

Overarching Narrative

a. Synopsis

1. Description of the regional growth cluster: The Greater Newark Smart Port Regional Growth Cluster (GNRGC) includes a coalition of local governments, universities, state agencies, Port Authority of New York and New Jersey (PANYNJ), labor unions, nonprofits, and private enterprises collaborating to develop and deploy integrated resources to achieve significant, equitable, environmentally sound and sustained economic growth in Newark, Elizabeth, and around Port Newark-and the Elizabeth Marine Terminal facilities (“the port”) in New Jersey. GNRGC’s vision includes building critical smart and resilient infrastructure for freight handling, transportation, tracking and delivery, and workforce development, training and community programs that support the existing union workforce while spurring job growth and new business opportunities for historically underserved communities in and around the port. GNRGC will have economic impacts not only on the region and state, but nationwide, as businesses large and small rely on port infrastructure to reliably and efficiently receive products and components, ship exports, and ensure that the supply chain can keep up with consumer demand.

2. Coalition Members and Partners: The Coalition members are committed and competent stakeholders in the region with long-term master plans, and highly vested interests in the success of the GNRGC. Working toward a shared vision, this coalition’s economic impact will be large. Coalition members include:

The City of Newark (coalition lead), New Jersey’s most populous city, which owns both Port Newark and Newark Liberty International Airport, both of which are leased to and operated by PANYNJ.

The City of Elizabeth, the state’s 4th most populous city, is home to both the Elizabeth-Port Authority Marine Terminal, part of the PANYNJ, and a part of Newark Liberty International Airport.

The City of Jersey City, the state’s 2nd most populous city, is home to Port Jersey Port Authority Marine Terminal.

New Jersey Institute of Technology (NJIT) is New Jersey’s public polytechnic university, an anchor institution in Newark, and a driver of equity in the state’s higher education sector, educating 60% of the African American and Hispanic engineers who graduate from New Jersey colleges and universities. NJIT is ranked No. 1 nationally by Forbes for the upward economic mobility of its lowest-income students.

Rutgers, the State University of New Jersey, stands among America’s highest-ranked, most diverse public research universities and is the oldest and largest public university in the New York/New Jersey metropolitan area.

The New Jersey Economic Development Authority (NJEDA) drives the state’s economic growth and increases equitable access to opportunities by supporting high-quality job creation, catalyzing investment, and fostering community development.

North Jersey Transportation Planning Authority (NJTPA) is the federally authorized Metropolitan Planning Organization for the 13-county northern New Jersey region, oversees over \$2 billion annually in transportation improvement projects and provides a forum for interagency cooperation and public input.

Port Authority of New York and New Jersey (PANYNJ) operates the regional transportation infrastructure including bridges, tunnels, airport and seaports within the geographical jurisdiction of the Port of New York and New Jersey.

Coalition Partners include:

Municipal and County Governments: Jersey City and City of Bayonne, County of Essex, County of Hudson, County of Union, EDC (Elizabeth Development Corporation), Invest Newark

State Entities: Commission on Science, Innovation and Technology, New Jersey Department of Labor, New Jersey Manufacturing Extension Program, New Jersey Department of Transportation, New Jersey Office of the Secretary of Higher Education, New Jersey Turnpike Authority, Office of the Governor – State of New Jersey

Labor Unions: AFL-CIO, International Brotherhood of Electrical Workers Local Union No. 102, International Brotherhood of Electrical Workers Local Union No. 164, Operating Engineers 825, Teamsters Local Union No. 560

Non-Profit: African American Chamber of Commerce; ChooseNJ, Clean Water Action, Gateway Regional Chamber of Commerce, Greater Elizabeth Chamber of Commerce, Greater Newark Enterprises Corporation, Housing and Community Development, Newark Alliance, Newark Community Development Network, Newark Equitable Growth Advisory Commission, New Jersey Innovation Institute, New Jersey Business and Industry Association

