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4 AEROFARMS

A recently completed 70,000-square-foot facility in Newark is home to AeroFarms' new corporate headquarters and the world's largest indoor vertical farm.

6 CAMPUSTOWN AT THE COLLEGE OF NEW JERSEY

Housing for 612 students and 80,000 square feet of retail space come together in a complex that opens a once-insulated campus to the public.

7 FANWOOD PROJECT

Community Access Unlimited's residential property replaces two eyesores while serving individuals with physical and developmental disabilities.

8 FLOODPLAIN PROTECTION AND BLUEWAY DESIGN IN BERGEN COUNTY

The Land Conservancy's Blueway program and Bergen County are removing the most flood-prone homes from river corridors to keep residents out of harm's way.

9 GOETHALS BRIDGE REPLACEMENT PROJECT

A \$1.5 billion project is underway to bring the Goethals Bridge - and the more than 14 million vehicles that cross it annually - up to speed.

10 THE HAHNE & CO. BUILDING

A mixed-use project at the former Hahne & Co. building will provide Newark with new housing, retail and job opportunities and restore a downtown neighborhood to its former glory.

11 HAT CITY LOFTS

The 32-loft condominium complex is the city of Orange's first new housing construction since the recession and the crown jewel of the burgeoning Valley Arts District.

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12 HERITAGE VILLAGE AT BLOOMFIELD

This age-restricted property adds 82 much-needed affordable apartments for seniors to the community.

14 HOBOKEN'S SOUTH WATERFRONT DEVELOPMENT

It took decades to transform 50 acres of unused waterfront into a vibrant 2.3 million-square-foot commercial, residential and recreational community.

15 HOLLY POINTE COMMONS

Rowan University's new dormitory and dining hall, breaks the big-box mold with its serpentine-shaped construction.

16 MECHAFORCE MECHATRONICS PROGRAM

The goal of this statewide program is to funnel highly trained workers back into manufacturing jobs and re-brand the industry's image.

17 MARION P. THOMAS CHARTER HIGH SCHOOL

This 73,000-square-foot, four-story high school is the only one in Newark that offers a curriculum targeting both culinary and performing arts.

18 SHAPING ELIZABETH - MRAVLAK MANOR MOBILE MARKET

The residents of a low-income housing complex, who may not have had access to fresh, healthy foods, now have those foods delivered straight to them, thanks to this project.

18 NEWARK AVENUE PEDESTRIAN MALL

By closing a stretch of Newark Avenue to vehicular traffic, Jersey City added precious open space to its downtown.

19 NEW JERSEY REENTRY CORPORATION

A pipeline from prison to productive employment, NJRC helps those who've been incarcerated establish self-sufficiency, economic independence and healthy living.

19 OLD BRIDGE BUSINESS ALLIANCE

Township businesses share ideas, experiences, resources and information through this platform initiated to strengthen each organization and the community.

20 PROJECT COMMUNITY PRIDE OF THE MADISON AREA YMCA AND THE COMMUNITY MENTAL HEALTH INITIATIVE

This initiative provides a safe, confidential resource to help young people address mental health illness by equipping them with new tools and techniques to maintain their well-being.

20 THE SALVATION ARMY RAY AND JOAN KROC CORPS COMMUNITY CENTER

The \$90 million, 120,000-square-foot community center turned part of a former landfill into catalyst for revitalization in Camden.

21 ROEBLING LOFTS

A transitional neighborhood in Trenton will be revitalized when the 99-year-old John A. Roebling's Sons Company factory is converted into a luxury 138-unit apartment complex.

21 SOMERSET COUNTY BRANDING PROJECT

What do Somerset County, affiliated county agencies, the Somerset County Business Partnership and its member organizations have in common? The belief that Somerset County is a great place to live, work, learn and play.

22 TEACHERS VILLAGE 7

The latest addition to Newark's historic Four Corners district is a \$16.5 million mixed-used development designed to attract educators to live where they work.

James Guerra Architects

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AEROFARMS NEW CORPORATE HEADQUARTERS

World’s Largest Indoor Vertical Farm Growing Fresh Greens, Jobs in Newark’s Ironbound

From the outside, Hollister Construction Services’ latest project in Newark’s Ironbound section looks like one of the many refrigeration warehouses that can be spotted up and down the Turnpike.

But behind those insulated steel walls the world’s largest indoor vertical farm is taking root. The 70,000-square-foot space on Rome Street will house AeroFarms’ third growing facility in Newark and its new corporate headquarters.

“It’s a very interesting, very cutting edge technology called ‘Aeroponic Misting,’” said David S. Williams, project executive for Hollister and construction manager on the latest AeroFarms’ project in Newark. “They have grow racks, in which a seed starts out at one end and moves down the rack as it grows and moves to the other end at full growth. They then package it and ship it out.”

Founded in the Finger Lakes region in 2004, AeroFarms’ mission is to combat the global food crisis by building, owning and operating indoor vertical farms that require fewer resources to grow and distribute nutritious food than traditional farms.

Through a process that uses LED lighting instead of sun and an aeroponic mist of nutrient-rich water and oxygen in place of soil, AeroFarms grows leafy greens – including kale, arugula and herbs – year round in a temperature-controlled, pesticide-free environment.

“It’s local and it’s green – literally and figuratively,” said Williams, “And it takes 95 percent less water and a third of the time to turn around product than a normal farming process.”

