Waterfront Development and Sewer Extension permits. At a minimum, a local NJDEP representative or office should be established at the NJSEA to deal with permitting in the District.
- c. Examine the typical time currently required for zoning certificates and variances and determine reasons for impediments or delays. Identify ways to reduce timelines, whether through revised requirements for certain application types, clearer instructions, or other measures.
- d. Identify the potential for expedited procedures with permits-by-rule or similar measures to expedite minor applications.

4. Maintain sufficient staff resources to efficiently address development application demands

The consolidation of the New Jersey Meadowlands Commission and New Jersey Sports and Exposition Authority combined organizations with different missions. This led to inevitable adjustments and uncertainty. A number of staff with institutional experience departed, and budget constraints precluded new hiring.

- a. The state should provide resources to fully staff the NJSEA to fulfill its statutory mandates of guiding orderly, comprehensive development, preservation of the balance of nature, protection from air and water pollution and solid waste management
- b. Actively recruit new planning staff, emphasizing a renewed regional planning commitment
- c. Consider changing the NJSEA name, or a division thereof, to one that fully reflects the aspects of the agency's mission that encompass regional and development planning

5. Update the NJSEA's Interim Affordable Housing Policy, recognizing recent court settlements and the need for workforce housing to support employment attraction

The ability to fill jobs in the District will be tied directly to the supply of affordable and workforce housing choices. A regional approach to providing affordable and workforce housing, while desirable, must be integrated and coordinated with the municipally-based declaratory judgment actions and settlements resulting from the 2015 Supreme Court decision.

- a. Replace the Meadowlands Interim Policy on

Affordable Housing with a permanent policy that is consistent with the Supreme Court decision and recognizes and facilitates the ability of municipalities to meet their housing obligations

- b. Consider the municipality as a whole when evaluating affordable housing opportunities
- c. Build on current efforts to identify sites for new affordable and market housing opportunities in proximity to jobs and transportation
- d. Review the housing densities in the zoning regulations for economic incentives to provide needed housing
- e. Explore incentives and cost-reduction measures with respect to hard or soft costs to encourage private development of affordable housing, such as reduced fees, property acquisition assistance, flexibility in wetlands use and mitigation, or similar measures
- f. Identify measures to mitigate municipal costs from housing development

improve systems

- c. Identify funding sources to address system improvements, on the Federal, State, County or public/private levels

2. Identify critical habitats for acquisition

Considerable acreage in the Meadowlands remains in private ownership, even though it may not be feasible to develop under State and Federal wetlands restrictions. Such areas that contain critical habitat or threatened and endangered species should be identified for acquisition at a fair value.

- a. Work with MERI and the Meadowlands Conservation Trust to identify opportunities
- b. Identify funding sources for acquisition

3. Inventory remediation needs on public and private sites, and identify potential public and private resources for investigation and cleanup efforts

As noted above, remediation of contaminated sites can have positive effects, from both environmental and economic perspectives. Restoration can provide locations for desirable development or recreational and conservation opportunities.

- a. Create an inventory of sites needing remediation
- b. Institute efforts to market well-located sites
- c. Assist municipalities with grant programs for investigation and cleanup efforts

Driver: Environmental Preservation

Goal – Achieve and maintain a healthy estuarine environment in the District, hosting a diversity of terrestrial and aquatic species, protecting critical habitats and remediation of contaminated sites.

Under the leadership of the Hackensack Meadowlands Development Commission, the New Jersey Meadowlands Commission, and now the NJSEA, the natural environment has achieved a remarkable recovery that has fueled appreciation of the Meadowlands' resources as well as quality of life for its residents.

Objectives and Strategies

1. Identify and improve infrastructure inadequacies that impact waterways

In spite of improvements in sewer and storm water systems since the inception of the Hackensack Meadowlands Development Commission, point and non-point source runoff still impacts our waterways.

- a. Identify trouble spots; utilize Meadowlands Environmental Research Institute expertise
- b. Determine enforcement actions or measures to

Priority 2: Advance and Implement Key Infrastructure Projects and Quality of Life Initiatives

Driver: Transportation & Mobility

Goal – Support the provision of an efficient, user friendly (parking, bike, pedestrian facilities to transit) network of bus, rail and highway facilities that provide connection within the District and to the metropolitan area, supporting access to jobs, tourism/entertainment, residential and freight movements.

Business and government leaders alike agree that there is no prosperity without mobility. The Meadowlands is both a generator and corridor for commuters to New York

City and an attractive destination for residents of New York and other areas for our sports, entertainment and business venues. Transportation is the web that links us all, providing goods movement and giving our citizens access to jobs, entertainment, education, health and retail services.

Our vision encompasses both trans-Hudson improvements, recognizing the growing numbers of commuters and the age of existing bridges and tunnels, and improved, innovative intra-Meadowlands travel options, enabling mobility to destinations and employment hubs within North Jersey.

Objectives and Strategies

1. Advocate for funding and implementation of the Hudson Tunnels and Gateway Project

Execution of this project is vital to the region and the nation. Continued deterioration of the existing tunnels linking New York and New Jersey is an obstacle to existing and future economic development. Our elected officials and agencies must be tireless in seeking funding and stressing the strategic importance of this improvement.

2. Ensure that the Bergen Loop is funded as part of Gateway

The elements of Gateway that are most beneficial to New Jersey must be safeguarded. The Bergen Loop, or Secaucus Loop, would provide a one-seat ride to Penn Station, benefitting Bergen County and Hudson County commuters. The Bergen Loop is included in the larger Gateway project, but implementation will depend on active advocacy and funding by NJ Transit and our elected officials.