Private Industry(For-Profit): Atlanta Food Group, Elberon Development Group, Hugo Neu Capital, LB Electric, Mott MacDonald, Prologis, Prudential, United Airlines, Wakefern Food Corporation

Public School Districts: Essex County Schools of Technical, Union County Vocational Technical Schools, School District of Bayonne, School District of Elizabeth, School District of Jersey City, School District of Newark

Colleges and Universities: Essex County College, Hudson County College, Union County College, Kean University, New Jersey City University

3. Component Projects:

Component Project-1 (CP-1): Workforce Development and Training Programs (WDTP):

The WDTP drives the success of the overarching vision by developing and creating the critical port and port-related workforce needed for today and tomorrow. The training will be comprehensive and will include a full range of skills development, registered apprenticeship programs, job placements and upskilling. Also, WTDP will provide support programs to ensure job equity for underserved communities. WDTP will include community programs to ensure job equity, environmental resilience training for organizations and agencies, and jobs related to smart port and transportation, distribution and logistics (TDL) systems.

Component Project 1 (CP-1) Construction: Workforce Development and Training

Development Campus (WDTP-C). WDTP-C will address the demand for an increase in port services and expansion of the port landmass and facilities by providing a space to upskill and expand its workforce with the goal of utilizing technology to optimize port operations while accelerating the supply chain throughput and becoming a job multiplier.

Component Project-2 (CP-2): Research and Technology Innovation Center (RTIC): The RTIC will apply state-of-the-art technologies for efficient freight handling, smart TDL systems

with real-time tracking and scheduling optimization, zero- and low-emissions technologies, and data-driven supply chain management systems. RTIC will include NJIT's 20,000 sq. ft. Makerspace with industrial equipment for prototyping, manufacturing and validating physical systems.

Component Project-2 (CP-2) Research and Technology Innovation Campus Building (RTICB).

The RTIC-B will consist of a 40,000SF facility at the Hayes Park site, providing technology solutions that hold potential to improve performance and productivity of the Port of Newark and Elizabeth-Port Authority Marine Terminal operations.

Component Project-3 (CP-3): Technology Deployment, Business Development and Innovation to Market Ecosystem (TBIE): The TBIE attracts innovators, inventors, and investors in technology and operational products, processes and systems, including innovations from CP-2, to stimulate entrepreneurial opportunities through an *Innovation-to-Market* ecosystem for TDL and related businesses. The TBIE will foster entrepreneurship, particularly among underserved populations and those underrepresented in the TDL sector. TBIE will include NJIT's VentureLink, a complex of business accelerators and incubators, one of the oldest and largest STEM business development facilities in New Jersey, which includes a dedicated center for urban economic development.

Component Project-3 Technology Deployment, Business Development and Innovation to Market Ecosystem – Detention System (TBIE – D) will develop an environment promoting commercialization and deployment of technology and innovations developed or utilized in optimizing port operations through the Research and Technology Innovation Center (RTIC). This project will hire and employ new and established MWBE low-income, underrepresented minority, and women innovators, businesses, and entrepreneurs (MWBE), and other companies, especially those that collaborate with the GNRGC start-up companies and others to expand existing businesses.

Component Project-4 (CP-4): Industry and Business Expansion Corridors (IBEC): The IBEC is a stakeholder generated effort to optimize land use through a series of four coordinated projects that will enhance economic growth and jobs while providing equitable and resilient interventions to surrounding communities and businesses, including Jersey City and Bayonne, to expand on the overarching *Forward Bound Doremus* plan, the Port Newark South Capacity Expansion, and New Port Access/Egress.

Component Project-4 (CP-4) Industry and Business Expansion Corridor – East (IBEC-E), also referred to as the East Ward Roadway Improvement Project, will be implemented by the City of Newark. In response to a dramatic increase in containerized cargo flows during the pandemic, the Industry and Business Expansion Corridor (IBEC) was formed to pursue strategic initiatives enhancing the Greater Newark Port freight handling capacity aligned with the City of Newark, City of Elizabeth, PoNYNJ, NJTPA, and PNCT master plans with long-term expansion of regional assets for optimizing on- and off-port land developments.