Along with Hollister, the AeroFarms project brings together real estate management firm RBH Group; architect KSS Architects LLP; structural engineer Harrison-Hamnett, P.C.; civil engineer The Reynolds Group; electrical, plumbing and fire protection engineer The Rock Brook Consulting Group; investors Goldman Sachs and Prudential Financial; with new market tax credit allocations from United Fund Advisors and Dudley Ventures; and public investments from the Ironbound Community Corporation.



This project is one of many that are allowing the city of Newark to become a destination for high-tech and environmentally friendly developments that will stimulate the local economy. AeroFarms’ new headquarters helps transform the neighborhood into a sustainable, clean and economically viable place to do business, live and work. The company estimates this farm will create nearly 100 jobs in a community with an unemployment rate that is twice the national average.

“They search out sites in urban areas where they can utilize local labor to help out communities that otherwise are not doing that well,” Williams said. “The food stays local, too. They have a test facility where they sell their products to the local ShopRite in Newark.”

Instead of shipping its produce across the country or the globe, AeroFarms’

greens remain in the region, supplying New York Metro grocers. It’s all part of the eco-conscious company’s plan to disrupt traditional supply chains by building farms on major distribution routes and near population centers.

For Hollister, a company well versed in the construction of refrigerated food facilities, the nearly two-year task of converting the former 75-year-old steel mill into a temperature-controlled farm was right in its wheelhouse, said Williams.

“It gives us an opportunity to build up our resume with this very specialized construction,” he said. “AeroFarms was excellent to work with. They are very excited to expand their operation into these markets and we’re fortunate to be partnered with them.”

What proved trickier on this project was protecting AeroFarms’ patented equipment and passing inspections.

“We were working with proprietary information that they want to keep private,” Williams said. “It does lead to some challenges with building code officials. So we have to walk them through that without giving away all their secrets.”



John Parmar (Nanak Construction)
would like to congratulate
Old Bridge Mayor’s Office of Economic Development
(Old Bridge Business Alliance) project
on receiving the
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CAMPUS TOWN AT THE COLLEGE OF NEW JERSEY

Main Street-Style Student Housing Project Opens Once-Insulated Campus to Public

If you want to build quality student housing, hire a professional, not an academic.

"Colleges are educational institutions, they are not construction companies or hotels," said Greg Lentine, director of Campus Development for the PRC Group. "With budgets getting tighter every year and schools trying to maintain the cost of education, it's stretching colleges to the limit. It's getting harder to afford to give the best education and have the best housing."

But that's just what New Jersey universities were forced to do – fund, build and manage their own student housing – until the New Jersey Economic Stimulus Act of 2009 enabled public institutions to enter into partnerships with private firms.

The act spawned a spate of new construction on colleges across the state, including the trailblazing Campus Town project at The College of New Jersey in Ewing Township.

Started in 2014, the student housing project – entirely financed and managed by the PRC Group, a West Long Branch developer and property management company – was the second in the state approved under the Economic Stimulus Act and one of only a handful nationwide to have absolutely no negative impact on taxpayers or a college's balance sheet.

"The biggest thing that makes this one impressive is it's a totally off-book transaction," Lentine said. "The college can take the money they would have spent on housing and put it into academics."

As acting developer and operator of Campus Town, PRC Group took on the \$120 million risk to build the complex that blends student housing with retail space and assumed responsibility of a 50-year ground lease, which means students and retailers pay rent to PRC instead of TCNJ.

In return, the college receives rent for the land, all the benefits of adding 612 beds for students and a new center of campus life, while not having the burden of operating, managing or paying for the project. And Ewing Township now receives a payment for property that previously was tax exempt.

But Campus Town is more than a means to an end. It's a mini Main Street that opens a once-insulated campus to the public and lessens dependence on cars – as both students and the community can walk safely to the shops.

"It adds a whole new dynamic to the school," Lentine said. "In the past, the public has been educated to stay off the college campus and students are told to stay on campus, so students and



learning were isolated and internal. This creates a natural meeting area for the public and students."

Campus Town's 278,000-square-foot first phase – 130 one, two and four bedroom apartments for 446 students and 80,000 square feet of retail space – was completed in August 2015 on time and on budget. The project's second phase – 54 apartments for 166 students – opened in time for the fall 2016 semester.

Considered an upscale alternative to dorms and off-campus living, the apartments are fully occupied and include shared kitchens and living space, private bedrooms, a fitness center, shopping, dining and gated parking. And all but 6,000 square feet of the complex's retail space is spoken for, with operations including Brickwall Tavern, Panera Bread, Barnes & Noble, Verizon Wireless, Piccolo Pronto, Spencer Savings Bank, El Mexican Mariachi, Yummy Sushi, California Tanning, Polished Nails and Redberry Yogurt.

"A business needs business 12 months of the year to survive properly. College is empty four months of the year," Lentine said. "We surveyed all of the businesses in the area and identified the need for the area and for the college, and where those sections overlapped, those were the businesses we went for."

The hope is this unique downtown design will encourage students to stick around campus on the weekends and, ultimately, if replicated at other New Jersey schools, keep more students in state.

"College is becoming extremely competitive in attracting students. Having a housing component with a public section lets them stand out from other colleges," he said. "I've been getting calls from a number of colleges who also are trying to create a similar village atmosphere."

While Lentine calls Campus Town a "win-win" for the school and PRC, he points out that public-private partnerships – especially between entities with very different approaches to decision-making – can present challenges.