3. Establish an Amtrak/Northeast Corridor stop at Secaucus Junction

We see Secaucus Junction as a critical pivot tying the Meadowlands to other parts of New Jersey, New York City and beyond, linking to Amtrak, MetroNorth and the LIRR. The recent NEC Future Final Environmental Impact Statement designated Secaucus Junction as a Hub station, an upgrade of its current Local status. This designation entails potential improvements to platforms and tracks to better address Intercity and Regional service.

With the advent of American Dream and many other residential and business projects in the area, a stop for certain Amtrak trains would provide an important link in the regional network and promote economic development in North Jersey. An official request should be made to Amtrak to study and implement a stop for selected trains at Secaucus.

4. Reconstitute the Meadowlands Transportation Planning Process within the NJSEA

The 2005 Hackensack Meadowlands Transportation Planning District Act established a system to analyze and plan for the transportation needs of the District. The Act authorized a Board of public members and officials to oversee transportation planning. The procedure authorized by the Act has been dormant for many years.

- a. *Reinstall the Transportation Planning District Board, with an annual capital project budget.*
The Transportation Planning District Board, originally established in 2005, was re-authorized by the 2015 statute that consolidated the Meadowlands Commission and the New Jersey Sports and Exposition Authority. Since then, there has been no action to reconstitute the Board. The Board should be a vehicle for comprehensive analysis of transportation needs in the District.
- b. *Update and revise the Meadowlands District Transportation Plan*
The last plan was prepared in 2007, pursuant to the 2005 Act. It is time for an update, taking into account transportation improvements over the past ten years, as well as major land use changes and plans.
- c. *Establish a Regional Transportation Planning Task Force as part of the Transportation Planning Board*
Transportation corridors and demands traverse municipal boundaries. This Task Force would be charged with coordination between the Meadowlands and other transportation planning agencies, to maintain a comprehensive approach to transportation needs and projects affecting North Jersey.
- d. *Reconsider the spending plan for development fee proceeds so that funds are distributed beyond the Meadowlands Adaptive Signal System – allocate proceeds for towns to address local traffic problems*
Municipalities can identify areas where assistance is needed to address local problem spots. The Transportation Plan and development fee system can do a better job of responding to these needs. Other sources should be identified to supplement funding for expansion and maintenance of MASSTR, to balance the funds produced by the development fee program.
- e. *Review development fee formula*
Application of the redevelopment fee developed in

the 2007 Meadowlands District Transportation Plan frequently resulted in excessively high fees for projects generating moderate traffic. The formula should be re-examined in light of current development trends, actual vehicle generation and travel demand management.

5. Conduct the next phase of feasibility studies for an extension of the No.7 New York City subway line to Secaucus Junction

A preliminary study in 2013 concluded that this project has the potential to produce real long-term capacity improvement by relieving pressure on NJ Transit trains, tunnel capacity and Port Authority Bus Terminal use. Projections have shown that the future demand for bus and rail travel will meet the capacity of the Gateway tunnels and proposed new bus terminal. Funding should be allocated for this study. Addition of the No. 7 extension to the regional transportation network could allow for a smaller Port Authority bus terminal and/or a subsidiary facility in Secaucus. However, a plan to replace existing, sore deficient bus terminal used by thousands of New Jersey commuters is imperative.

6. Provide sufficient funding for New Jersey Transit to plan and address the state's public transportation needs

NJT requires resources beyond the current Transportation Trust Fund allocation to attract experienced, professional leadership, develop innovative solutions, and maintain existing infrastructure. Funding must encompass upkeep of existing systems and operational needs as well as capital projects.

7. Implement the Bergen Bus Rapid Transit Route from Paramus to Secaucus Junction

Bus Rapid Transit has the potential to be the wave of future mass transit – express routes, premium bus facilities and optimal connections, without the expense of fixed rail. The proposed pilot route studied by Bergen County between Paramus and Secaucus should be awarded funding for swift implementation by Bergen County and NJ Transit. This would serve job hubs along the alignment, as well as providing a route to American Dream and its attractions and employment opportunities.

8. Extend the Hudson-Bergen Light Rail Transit system into Bergen County along the Northern Branch, from Tonelle Avenue to Englewood Hospital

The extension of the HBLRT along the Northern Branch would provide new transportation alternatives for the northeastern area of Bergen County, which now has limited opportunities for mass transit. The residents of the Northern Branch Corridor would have access to jobs and entertainment opportunities in Hoboken and Jersey City as well as to the industries along West Side Avenue

in North Bergen. Access to jobs in Bergen County, notably Englewood Hospital, would be provided for employees in Hudson County.

The Northern Branch extension would also relieve pressure on bus capacity for New York City travel, as commuters could take the new Light Rail to the PATH train in Hoboken, or to the ferry landings at Port Imperial and Lincoln Harbor. Access from Hoboken to Secaucus Junction and Newark Penn Station is then available.

The Supplemental Draft Environmental Impact Statement (SDEIS) for the Northern Branch extension was issued in March of 2017. This will be followed by the Final EIS. Funding should be allocated to continue engineering and design for this important part of the regional transit network that would finally extend HBLRT into Bergen County.

9. Improve connectivity between the Meadowlands and North Jersey communities, the Sports Complex and job opportunities

While trans-Hudson travel is an important focus, given the volume of commuters and growth of Meadowlands destinations, mobility within New Jersey and job access for residents and businesses must also move into the 21st century with new modes and connections.