Component Projects Support to Regional Economic Development Needs and Objectives:

The Regional Comprehensive Economic Development Strategy (CEDS) for North Jersey developed by Together North Jersey in 2015 calls for leveraging the region's location and its goods-movement facilities and infrastructure as a major source of economic growth and for maximizing the efficiency and reliability of freight movement by truck, rail, maritime, and air routes. Actions identified by the CEDS include improving facilities, operations, and policies at

and connected with the region's seaport to enhance the movement of freight; reusing brownfields for freight purposes and to support employment in port-related jobs; and ensuring facilities are in good repair, secure, and resilient to weather, climate, or other disruptions.

5. Complementary Initiatives: The GNRGC strengthens its economic impact as a catalyst for regional growth, the acceleration of the supply chain and a job multiplier with complementary initiatives aligned with its component projects:

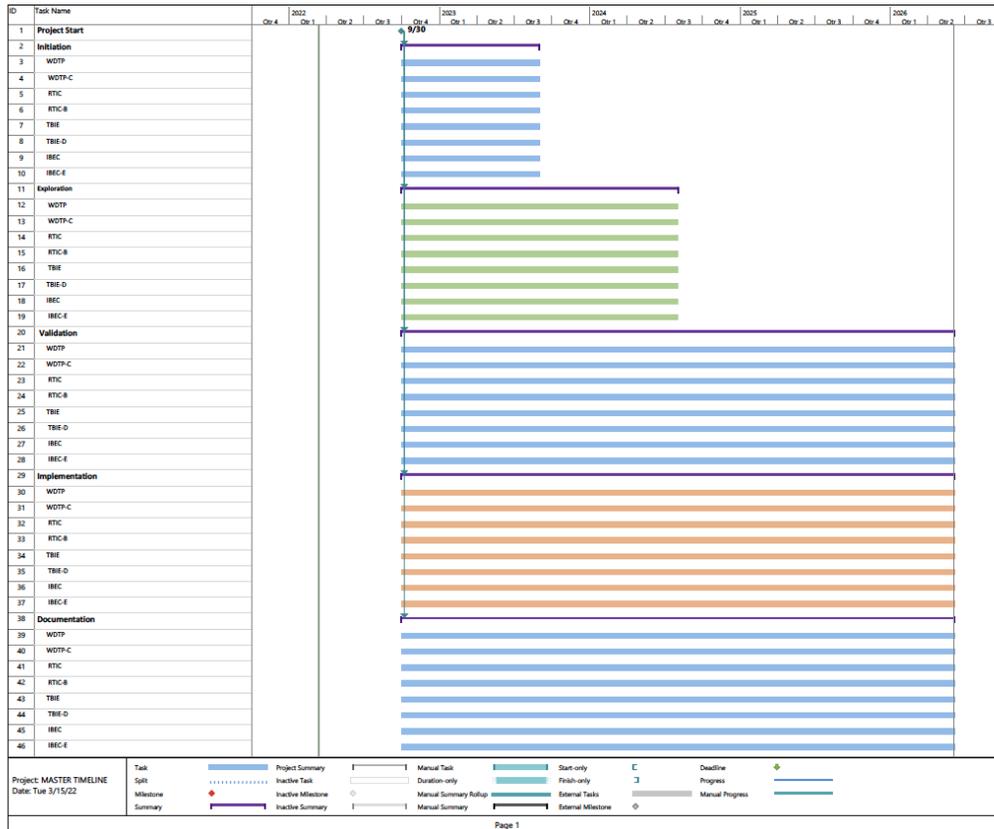
- Formation of the Greater Newark Smart Port Governance Commission, a mayoral commission with representatives from all coalition partners, select stakeholders from the port industry, all component project directors and the Regional Economic Competitiveness Officer. The commission will ensure that the counties and communities impacted will be included in the economic benefits. The commission will also ensure coordination and cohesion among the regional stakeholders to overcome a home rule mentality ingrained in the state's governing culture to achieve an aligned regional mindset and synergistic benefits.
- The Communities of Color Investment Fund, established through additional resources from partners Greater Newark Enterprises Corporation (GNEC) and the Entrepreneurs of Color Fund (EOCF), provides working capital loans and fixed asset loans for minorities and women. EOCF is a national program launched in 2015 to bridge gaps that have historically constrained growth for diverse-led businesses. Through a collective commitment of \$1.7 million, JPMorgan Chase, The Rockefeller Foundation and Prudential Financial, EOCF is partnering with GNEC and LISC Greater Newark to help local entrepreneurs of color.