"Academics and developers speak two different languages, but the most important thing is to have the right partners because this relationship is going to last 50, 60, 70 years," he said. "We are planning for the future; there is a lot to think about and we have to work together, the administration, faculty, staff and us. Having the right partners is critical to making it a successful relationship for all."

The Somerset County Business Partnership is proud to partner with the Somerset County Board of Chosen Freeholders as we together lead our County to a prosperous and sustainable future.

We recognize the efforts of all those involved in the creation of a Unified Brand and Vision for Somerset, NJ and celebrate your recognition as a recipient of the 2016 Public Private Partnership Award.

For more information on the Somerset County Business Partnership and our business, economic development, tourism, health and wellness, or sustainability initiatives drop us a note at info@scbp.org



FANWOOD PROJECT

Residence Turns Negatives into a Positive for Neighboring Towns and an Underserved Population

It took one special project to unite two boroughs and remediate two unsightly properties for the benefit of an underserved population.

In 2014, Community Access Unlimited (CAU) welcomed the challenge of razing, rezoning and redeveloping the burnt out remains of Rocco's Tavern in Fanwood and an abandoned duplex next door in Scotch Plains.

Working with multiple municipalities, state and federal agencies, CAU oversaw the adjoining of the Terrill Road lots and construction of a three-story mixed-use facility that is equipped to serve residents with physical and developmental disabilities.

"CAU seems to specialize in dealing with complicated properties and making them work out," said Sid Blanchard, executive director of CAU, the nonprofit human services agency that provides support services for individuals with developmental disabilities and at-risk youth. "Instead of creating negative issues in the community, we make positive contributions and add value to the community."

But before that could happen, Hurricane Sandy hit, further complicating the project. The site escaped storm damage but attracted the attention of the federal government when the state's flood maps were being redrawn.

"Abutting the property is a small stream that disappears into two huge tunnels that you could drive a Volkswagen through under the property," Blanchard said. "On the new flood map, the federal government took the stream that ended there and connected it to Terrill Road to make it neat. It was arbitrary and inaccurate, but since it was in the middle of our project, we had to go to the Department of Environmental Protection to get an exception."

With the new flood map threatening to derail the project, CAU hired an environmental specialist to work with Fanwood and Scotch Plains, preparing both municipalities for their exception presentations before the DEP.

"DEP looked at it and asked us to raise the base half a foot and move the footprint 12 feet away from this imaginary stream," Blanchard said. "To do that, we had to go back to the towns and get another zoning variance."

Cooperation from both towns expedited that processes, and in 2015 the more than 10,000-square-foot, barrier-free facility opened. The lot, just blocks from bus lines, a train station, and shopping and



medical facilities, contains a parking lot with 26 spaces.

The building includes two commercial units – now being used by CAU as training facilities – and two three-bedroom units on the first floor. The apartments are staffed 24/7 by CAU and reserved for low-income individuals with developmental disabilities earning less than 80 percent of the Housing and Urban Development Area Median Income.

"There are thousands of people in New Jersey with developmental disabilities waiting for housing," said Blanchard, who adds the Fanwood project is unique in that instead of segregating individuals with developmental disabilities, it integrates them into the community. "If you make a large project with many units for one exclusive population, what you are doing is setting up a ghetto."

The second and third floors contain two one-bedroom units and two two-bedroom units each, four of which are reserved for low-income individuals with physical disabilities.

"The aging of the Baby Boom generation and veterans returning with mobility issues has exacerbated the lack of barrier-free affordable housing," he said.

To accommodate those residents, the complex includes an elevator, spacious hallways and doorways, roll-in showers and is fitted with a fully automatic generator. This feature will allow necessary power to remain on in the building in case of an emergency power-outage and ensure that the people living in the units (some who utilize powered life-essential medical equipment) are not without power.

The nearly \$2.4 million project partnered CAU – who brought on Guerra Architects, Hehl & Hehl P.C., Puder and Poltrok, LLC, EKA Associates, PK Environmental and Woodruff Developers – with several organizations including the TD Charitable Foundation, Valley National Bank, the Borough of Fanwood and the Township of Scotch Plains. The TD Charitable Foundation awarded CAU \$100,000 through its "Housing for Everyone" Grant Competition. Valley National Bank provided CAU with a \$5,000 grant to assist in the cost of the project.

By revitalizing a piece of the neighborhood that was rundown and abandoned, the project helps to raise the value of neighboring residences. And since CAU also is the property manager for the building, the firm invested resources up front to minimize maintenance costs down the road.

"We use a higher grade as far as cabinetry, wood and even putting insulation between the walls inside so you can't hear your neighbor," Blanchard said, "because we are in it for the long haul."



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FLOODPLAIN PROTECTION AND BLUEWAY DESIGN IN BERGEN COUNTY

Coordinated Effort Secures Open Space Funds to Remove Most Vulnerable Homes From Harm's Way

Rampant flooding has beleaguered Bergen County for decades. After each storm, communities would band together and residents would rebuild.

But the devastation Hurricane Irene wrought in 2011 brought its flood-prone neighborhoods to their brink. Bergen County officials knew something had to change.

So when The Land Conservancy of New Jersey approached the county in 2014 about helping them identify, acquire and transition flood prone properties into open space, Bergen County was more than receptive.