- a. Identify and support new shuttle routes connecting with transit stations, including:
 - Connections from Harmon Meadow and West Side Avenue businesses to the Tonelle Avenue Light Rail Station
 - Extended shuttle along Kearny Avenue/Ridge Road from Harrison Station to Carlstadt/Hackensack
 - Links to American Dream from Lyndhurst/Rutherford/Wesmont stations
- b. Fill “Last Mile” gaps in employment centers, such as in Carlstadt industrial area
- c. Establish a transportation hub at American Dream
- d. Maximize use of the Meadowlands rail connection to improve access to Sports Complex facilities
- e. Improve access to Secaucus Junction through improved intra-Meadowlands bus and shuttle service.

10. Create and improve safe bicycle and pedestrian connections

Dedicated bicycle and walking paths provide safe separation from traffic and a healthy, environmentally friendly and recreational way to move. Some municipalities have established segments within their jurisdictions. Inter-municipal connections can create an alternative travel network throughout the Meadowlands. Creating safe conditions is particularly important near destinations and transit stops.

- a. Identify opportunities to link communities with bike paths
- b. Establish sidewalks where absent in areas near bus and train stops

Driver: Flood Control/Resiliency

Goal – Implement a well-maintained system of flood controls protecting existing businesses, neighborhoods and redevelopment/development sites, enabled by an appropriate regulatory framework balancing economic, transportation and environmental concerns.

Superstorm Sandy brought devastation to many families and businesses in the Meadowlands and many parts of New Jersey. While flooding has been a consistent problem for years in parts of the District, Sandy focused new attention on the issue and brought “resilience” into our vocabulary. This is now a key requirement in planning the future of the Greater Meadowlands. We must combat the perception of flooding as a disincentive to investment with a comprehensive plan addressing flood risk and control.

Objectives and Strategies

1. Clarify and strengthen statutory authority for the NJSEA to manage flood control for the District

Questions remain regarding the authority of the NJSEA, and the NJMC prior to consolidation, to engage in flood control planning. Flood control is integral to the ability of the NJSEA to fulfill its mandate for facilitating economic development opportunities. Authority for flood control planning and implementation should be clearly defined, with additional legislation if necessary.

2. Develop a comprehensive flood control plan protecting residential and business areas and critical transportation facilities

This should extend beyond District boundaries as necessary for drainage basin planning.

3. Create an institutional strategy for repair and maintenance of flood control structures, including tide gates, berms and walls constructed as part of the Rebuild by Design (RBD) project

Municipalities often find their budgets stretched in maintaining flood control facilities. As such structures have a District-wide impact, clear responsibility for maintenance should rest with a regional agency, such as Bergen County or the NJSEA. This should be considered for facilities proposed under the pilot RBD improvements.

4. Maintain storm water and sewer infrastructure

Flooding can be exacerbated by clogged storm drains and other maintenance problems. As with flood gates, maintenance of these systems can be affected by local budget constraints. A program should be initiated for promoting regular maintenance and funding assistance.

5. Coordinate Rebuild by Design proposals with Bergen County park master planning

Certain aspects of the RBD plan, including berms, walls and landscaped areas should be considered within the Bergen County park planning efforts where they can be integrated into existing or future park properties.

Driver: Livability

Goal – Sustain a region that is attractive, safe and vital for families, youth and seniors, offering educational, recreational and cultural opportunities that enhance the quality of life, and attracting young talent with career opportunities and vibrant places to live.

Livability is a term reflecting the quality of life for the citizens of the Greater Meadowlands and those who work here. This is closely linked to economic development, and is an important consideration for businesses seeking to relocate or expand. Are there housing choices for employees? Good schools? A sense of place?

Our Greater Meadowlands area is made up of individual towns and neighborhoods within the larger Meadowlands community. Many of the objectives and strategies discussed elsewhere in the Vision Plan are also livability issues: mobility, job opportunities, and a clean environment. Meadowlands communities need to look to the future, and explore tools to create and enhance live/work/play development and redevelopment options, to keep young people in their home towns.

Objectives and Strategies

1. Improve connectivity between communities, attractions and employment

4.2

Mobility is important to livability—to be able to get around the region safely, efficiently and at reasonable cost.

- a. Improve pedestrian safety near bus and train stops and “last mile” travel routes between bus and rail stops and jobs or recreation
- b. Identify needs to create and enhance safe walking routes to schools, including additional sidewalks and traffic calming
- c. Create a bicycle and pedestrian connectivity plan, building on individual municipal segments, to achieve a network linking recreation areas
- d. Develop intra-Meadowlands links, whether BRT or shuttles, to provide residents with access to major attractions, including American Dream, for recreation and job opportunities.

2. Maintain the vitality and safety of neighborhoods

Livability reflects whether citizens are comfortable in their neighborhoods and have access to services and vital local business areas.

- a. Assist towns in identifying and pursuing funding sources for neighborhood planning or downtown revitalization, rehabilitation and redevelopment
- b. Foster neighborhood businesses as part of a coordinated economic development program

3. Institute policies that enable a choice of housing types for different income levels

As noted in earlier sections addressing land use and zoning, economic growth and attraction of new businesses will be dependent on housing opportunities for their employees. Housing choice will also contribute to keeping our young people close to their home communities.