These initiatives provide diversity, equity, inclusion, environmental justice and sustainability to serve the populations in the cities and counties contiguous to the port. The complementary initiatives will also bring together additional family success resources, including re-entry services, and reduce environmental impacts through improved transportation and access/egress. These programs will continue and contribute to long-term transformational impact beyond the conclusion of the BBBRC.

6. Specific Metrics of Success: The Cluster's initiatives will support an increase in anticipated container movements through the port from 7.5 million TEUs to 9.5 million TEUs over the five years from FY23-FY27. The economic impact modeling performed by NJEDA (based on the 2020 NY/NJ Port Economic Impact Assessment Report by the New York Shipping Association and NJTPA) indicates that the increased container volume will support job growth in TDL operations in 15 counties around the port, with the following outcomes.

- 40,677 direct jobs; 153,600 total jobs
- \$14.8 billion in personal income; \$44.9 billion in business income; \$5.4 billion in federal, state and local tax revenues
- 150 new businesses will be created or enhanced
- 35% of the new and upskilled jobs will go to workers in underserved communities; and there will be a
- 10-15% reduction in carbon footprint.

7. General Timeline BBBRC Award 2022-2025



b. Description of Geographical Region(s) Served

The core counties for the port industry in New Jersey are Essex (34013), Union (34049) and Hudson (34017). These are the three most densely populated counties in New Jersey. Newark, the state's most populous city, is the Essex County seat. Elizabeth, the state's fourth most populous city, serves as the seat of Union County. Jersey City, the state's second most populous city, is the Hudson County seat. The impact of the port and proposed improvements will fuel economic growth in a total of 31 counties in New Jersey, New York, and Pennsylvania, with the greatest benefit to the cities and counties that are contiguous to the Port and the Terminal.

Essex County is the state's second-most populous county, with a population of 863,728, and home to the City of Newark. Essex County is centrally located in the New York metropolitan area and acts as a gateway for goods and services in the region. Nearly 17% of the Essex County population and over 25% of the City of Newark population live below the poverty line.

Union County is the state's seventh-largest county by population, with a population of 575,345, and home to the City of Elizabeth. Approximately 10% of the Union County population and 18% of City of Elizabeth population live below the poverty line.

Hudson County is the state's fourth-most populous county and its fastest-growing, with a population of 724,854. Hudson County is home to Jersey City and Bayonne. Nearly 17% of the population of Hudson County and 18% of the population of Jersey City live below the poverty line.

These three counties have a skilled workforce but labor participation rates have declined over time. The seaport, airport and highway systems need to be expanded and improved to continue serving the population of these counties and the metropolitan area, which is home to 6% of the US population. Investing in smart enhancements and expansions of these facilities will create significant jobs and economic growth in the region.

c. Detailed Overview of Private-Sector Engagement

The private sector is a key stakeholder in driving and sustaining the transformation of the port facilities in Newark and Elizabeth and the state's TDL industries that are connected to them, and to creating equitable growth that includes high-quality jobs and business opportunities for underrepresented minorities and women in the region.