"I like to think we had a good idea and Bergen County raised the bar," said Barbara Heskins Davis, vice president of programs for The Land Conservancy of New Jersey.

Founded in 1981, The Land Conservancy of New Jersey is a member-supported, nonprofit land trust that has preserved 22,600 acres of open space and helped 59 towns receive more than \$235 million in grants to purchase and protect land throughout the state.

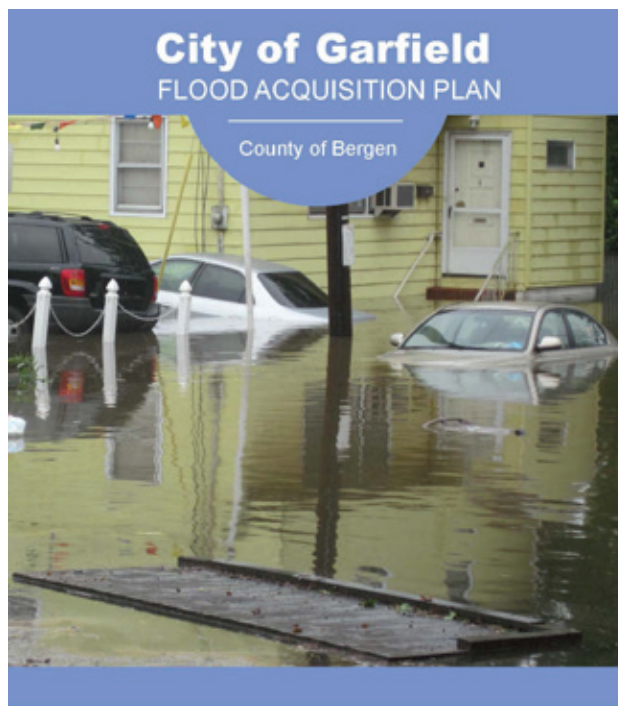
That "good idea" is The Land Conservancy's innovative Blueway program. By identifying properties within a river corridor, known as a Blueway, The Land Conservancy works with towns to purchase and remove the most flood-prone homes from along river corridors and replace them with public access to parks, walking paths and open space.

"Purchasing those properties not only removes people from harm's way," said Heskins Davis, "it creates a recreational amenity for people to use."

The Blueway program was developed in 2004 to help Pequannock Township purchase and remove 66 homes along the Pompton River after years of unsuccessful attempts to secure federal funding left those neighborhoods vulnerable to future floods.

"The homes may not qualify for federal funding, but if they are purchased for open space or public benefit, it could qualify for the Blueway program," Heskins Davis said. "State funding is used to purchase the homes, county funding to purchase the properties and town funding to make up the difference."

A decade later, the Pompton River Walkway stands in place of those homes. During that time, The



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April 2016



Land Conservancy also helped another town in Middlesex County purchase 134 additional homes following Hurricane Sandy.

But when Bergen County partnered with The Land Conservancy, they took their idea one step further, Heskins Davis said, by offering to fund the development of those plans for any of their towns. The cost of those plans average between \$3,500 and \$5,000, but the message it sends to flood-plagued communities is invaluable.

"That says, 'This is really important to us,'" she said. "It opens up the doors to these communities."

Through this partnership, six municipal flood acquisition plans have been completed for Bergen communities subject to repeat flooding, for Oakland, Westwood, Fair Lawn, Lyndhurst, Garfield and New Milford. Bergen County also hired Rutgers University to complete conceptual restoration plans for those five municipalities and Oakland Borough, which was the county's first completed flood acquisition plan.

It marks first time The Land Conservancy of New Jersey is working with a New Jersey county in multiple towns and Rutgers, the State University, through their Blueway program.

With The Land Conservancy's assistance, Oakland Borough purchased five homes along the Ramapo River, expanding Truman Park in the heart of the community. The conceptual restoration plans illustrate how the properties will function for flood control and mitigation when the homes are removed.

While this Blueway program is not intended to completely solve a community's flooding problems, Heskins Davis said, it empowers them to take the lead in ensuring the most vulnerable homes are removed. Once that happens, municipalities no longer have to assume public service expenses such as road maintenance, utilities or send in rescue crews to evacuate the residents during severe weather events. It also allows towns to redirect the taxpayer dollars from rescue and rebuilding efforts to economic development and community health and wellness initiatives.

"It reduces this checker boarding effect where one house is bought out, the other is not," she said. "The idea is to spark interest in being bought out, so you no longer have these areas where you have to go in and provide a service were there was a great need."



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GOETHALS BRIDGE REPLACEMENT PROJECT

First P3 on Major Transportation Facility in Northeast to Bring Bridge and Motorists Up to Speed

When the Goethals Bridge opened in 1928, its four 10-foot-wide lanes were constructed to accommodate svelte Model A Fords, not strapping SUVs and tractor-trailers.

The girth of today's vehicles leaves no passing room on the Goethals, which means the lanes can't function independently. That's why a stalled car or accident always snarls traffic on the bridge that connects Elizabeth to Staten Island, N.Y.

"During the periods of peak commuting times, the bridge is now rated at the lowest standard of service. It's essentially barely flowing," said James Blackmore, program director of the Goethals Bridge Replacement Project.

But drivers' days of crawling across the Arthur Kill at rush hour are numbered, said Blackmore. The \$1.5 billion Goethals Bridge Replacement Project will replace the outdated Goethals with six 12-foot-wide lanes and shoulders to bring the bridge and the more than 14 million vehicles that cross it annually up to speed.