- a. Reexamine zoning policies to provide a range of housing types and densities
- b. Replace the NJSEA Interim Policy on Affordable Housing with a permanent policy that facilitates the ability of municipalities to meet affordable housing obligations

4. Balance residential and commercial land uses for efficient live/work/shop patterns

- a. Consider walkability in location and review of residential and commercial projects

- b. Provide zoning to encourage mixed uses and transit/pedestrian access

5. Use land use policies and zoning to encourage amenities and services convenient to residential communities and job centers

- a. Include retail facilities in commercial zones to minimize need for mid-day car travel
- b. Promote neighborhood retail in new and existing residential development

6. Create a Meadowlands education hub, building on the resources of Felician University, Bergen Community College, and the many colleges and universities in close proximity

Opportunities for collaboration among secondary schools, colleges and employers will foster job access and skills training to fit the needs of area businesses.

- a. Encourage development of additional training and educational institutions to provide local sources of higher education
- b. Foster consortiums and interrelations among educational institutions in the Meadowlands and North Jersey – provide opportunities for collaboration
- c. Provide opportunities for corporations and employers to interact with students and curriculum developers, to match training with needed skills and encourage internships

7. Use environmental restoration as a tool to improve neighborhood quality of life

The Meadowlands District has made great progress in environmental improvement over the decades since its inception. Natural resource conservation can contribute to the livability and attractiveness of our residential and business neighborhoods.

- a. Identify locations where remediation could create local park and recreation facilities
- b. Assist municipalities with grant opportunities for investigation and cleanup efforts
- c. Identify potential green infrastructure improvements in Meadowlands communities; coordinate with Rebuild by Design

Priority 3: Establish Destination and Tourism Promotion as an Economic Development Tool

Driver: Meadowlands Identity/Branding/Marketing

Goal – Create an identity for the New Jersey Meadowlands as a unique destination for business, recreation, shopping and entertainment as well as reinforcing its unique economic significance and linkages with New York City and the Northeast region.

While the Meadowlands has much to offer with respect to job opportunity, entertainment and quality of life, the identification of the area as a destination must be reinforced to accelerate increased economic development.

Objectives and Strategies

1. Create and sustain a Meadowlands identity through consistent branding and marketing efforts

While the Sports Complex is a recognized focus of the Meadowlands, our district is much larger and varied than that attraction. We have an opportunity to improve the perception of the area as an identifiable destination with coordinated and consistent branding.

- a. Provide signage and icons at key gateways to the Meadowlands district
- b. Improve wayfinding at gateways and within the district for key destinations, such as Secaucus Junction, Sports Complex, eco-tourism centers, etc., with consistent images. Coordinate with American Dream signage plans
- c. Improve roadway aesthetics with better maintenance, planting and cleanup. Coordinate with NJDOT

2. Promote the region through a funded Visitors Bureau marketing and programming effort, to showcase the area's assets, including entertainment, natural features, business opportunities

Destination and tourism promotion fuels development across the entire economic spectrum. In addition to generating jobs and tax revenue, destination marketing and event attraction can act as catalysts for transportation improvements and other infrastructure upgrades. Destination Marketing Organizations (DMO's) in New Jersey are critical entities to promote their regions assets. We must be in a position to compete with surrounding

states who outspend NJ in all areas of marketing and branding. Tourism Economics, a division of Oxford Economics, reported in their recent study the correlation of successful economic development in locations that have a well-funded destination and tourism development program. The Meadowlands Liberty CVB is an accredited DMO and is well positioned to promote the regions assets in coordination with local and county EDC's.

3. Increase communication and collaboration between NJSEA, Bergen, Hudson and Passaic Counties, municipalities and state agencies and business groups with respect to economic development goals and projects

- a. Create an informal consortium with members of the above groups
- b. Organize annual or quarterly conferences to identify and address critical issues for the broader region
- c. Maintain cooperation to speak with "one voice" on issues involving federal or state funds for transportation and environmental issues, or on regulatory actions affecting the region
- d. Recognize and foster economic linkages with New York City and other urban centers in New Jersey

Realizing The Vision Plan

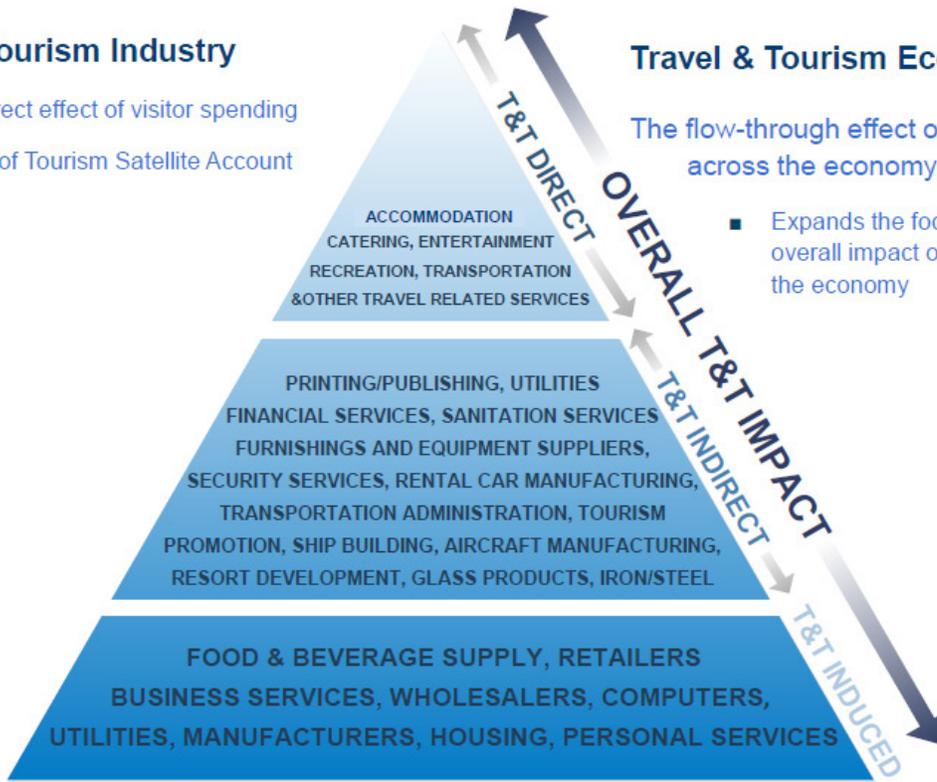
It is evident that many initiatives, particularly those involving infrastructure, carry considerable costs. Some may require creative funding solutions. However, not acting on these improvements will carry a cost to the region in terms of lost economic opportunity.