Private industry around the port has expressed a dire need for skilled and entry level labor and an interest in hiring trained and qualified underserved residents to meet the growing demand. This includes port businesses (e.g. APM, Ceres Terminals, Global Container Terminals, Maher Terminals, Ocean Network Express, Port Newark Container Terminal, Short Sea Shipping) and other businesses (e.g. Atalanta Food Group, Elberon Development Group, Prologis, United Airlines, Wakefern Food Corporation). The coalition will work with employers through its ambassadors and partners to identify skills gaps as it identifies hiring needs to be addressed through WDTP and WorkforcePort. Except as noted in CP-1, organized labor will be fully involved in the design, development and implementation of workforce development as well as supportive services programs. Industry has also expressed a need for technology innovation programs. The goal of these programs to increase overall union jobs by growing port capacity/efficiency, not to replace union workers with technology.

Additionally, investments of financial and in-kind support will be provided through private non-profit groups. SOSV/HAX Newark, a hart tech accelerator program that is a joint venture between SOSV, a global venture capital firm, and NJEDA, has made an in-kind contribution of its shared space at its proposed 30,000 square foot innovation center in Newark and related programmatic staff support. Invest Newark has committed \$1.2 million in Urban Enterprise Zone funds over the project's first two years for Minority and Women Business Enterprises (MWBs) that are expanding and/or relocating to Port Newark

d. Detailed Plan for Regional Growth Cluster Sustainability

CP-1 - WDTP:

Key elements of the workforce development and training infrastructure created by this project will continue after the funded project is complete. In particular, the training modules and programs will be incorporated as a regular program of NJIT's School of Applied Technology and Engineering (SAET). SAET will serve as steward of the training literature, plans, prototypes, machining programs, and testing and qualification tools developed by the project. Some of the programs will be developed and offered by other higher education partners including Essex, Hudson and Union County Colleges.

Construction CP-1: WDTP-C: The City of Newark is confident it will be able to secure funds to ensure the sustainability of the WDTP-C training facility as this project is essential to the community's growth and economic well-being.

CP-2 - RTIC: The long-term impact and sustainability of the innovative technology solutions developed at the RTIC will be ensured through several coordinated efforts. We will seek sustained funding for these activities and pursue the potential to embed them with our partners. The first effort is providing businesses and entrepreneurs access to the developed innovations through coordinated licensing and technology-transfer efforts including facilitating entrepreneurial pathways to commercialization. Furthermore, the innovation technologies will be disseminated with the information on standard operating and training procedures to potential users.

Construction CP-2: RTIC-B. The City of Newark is confident it will be able to secure funds to ensure the sustainability of the WDTP-C training facility as this project is essential to the community's growth and economic well-being.

CP-3 - TBIE: The longevity of this project will come from its main business promotion activities. The project engages in commercialization and deployment of technology and operational management innovations. Once these are adopted by existing and new businesses, they continue to be active and effective for the life span of the technology. Another objective is to provide mentoring and entrepreneurship opportunities for minority and women innovators and entrepreneurs. We will seek sustained funding for these activities, and will follow up on the potential to embed these activities with our partners.

Construction CP-3: TBIE-D. The City is confident that it will be able to secure funds to ensure the sustainability of the storm detention project as it is essential to mitigating health and safety concerns associated with flooding due to overwhelmed sewer treatment facilities.

CP-4: IBEC: The projects developed in CP-4 will lead to building the critical infrastructure beyond the funded period, which will continue to support enhanced Port operations and business expansion with reduced environmental impact. MarketPort and WorkforcePort will continue to exist beyond the funded project out of the economic interest of their users.

Construction CP-4 IBEC-E. Investments have been and continue to be made to the Port and the off-port surface transportation system that supports it. Port facilities within the project area have been awarded funds for modernization, however the connectivity needs support. The City is confident that a full complement of matching funds will secure this program as the need for this project is essential to the community's growth.

e. Detailed Plan for Engaging Specific Organizations

The GNGRC will hold semi-annual public meetings to inform the surrounding communities about the progress of the projects and to solicit their input and feedback on what is working and what changes may be needed. The GNGRC will also hold quarterly meetings with an advisory council of community-based organizations and labor unions, including all union and nonprofit coalition members and partners. Input from both the public meetings and the advisory council meetings will help shape agreements with the lead entities pursuing construction projects as part of this proposal, with the goal of supporting strong labor standards and ensuring that the community truly benefits from these investments.