"Soon the Goethals will no longer be the pinch point," Blackmore said.

The Port Authority of New York and New Jersey began searching for solutions to update the narrow Goethals in the mid-1990s. Concepts such as twinning the existing structure with another span were discarded because they didn't address the aging existing structure. In 2002, the Port Authority started investigating what it would take to replace the bridge entirely, said Blackmore, and the federal environmental impact statement process that followed in 2004 took six years to complete.

"One side is heavily industrial and one side is heavily wet lands with a superfund site in the middle of it," he said. "Everything had to be considered, from noise and dust during construction to impacts on wetlands and how that is going to be mitigated."

Once given the green light to proceed, the Port Authority reached out to private developers for input.

"We went to the P3 world and said we were seriously thinking about doing this bridge as a P3," he said. "We were interested in what the industry thought about this and asked if they would be willing to come in and tell us things we should be concerned about or aware of and how we should tailor our project agreement for best results."

Twelve different private firms presented proposals to the Port Authority before the project even went to bid. Information gleaned from those meetings was incorporated into the Port Authority's official project proposal, which NYNJ Link Developer, LLC eventually bid on and won. Construction started on the new eastbound side of the bridge in 2014. The joint effort represents the first true public-private partnership on a major transportation facility in the Northeast, said Blackmore.



"With a P3, you get more brains working on something," he said. "We thought we could incorporate private sector innovation and make it subject to our performance and function criteria."

In addition to increasing lane width by two feet, the new Goethals Bridge will add another lane in each direction, four shoulders – two 12-foot-wide and two 5-foot-wide – and a 10-foot-wide pedestrian and bike/walkway on its north side. The replacement bridge design allows for a future corridor for transit such as bus lanes or light rail between the eastbound and westbound roadways.

The Goethals replacement also will provide state-of-the-art smart bridge technology, including Roadway Weather Information Systems that collect environmental data such as wind speed, visibility and pavement temperature. A Traffic Detection System will use sensors to provide alerts on traffic build-up so incident response plans may be quickly implemented.

To bring the new bridge online, all traffic from the existing Goethals will be diverted to the eastbound structure – striped to temporarily carry two 12-foot-wide lanes in each direction – for about a year until the second westbound structure comes online. The first cut over is expected to happen in the first quarter of 2017, said Blackmore.

NYNJ Link Developer, LLC covers the capital expenses for this project – about \$1 billion, which the Port Authority has 35 years to repay. The Port Authority's total direct cost is roughly half a billion dollars and includes expenses such as preliminary designs, environmental impact statement, cost of carry and acquisition of right of way for the 1.4 mile project.

"The alternative would be for the Port Authority to pay for the whole project up front, which puts working on other projects in the same time frame out of the picture," Blackmore said.

Should the developer underperform or if the replacement bridge develops problems during its service period, the Port Authority will be able to reduce payment.

"That's their 'skin in the game' period," said Blackmore. "They have to build a structure that will not only satisfy the initial acceptable criteria but 35 years of maintenance. It's incentive for it to be designed and built right, in addition to all the other checks and balances we put in there."

Everyone, especially the public, benefits from the partnership, said Blackmore. NYNJ Link Developer, LLC receives a return on their investment. The Port Authority completes a much-needed transportation project that allows them to maintain significant operation of the bridge and continue collecting tolls.

And drivers?

"The benefit to them is they get to work on time," he said.



Inglese Architecture + Engineering would like to congratulate the New Jersey Housing and Mortgage Finance Agency on their Public Private Partnership Award for the Hahne & Co. Department Store Redevelopment project as well as all of the other recipients of the Public Private Partnership Awards.

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THE HAHNE & CO. BUILDING

Modern Makeover Returns One-Time Crown Jewel of Downtown Newark to Its Former Glory

When redevelopment of the former Hahne & Co. building opens early next year, those involved expect it to play a central role in the economic revitalization of downtown Newark.

Public and private entities have partnered to transform the long-vacant building on Broad Street into a new mixed-use development, which will provide market-rate and affordable housing, new retail, job opportunities and dedicated space for Rutgers University. The redevelopment includes 160 new apartments – ranging from studios to three-bedrooms – 64 of which will be set aside as affordable housing for households earning between 40 and 60 percent less than the area median income. Amenities for residents include an exercise room, terrace, on-site security and community room.

“The Hahne’s redevelopment will invigorate Newark’s Broad Street corridor with a mix of commerce, arts and culture, and contribute to the city’s revitalization as a lively, walkable, downtown destination,” said Anthony Marchetta, executive director of the New Jersey Housing Mortgage Finance Agency.

Approximately 175,000 square feet of retail and commercial space will include Newark’s first Whole Foods Market, new headquarters for City National Bank of New Jersey, and a 50,000-square-foot center for Rutgers University’s Department of Arts, Culture and Media, which will feature a 250-seat auditorium-style classroom as well as studio and gallery space.

The involvement of NJHMFA, the New Jersey Economic Development Authority, the National Park Service, L+M Development Partners Inc., Prudential Financial and the Goldman Sachs Urban Investment Group helped facilitate the rehabilitation of the historic building, which had been vacant for more than 30 years. The restoration preserved key elements of the building’s original façade and interior, including its famed 200-foot long skylight, which will provide natural light for the upper levels as it did throughout the building’s storied past. The first floor will feature a shared lobby and public atrium that will connect to a newly constructed, 9-story, mixed-use building at the corner of Halsey and New streets.