Targeted investment in infrastructure and modernized development policy will foster growth in both traditional and emerging industries and increase property values. Industrial and warehouse growth will be supported by better access and flood control systems. New trends, such as e-commerce and destination tourism, will benefit from trans-Hudson improvements and intra-Meadowlands connections, as well as a strong Meadowlands identity. Such efforts will also leverage the profound economic impacts expected with American Dream, and enhance the demand for development sites and redevelopment areas.

4.4 Tourism Promotion Economic Impact Data

Travel & Tourism Industry

- The direct effect of visitor spending
- Focus of Tourism Satellite Account



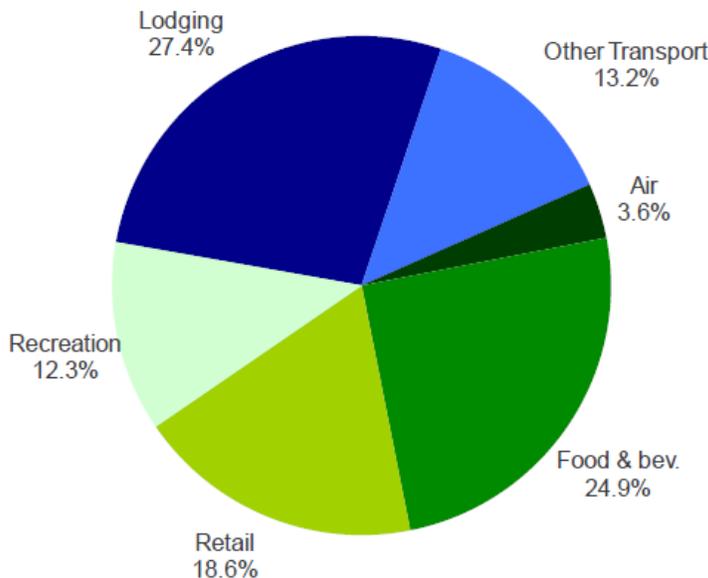
Travel & Tourism Economic Impact

The flow-through effect of T&T all demand across the economy

- Expands the focus to measure the overall impact of T&T on all sectors of the economy



Tourism Industry Sales By Sector



Source: Tourism Economics

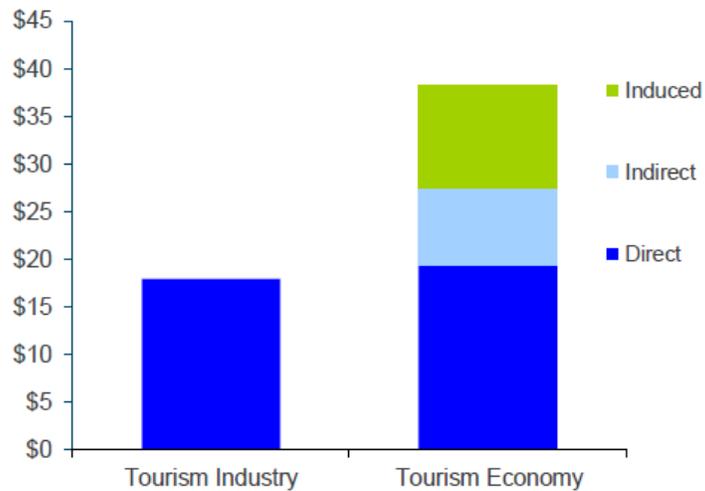
- Lodging—including casino win, room revenue and second homes—is the largest traveler spending category in NJ, capturing 27.4% of visitor spending.
- Food & beverage spending ranks second, representing 25% of each visitor dollar.
- Non-air transportation’s share of the visitor dollar fell to nearly 13% in 2016 as transportation costs remained low.

4.5

- Tourism industry GDP directly generated \$18.0 billion of New Jersey GDP in 2016.
- The tourism economy, including direct, indirect and induced impacts, generated GDP of \$38.2 billion. This is 6.5% of the state economy.