The GNRGC has pursued a Multi-County Community Needs Assessment (MC-CNA) to inform our work. The purpose of the MC-CNA is to monitor community conditions and identify emerging and critically important workforce development needs in the region. The concept of "collective impact" has emerged as a strategy to bring the strength, expertise and energy of

numerous diverse stakeholders together to understand and tackle the many challenges that communities face today and to leverage opportunities for the future. The process will start with the formation of a Steering Committee with a diverse representation of stakeholders. The group will adopt a consensus-based process. The work will involve collecting and analyzing data and population trends, creating numerous avenues to include the community voices, developing findings, and formulating recommendations.

· f. Detailed Plan on Equitable Engagement

The Greater Newark Smart Port Coalition members will each complete the Racial Equity Framework (REF) process developed by the Newark Anchor Collaborative (NAC), an initiative of the Newark Alliance. The NAC comprises 17 organizations, joining nonprofit and for-profit institutions representing the arts, the business sector, higher education, and the health field, and including several Coalition members. Member organizations of the NAC are engaging in a transformative process to mainstream racial equity in their structure and operations. Given that each organization has its own history and unique circumstances, members are aiming to chart their respective progress on their institutional objectives. The NAC is developing a racial equity framework with which individual organizations can benchmark their progress, and which will help to construct a picture of racial equity within the NAC as a whole. The initial version of this tool is divided into three main categories addressing Equitable Hiring, Recruitment & Retention, Internal Culture, Structure & Communication, and Community Drivers and Core Business & Services, along with related subcategories.

The REF is the product of conversations among NAC members about the need for a common tool designed to gauge the progress of individual anchor institutions (and now the coalition) in advancing racial equity both internally and externally. Utilizing a single tool allows for standardized reporting across diverse organizations. The REF is both an assessment tool and a framework for guiding anchor institutions' actions relating to racial equity. It incorporates quantitative and qualitative elements to help anchors assess how they are progressing in their efforts. The questions address key aspects of building a more racially equitable and inclusive institution. The REF is intended to be a formative assessment tool that can help members identify areas of progress as well as areas where more work is needed. Contextualizing responses with the unique conditions faced by an anchor contributes to a more comprehensive picture of the state of racial equity policies and practices in the institutions and provides clarity around potential next steps. The Coalition members will each utilize the REF process to identify strengths and weaknesses and will set then organization-level goals to address weaknesses. Coalition members will revisit their progress toward their goals on a semi-annual basis. The REF can be found online: [NAC Racial Equity Framework](#).

As mentioned above, the GNGRC will hold semi-annual public meetings to engage the communities surrounding the port, and quarterly meetings with an advisory council of community-based organizations and labor unions. Ensuring benefits of the projects are shared equitably and reach all corners of the affected communities will be a consistent topic of discussion at these meetings, and the GNGRC will work to incorporate the feedback received. In addition, GNGRC has begun engagement with groups that serve historically excluded populations. This regular engagement will continue, and the coalition will conduct targeted outreach so that the populations served by these groups are aware of the various projects and

opportunities for training, employment, and entrepreneurship support. The coalition will also actively track metrics including the demographics of program participants and the share of project suppliers that are minority, women, or veteran-owned business enterprises (XBEs) and will work to ensure that the benefits to historically underserved populations are robust. robust.

g. Detailed Overview on Expected Outcomes

GNRGC's focus is on driving a 26% increase in business volume over the five years from FY23-FY27, supporting the existing union workforce while spurring job growth and new business opportunities for historically underserved communities in and around the port, increasing equity and environmental justice.