“The architectural restoration and modern-day repurposing of this once magnificent retail palace into a mixed-income and mixed-use development is designed to promote the long-term viability of the neighborhood and spur its revitalization while enhancing the aesthetic appeal of its city center location,” said Marchetta.

“Thanks to the outstanding public-private partnership spearheaded by L+M Development and the critically-needed financing smoothly expedited by multiple partners, including the NJHMFA, the Hahne building will once again assume its rightful place as the pride of Broad Street and prominent focal point of Essex County’s 21st century renaissance.”



When local businessman Julius Hahne built the Hahne & Company department store on Broad Street in 1901, the four-story structure was described as “one of the largest and most elegant stores in America” by the Newark Daily Advertiser. Lavishly appointed with grand staircases, elaborate wrought iron bannisters and tall windows, the Hahne’s brand became nationally renowned. For nearly 85 years, this 400,000-square-foot landmark stood as the crown jewel of downtown Newark with a loyal following of the city’s wealthiest families. After several changes in ownership, the store closed in 1986 and has been vacant ever since.

The building sits opposite from Military Park, adjacent to the new 20-story Prudential office tower and within walking distance of Rutgers University, New Jersey Institute of Technology, New Jersey Performing Arts Center, the Newark Museum and the New Jersey Historical Society.

“It’s just a fantastic project that will benefit everyone,” said Marchetta.

The total development cost of the Hahne’s building conversion is \$175.5 million. The NJHMFA provided \$66.8 million in financing through its Multifamily Conduit Bond Program and approved the project for four percent federal low income housing tax credits, which are expected to generate nearly \$13.2 million over 10 years. An economic redevelopment and growth tax credit equity provided \$28.5 million and historic tax credit equity provided \$20.5 million. Tax credits are provided by the National Park Service.

The NJHMFA estimates that the project has generated more than \$278.1 million in one-time economic output such as sales and business revenues. During construction, the job is supporting more than 1,660 direct and indirect full-time jobs and over \$10.1 million in state and local taxes. Once complete, the project will continue to provide about \$31 million in ongoing economic output, 175 full-time jobs and \$1.7 million in state and local taxes each year.

“The combination of financing provided by NJHMFA, Prudential Financial and Goldman Sachs Investment Group has created prime, affordable and market rate housing opportunities for Essex County residents while at the same time introducing a new local investment that will spur economic development,” said Marchetta. “It’s a win-win for both public and private entities.”

The public financing of the Hahne’s building conversion helps the NJHMFA ensure that its investments leverage existing community resources and enhance market value and community well-being.

“This blend of mixed-income housing within a mixed-use retail setting increases community diversity, expands the local tax base, drives economic growth and strengthens the long-term vitality of the community,” Marchetta said.





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HAT CITY LOFTS

Converted Hat Factory a Symbol of Resurgence in Orange's Burgeoning Valley Arts District

Once upon a time, Orange Township was the hat-making capital of the United States.

At the industry's peak in the 1890s, there were 34 hat-making factories in the city's 20-block Valley neighborhood, employing more than 3,700 people and producing nearly 4.8 million hats in one year.

Orange's hat-making boom began going bust in the 1920s as the number of city firms dwindled from 21 to five. By 1960, only its hulking factories remained.

Among them is the former F. Berg hat factory, a three-building complex on South Jefferson Street that has been decaying for a decades. But in those blighted buildings, the city, a developer and lenders saw beautiful potential.

"They were tall buildings with punched-out windows. It was a reminder of a bygone era and a symbol of decline," said Patrick Morrissy, executive director of Housing and Neighborhood Development Services, Inc., an Orange-based nonprofit community development corporation. "Now it's just the opposite. It is a symbol of resurgence, revitalization and renaissance."

That's because HANDS, Inc., New Jersey Community Capital and the city of Orange teamed up to transform the eyesore into Hat City Lofts, the city's first new housing construction since the recession and the crown jewel of the burgeoning Valley Arts District.

"The housing market was significantly weakened when the housing bubble burst and the economy tanked," Morrissy said. "So these are not only the first market-rate housing project, but the first condominium project in years in the Valley neighborhood."

Nearly complete, the 32-loft condominium complex with 8,600 square feet of arts-related commercial space will cap off the Valley Arts District.

The product of a public-private venture – led by partners HANDS, Inc. and New Jersey Community Capital and the cities of Orange and West Orange with funding from NJ Housing Mortgage Finance Agency and corporate contributions through the NJ Neighborhood Revitalization Tax Credit – the Valley Arts District has brought back to life 15 blocks of vacant manufacturing buildings on the Orange/West Orange border. NJ Community Capital and its subsidiary, Community Asset Preservation Corporation, are active partners on the project contributing cash equity, day-to-day management and a loan guarantee.

"Projects like this can't happen unless you bring the three sectors together: public, private and private nonprofit," said Morrissy. "Who's going to undertake a project like Hat City Lofts that's been 10 years in the making? The private sector alone doesn't have that staying power."

Perhaps the biggest hurdle the team had to get over before breaking ground on the project was



getting the district designated by the state as a Brownfields Redevelopment Area, which provided financial assistance and fast-tracked environmental approvals.