Tourism GDP Impact

2016, US\$ Billions

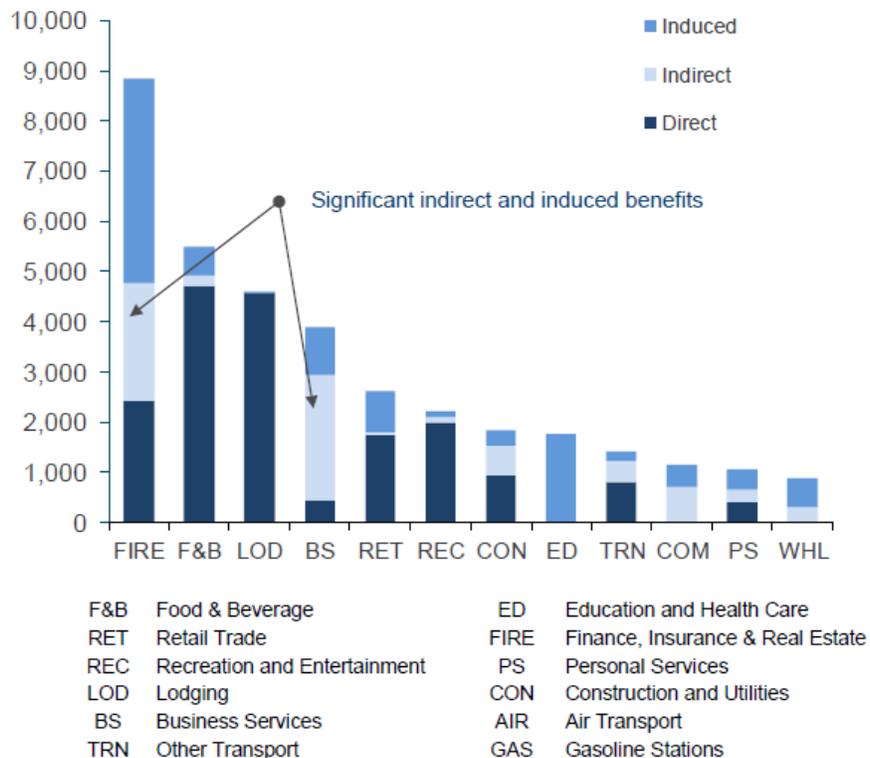


Source: Tourism Economics

- All sectors of the New Jersey economy benefit from tourism activity directly and/or indirectly.

Total Tourism GDP Impact

\$ million



Source: Tourism Economics

3 Catalytic Impacts: How Does Destination Promotion Drive Economic Growth?

The first section of this report has defined the importance of destination promotion in its own right, enabling stakeholders in the visitor economy to benefit from concerted marketing of a place. However, the dividends of destination promotion extend far beyond the benefits that accrue to visitor-related industries and their suppliers.

This second section explores the ways in which destination promotion acts as a catalyst, or engine, of economic development in a broader sense. These findings represent the result of our interviews with economic development and destination marketing executives, along with our review of relevant literature to better understand the specific channels through which destination marketing fuels economic development across the entire economic spectrum.

The research has also yielded a series of best practices for the coordination of destination promotion and economic development, leading to site relocations and new investments.

In summary, there are four primary channels through which destination promotion drives economic development and growth. These are illustrated in the following diagram.

The dividends of destination promotion extend far beyond the benefits that accrue to visitor-related industries.

Source: Oxford Economics

Key Findings: The Catalytic Impacts of Destination Promotion

Channel	Impact
Building transportation networks and connecting to new markets	By supporting travel and tourism, destination promotion supports development of transportation infrastructure, helping support greater accessibility and supply logistics that are, in turn, important in attracting investment in other sectors.
Raising the destination profile	Destination promotion builds awareness, familiarity, and relationships in commercial sectors (institutional, companies, individuals) that are critical in attracting investment. Similarly, destination promotion raises the destination profile among potential new residents, supporting skilled workforce growth that is critical to economic development.
Targeted economic development through conventions and trade shows	By securing meetings, conventions and trade shows for local facilities, destination management organizations attract the very prospects that economic development agencies target. Not only do such visits create valuable exposure among business decision makers, they create direct opportunities for economic development agencies to deepen valuable connections with attendees.
Raising the quality of life	The visitor economy that is fueled by destination promotion supports amenities and standards of living that are valued by residents and that are important in attracting investment in other sectors.

Source: Oxford Economics

Communities of the Greater Meadowlands

Bergen County

Bogota

Mayor: Christopher M. Kelemen
 Telephone Number: (201) 342-1736
 Website: www.bogotaonline.org
 Population in 2010: 8,187
 Population in 2017: 8,398
 Percent Change: 2.6 percent
 Median Household Income: \$83,218
 Median Home Value: \$334,450
 Key Employer: Bogota Savings Bank

Carlstadt

Mayor: Craig Lahullier
 Telephone Number: (201) 939-2850
 Website: www.carlstadtnj.us
 Population in 2010: 6,127
 Population in 2017: 6,270
 Percent Change: 2.3 percent
 Median Household Income: \$79,380
 Median Home Value: \$402,100
 Key Employers: Allied Beverage Group L.L.C.; Pinnacle Environmental Corporation; Unimac Graphics; Russo Development LCC; Onyx Equities LLC

Cliffside Park

Mayor: Thomas Calabrese
 Telephone Number: (201) 945-3456
 Website: www.cliffsideparknj.gov
 Population in 2010: 23,594
 Population in 2017: 25,093
 Percent Change: 6.4 percent
 Median Household Income: \$62,589
 Median Home Value: \$471,000

East Rutherford

Mayor: James L. Cassella
 Telephone Number: (201) 933-3444
 Website: www.eastrutherfordnj.net
 Population in 2010: 8,913
 Population in 2017: 9,214
 Percent Change: 3.4 percent
 Median Household Income: \$76,286
 Median Home Value: \$380,900
 Key Employers: Allied Building Products Corporation; MWWPR; Branca Properties Inc.; The Alpine Group, Inc.; New York Giants; New York Jets; Meadowlands Racetrack

Fairview

Mayor: Vincent Bellucci Jr.