Facilities/Construction Projects

- Forward Bound Doremus and New Port Highway Access/Egress (planning and design)
- On-Port: Port Newark South Capacity Expansion Study
- Workforce Development & Training Programs Campus
- Research and Technology Innovation Building
- MarketPort
- Detention System
- East Ward Roadway Improvement Project

Racial Equity, Workforce Development, Business Incubation and Community Engagement Programs

- Workforce Development programs value inclusiveness and prioritize race and equity within the community and the port. 40,477 blue-collar jobs. 200 new-collar and white-collar jobs. stackable credentials/training for 10,000 existing freight handling jobs. 35% of new and upskilled jobs go to workers in underserved populations.
- Economic inclusion, values, thriving communities, bringing business and community leadership to address disparities among new and existing TDL and service delivery businesses at the Port. creation of 150 new TDL and related businesses.
- Strategic property redevelopment and investment; accessible transportation
- Ports R Us
- Communities of Color and Commercialization
- Supply Chains and Diversity
- Port Business Incubator
- Port Minority Business Accelerator

Research and Technology Innovation Resources

- Smart Port Operational Systems
- Smart Transportation Systems
- Environmental Clean and Green Systems
- Cyberinfrastructure and Security Systems

h. Overview of Work conducted in Phase 1

Upon notification of a Phase 1 award, the GNRGC established an organizational governance structure with three administrative executive committees: the Phase 2 Proposal Preparation Committee; the Coalition Member, Partners and Union Relationship Committee; and the Financial Management Committee. In addition, four Component Project (CP) committees were established with coalition members and partners representing specific stakeholder groups for

each of the CPs. These committees met weekly or biweekly to plan several initiatives towards developing an overall strategic vision with specific objectives and outcomes within the scope of each CP which were then discussed with leaders from the stakeholder groups and community representatives.

Additionally, a Regional Economic Competitiveness Officer was hired to work with the GNRGC members and partners, regional asset stakeholders, and USEDA to coordinate the Phase 1 work and finalize the Phase 2 outcomes.

The master plans of the coalition partners including City of Newark, City of Elizabeth, PANYNJ and NJTPA were studied and discussed to develop a cohesive strategic plan converging on shared objectives.

A website portal is being developed to support the GNRGC outreach and community engagement activities. The website portal will be identified shortly.

i. Detailed list of changes to the vision/proposal to Phase 1 Concept Proposal

- Through shared discussion and deliberations, a new component project CP-4, Industry and Business Expansion Corridor was added to focus on the long-term transformation, resilience and expansion of the port operations. Additional subprojects under CP-4 will create new employment opportunities, increase container capacity, enhance service, and engage the community.
- Construction projects for a Workforce Development & Training Programs Campus and a Research and Technology Innovation Building at 609 Ferry Street, a Detention System, and the East Ward Roadway Infrastructure Improvement Project have been added.
- Port Newark South Capacity Expansion: The PANYNJ's Port Master Plan (PMP) and the events of the last few years have highlighted the need for Port Newark expansion to increase containerized cargo capacity to meet the anticipated demands of the region and strengthen the resiliency of the supply chain.
- New Port Access/Egress: About 85% of the cargo leaving the port does so by truck, signifying that safe and efficient roadway corridors are critical to regional goods movement. The need for a robust transportation network is further highlighted by the direct proximity of the Port to one of the largest consumer markets in the world: 13.3 million people within an hour, 27.7 million people within two hours, and 46.3 million people within four hours.
- *Forward-Bound Doremus* is a recently completed redevelopment plan for the City of Newark's Port-Industrial District, 2,300 acres in the core area of Newark's Industrial District anchored by the Doremus Avenue corridor. Created collaboratively with a multitude of stakeholders and residents, the goal is to transform the Port Industrial District to balance the needs of industry, the environment, and community while positioning the city for increased economic and environmental resilience, and social equity.
- MarketPort/WorkforcePort are proposed online resources, including a property marketplace for port-related businesses and an employee workforce portal. Successful port performance and corresponding economic impact are highly dependent upon off-port businesses. New Jersey is the most densely populated state in the nation, and thus, developable property is at a premium especially in this congested port area. This activity involves the design and deployment of an online platform to market available, off port properties suitable for port-related businesses to the industrial and commercial real estate development community and to provide information about jobs to residents within the region.