"Some of these buildings were contaminated from their former industrial uses – or at least in our case the ground around it. So that meant both clean-up and a whole regimen of environmental approvals," said Morrissy. "If we couldn't unlock these properties environmentally, they would have languished."

Both municipalities planned and designated adjacent Redevelopment Areas that are zoned for and promote a common vision of arts-related revitalization. As one of the first steps, HANDS, Inc. incubated and nurtured a community arts organization – ValleyArts – a group of educators, artists, business

owners and community leaders to ensure that the arts district that everyone envisioned would be truly of the community.

Since launching the effort in 2006, HANDS has redeveloped 13 industrial, commercial and mixed-use properties, providing affordable space for artisans, innovators, community builders and multiple arts-related commercial uses. Another residential project in development will add 128 apartments – within walking distance of an NJ Transit commuter rail station, providing direct service to Newark and Manhattan.

"The Valley Arts District rebuilds the city's tax base, creates new careers for young people and recreation opportunities for adults. It beautifies and puts Orange back on the map," Morrissy said. "And Hat City Lofts is the linchpin to this project."

The \$8.3 million project created 75 construction jobs over the 15-month construction period. Its commercial space will create another 36 permanent jobs. Hat City Lofts will generate annual property taxes of \$145,200 in its first year of operation – an amount that will rise annually.

Working within the framework of existing brick factories constructed in 1864 and 1908 give the lofts a hip, industrial appearance.

"There are a lot of the modern conveniences with some of the old materials shining though," Morrissy said. "You'll see old steel fire doors, exposed brick and beams and new floors, stainless steel kitchens, granite counters, high ceilings and big windows, not unlike places you've seen in SoHo."

All of the building's units sold before construction was complete, which Morrissy said signals not only the emergence of the Valley Arts District, but a healthy housing market in Orange.

"It's priming the pump for the return of the market after the recession," he said. "It's propelling the arts district and really changing people's image of the city of Orange."

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HERITAGE VILLAGE AT BLOOMFIELD

Affordable Senior Housing Complex Addresses Pressing Need of Aging Population

Building quality affordable senior housing that benefits both its residents and the community is no easy feat.

It requires knowledgeable development companies and lenders, ideal locations and patient, amenable host towns.

All of those factors came together in the case of Heritage Village at Bloomfield. The 83,000-square-foot, age-restricted, 55-plus community for seniors of low and modest income is the product of a successful partnership between Community Investment Strategies, Inc., Township of Bloomfield, NJ Housing Mortgage Finance Agency and the New Jersey Department of Community Affairs.

"Building quality affordable senior housing in New Jersey is our specialty – our portfolio includes 10 completed age-restricted communities and we are slated to open two more this year," said Christiana Foglio, president and CEO of CIS. "We understand the important responsibility of creating/building communities that fit in and are needed."

And that need in Bloomfield was overwhelming.

"The mayor and city council members would get calls from local seniors saying, 'We can't afford to live here, help us,'" she said. "These are people who have lived in their houses for 30 years and are downsizing and living on social security. To go into the rental market and pay the rates they are asking for a one bedroom – anywhere from \$1,000 to \$1,500 – is often impossible."

Heritage Village at Bloomfield consists of 82 affordable apartments – with rents ranging between \$410 and \$862 for a one bedroom and \$492 and \$1,028 for a two bedroom. Five apartments are reserved for victims of homelessness.

The five-story, handicap-accessible building is located in the existing historic downtown neighborhood, just two blocks west of bustling Bloomfield Avenue.

The building's exterior features a mix of brick, stone masonry, fiber cement board, and casement windows, marrying modern architectural elements with civic undertones to blend into Municipal Plaza. The interior is open and airy with ample light from both the use of large storefront windows on the ground floor and LED lighting throughout. Heritage Village's ground floor houses a management office, a library and computer room, and a 1,800-square-foot community room with a fireplace and catering kitchen. The second floor includes a large fitness center and wellness room, and residents enjoy many planned activities. The Bloomfield Township Division of Health provides ongoing social service coordination to all residents.

Apartments feature modern layouts, central heating and air conditioning, energy efficient appliances, hardwood parquet floors, ceramic-tiled kitchen and baths, and emergency pull cords. The building is a certified Energy Star Multifamily High Rise building and was designed and constructed



using the latest in energy efficient technology. High-efficient mechanical and plumbing systems, windows, lighting, and flooring were utilized. In addition, the project will participate in the NJHMFA's energy benchmarking program.

After Hurricane Sandy, nearly 100,000 homes in Bloomfield were without power for several days. Of the 859 units in Essex County that suffered flood damage, 54 percent were low- to moderate-income households, leaving a high-demand for affordable-housing options. Heritage Village at Bloomfield not only addresses the demand, but it was constructed with resiliency features to protect residents from future weather-related disasters. In addition, the community features an emergency gener-

ator that powers the community room, an elevator, and a ground level bathroom with shower that are all accessible during times of extended power loss.

Funding for Heritage Village at Bloomfield was provided by Low Income Housing Tax Credit equity provided by Boston Capital and JPMorgan CHASE, a construction and permanent loan from the New Jersey Housing and Mortgage Finance Agency, and Community Development Block Grant Disaster Recovery Funds.

"Tax credits are a major funding source and getting them is a highly competitive process. It took us three years to secure those credits and the town stuck with it," she said citing the process Bloomfield had to see through to have the neighborhood designated an area in need of redevelopment, which greatly improved CIS' chance of receiving tax credits. "We've been in towns where you submit the tax credit application and you don't secure those credits the first or second time and the town is onto another developer. A lot of towns don't understand that process, so they think it's the developer's fault."