Telephone Number: (201) 943-3300
 Website: fairviewborough.com
 Population in 2010: 13,835
 Population in 2017: 14,536
 Percent Change: 5.1 percent
 Median Household Income: \$55,608
 Median Home Value: \$381,100

Garfield

Mayor: Richard Rigoglioso
 Telephone Number: (973) 340-2000
 Website: www.garfieldnj.org
 Population in 2010: 30,487
 Population in 2017: 31,820
 Percent Change: 4.4 percent
 Median Household Income: \$50,534
 Median Home Value: \$336,800
 Key Employer: Fidelity Care Inc.

Hackensack

Mayor: John P. Labrosse, Jr.
 Telephone Number: (201) 646-3980
 Website: www.hackensack.org
 Population in 2010: 43,010
 Population in 2017: 45,368
 Percent Change: 5.5 percent
 Median Household Income: \$58,625
 Median Home Value: \$308,400
 Key Employers: J. Fletcher Creamer & Son Inc.; Hackensack University Medical Center; Innodata, Inc.; NAI James E. Hanson

Hasbrouck Heights

Mayor: Jack DeLorenzo
 Telephone Number: (201) 288-0195
 Website: www.hasbrouck-heights.nj.us
 Population in 2010: 11,842
 Population in 2017: 12,267
 Percent Change: 3.6 percent
 Median Household Income: \$92,728
 Median Home Value: \$414,100
 Key Employers: Shin Ei Fuji of Hasbrouck Heights, Inc.; Motor Inn Associates, LLC

Leonia

Mayor: Judah Zeigler
 Telephone Number: (201) 592-5780
 Website: <http://www.leonianj.gov/>
 Population in 2010: 8,937
 Population in 2017: 9,261
 Percent Change: 3.6 percent

4.8

Median Household Income: \$84,228
Median Home Value: \$499,000
Key Employers: Field Station; Dinosaurs

Little Ferry

Mayor: Mauro D. Raguseo
Telephone Number: (201) 641-9234
Website: www.littleferrynj.org
Population in 2010: 10,626
Population in 2017: 11,024
Percent Change: 3.7 percent
Median Household Income: \$69,466
Median Home Value: \$334,500
Key Employers: Dassault Falcon Jet Corp.; Gates Realty Corp.; Arcari & Iovino Architects PC

Lodi

Mayor: Emil Carafa, Jr.
Telephone Number: (973) 365-4005
Website: www.lodi-nj.org
Population in 2010: 24,136
Population in 2017: 24,988
Percent Change: 3.5 percent
Median Household Income: \$52,453
Median Home Value: \$378,000
Key Employers: Labor Ready; Atlantic Detroit Diesel-Allison, LLC; The Star Group

Lyndhurst

Mayor: Robert B. Giangeruso
Telephone Number: (201) 804-2457
Website: www.lyndhurstnj.org
Population in 2010: 20,554
Population in 2017: 22,733
Percent Change: 10.6 percent
Median Household Income: \$75,379
Median Home Value: \$354,000
Key Employers: Alpha Industries, Inc.; Polo/Ralph Lauren

Moonachie

Mayor: Dennis Vaccaro
Telephone Number: (201) 641-1813
Website: www.moonachie.us
Population in 2010: 2,708
Population in 2017: 2,810
Percent Change: 3.8 percent
Median Household Income: \$68,040
Median Home Value: \$568,300
Key Employers: Avanti Linens; LPS Industries Inc.; FLOMO/Glitzzie

North Arlington

Mayor: Joseph Bianchi

Telephone Number: (201) 991-6060
Website: www.northarlington.org
Population in 2010: 15,392
Population in 2017: 15,965
Percent Change: 3.7 percent
Median Household Income: \$77,357
Median Home Value: \$368,300
Key Employers: AM Cosmetics Inc.; Labor Management Concepts, Inc.

Palisade Park

Mayor: James Rotundo
Telephone Number: (201) 585-4100
Website: www.palisedesparknj.us
Population in 2010: 19,622
Population in 2017: 20,890
Percent Change: 6.5 percent
Median Household Income: \$63,895
Median Home Value: \$596,400
Key Employer: Time Warner Cable

Ridgefield

Mayor: Anthony Suarez
Telephone Number: (201) 943-5215
Website: www.ridgefieldnj.gov
Population in 2010: 11,032
Population in 2017: 11,380
Percent Change: 3.2 percent
Median Household Income: \$74,428
Median Home Value: \$459,000
Key Employer: Carolace Embroidery Co., Inc.

Ridgefield Park

Mayor: George D. Fosdick
Telephone Number: (201) 641-4950
Website: www.ridgefieldpark.org
Population in 2010: 12,729
Population in 2017: 13,105
Percent Change: 3.0 percent
Median Household Income: \$69,178
Median Home Value: \$336,500
Key Employers: Samsung Electronics American, Inc.; FORT Group

Rutherford

Mayor: Joseph DeSalvo, Jr.
Telephone Number: (201) 460-3001
Website: www.rutherford-nj.com
Population in 2010: 18,061
Population in 2017: 18,915
Percent Change: 4.7 percent
Median Household Income: \$89,524
Median Home Value: \$470,800

Key Employers: Cancer Genetics, Inc.; Boiling Springs Savings Bank; Newmark Grubb Knight Frank; Robert Half International

South Hackensack

Mayor: Gary Brugger
 Telephone Number: (201) 440-1815
 Website: www.southhackensacknj.org
 Population in 2010: 2,652
 Population in 2017: 2,469
 Median Household Income: \$72,014
 Median Home Value: \$424,300
 Key Employers: Naturex Inc.; Boswell Engineering

Teaneck

Mayor: John P. Watt
 Telephone Number: (201) 837-1600
 Website: www.teanecknj.gov
 Population in 2010: 39,776
 Population in 2017: 41,121
 Percent Change: 3.4 percent
 Median Household Income: \$99,494
 Median Home Value: \$382,800
 Key Employers: Holy Name Hospital; Cognizant Technology Solutions

Teterboro

Mayor: Mohammed Hameeduddin
 Telephone Number: (201) 288-1200
 Website: www.teterboro-online.com
 Population in 2010: 67
 Population in 2017: 71
 Percent Change: 6.0 percent
 Key Employers: Teterboro Airport; Quest Diagnostics Clinical Laboratories, Inc.; Jet Aviation; Forsgate Industrial Partners

Wallington

Mayor: Mark W. Tomko
 Telephone Number: (973) 777-0318
 Website: www.wallingtonnj.org
 Population in 2010: 11,335
 Population in 2017: 11,712
 Percent Change: 3.3 percent
 Median Household Income: \$59,287
 Median Home Value: \$374,600
 Key Employers: Farmland Dairies LLC; McNally International Corp.

Wood-Ridge

Mayor: Paul A. Sarlo
 Telephone Number: (201) 939-0202
 Website: www.wood-ridgenj.org

Population in 2010: 7,626
 Population in 2017: 8,599
 Percent Change: 12.8 percent
 Median Household Income: \$99,331
 Median Home Value: \$341,000
 Key Employers: Terminal Construction Corporation; Meadowlink/EZ Ride; Fujitec Elevator Co. Inc.

Hudson County

East Newark

Mayor: Joseph R. Smith
 Telephone Number: (973) 481-2902
 Website: www.boroughofeastnewark.com
 Population in 2010: 2,406
 Population in 2017: 2,700
 Percent Change: 12.2 percent
 Median Household Income: \$56,227
 Median Home Value: \$286,500

Harrison

Mayor: James A. Fife
 Telephone Number: (973) 268-2425
 Website: townofharrison.com
 Population in 2010: 13,620
 Population in 2017: 15,923
 Percent Change: 16.9 percent
 Median Household Income: \$58,328
 Median Home Value: \$297,300
 Key Employers: Pechters Baking Group LLC; FMB, Inc.

Jersey City

Mayor: Steven M. Fulop
 Telephone Number: (201) 547-5000
 Website: www.jerseycitynj.gov
 Population in 2010: 247,597
 Population in 2017: 266,716
 Percent Change: 7.7 percent
 Median Household Income: \$62,677
 Median Home Value: \$385,800
 Key Employers: GOYA Foods; Ports American, Inc.; Verisk Analytics; Bel Fuse Inc.

Kearny

Mayor: Alberto G. Santos
 Telephone Number: (201) 955-7400
 Website: www.kearnyusa.com
 Population in 2010: 40,684
 Population in 2017: 42,179
 Percent Change: 3.7 percent
 Median Household Income: \$65,369
 Median Home Value: \$320,200
 Key Employers: Fedway Associates Inc; Freeman

North Bergen

Mayor: Nicholas J. Sacco
 Telephone Number: (201) 392-2024
 Website: www.northbergen.org
 Population in 2010: 60,773
 Population in 2017: 63,266
 Percent Change: 4.1 percent
 Median Household Income: \$57,347
 Median Home Value: \$365,400
 Key Employers: Palisades Medical Center; Keystone Freight Corp.; Big M, Inc.

Population in 2010: 28,370
 Population in 2017: 28,967
 Percent Change: 2.1 percent
 Median Household Income: \$87,624
 Median Home Value: \$389,950
 Key Employer: Indigo Systems NJ

Secaucus

Mayor: Mike Gonnelli
 Telephone Number: (201) 330-2000
 Website: secaucusnj.gov
 Population in 2010: 16,264
 Population in 2017: 19,751
 Percent Change: 21.4 percent
 Median Household Income: \$89,497
 Median Home Value: \$441,500
 Key Employers: The Children's Place, Inc.; Cosco Logistics Inc.; Ernst & Young, LLP

Passaic County**Clifton**

Mayor: James Anzaldi
 Telephone Number: (973) 470-5800
 Website: www.cliftonnj.org
 Population in 2010: 84,136
 Population in 2017: 86,767
 Percent Change: 3.1 percent
 Median Household Income: \$72,670
 Median Home Value: \$311,900
 Key Employers: AVE Clifton; RCL Agencies

Passaic

Mayor: Hector Lora
 Telephone Number: (973) 365-5500
 Website: www.cityofpassaic.com
 Population in 2010: 69,781
 Population in 2017: 71,658
 Percent Change: 2.7 percent
 Median Household Income: \$34,707
 Median Home Value: \$297,400
 Key Employer: CMIT Solutions

Essex County**Nutley**

Mayor: Joseph P. Scarpelli
 Telephone Number: (973) 284-4955
 Website: www.nutleynj.org

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