For Bloomfield, Heritage Village was well worth the work and the wait.

Not only will the township receive affordable-housing credits, but it added much-needed senior housing to their community, which boosts the economy of the neighborhood as residents shop and entertain locally.

Being situated on the corner of Franklin Street and Municipal Plaza, puts Heritage Village residents within site of the fire and police departments and City Hall – a big plus for such a community, said Foglio, "because it's important for seniors to feel safe."

"Mayor Venezia and council of Bloomfield, as well as Director of Community Development Glenn Domenick were essential in the development of this project," said Foglio. "The township provided a Payment in Lieu of Taxes agreement to the project, which will help keep operating costs for the community manageable. In addition, the staff of the building department were excellent at managing the permitting and inspection process and kept in constant communication with our construction team which helped keep the project on-time and budget."



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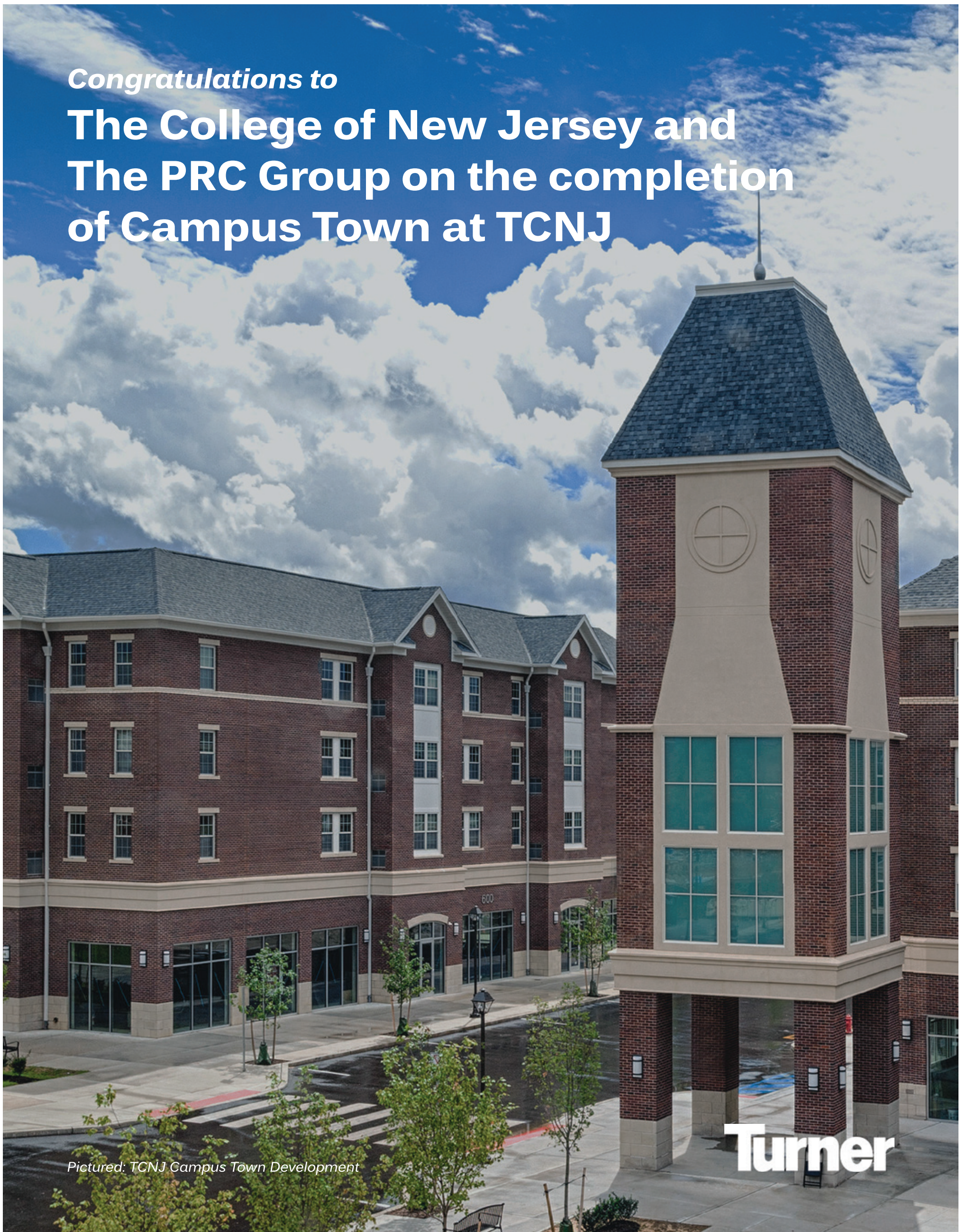
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Pictured: TCNJ Campus Town Development

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HOBOKEN'S SOUTH WATERFRONT

City, Port Authority and Developers Turn Unused Piers and Warehouses Into Successful Mixed-Use Development

In Hoboken, where development has nearly reached its maturation, the creation of at least 2.3 million square feet of space on three new city blocks is no small feat.

It took the city of Hoboken, The Port Authority of New York and New Jersey and their private sector partners, including SJP Properties and Ironstate Development, decades to transform 26 acres of unused property bordering the Hudson River into Hoboken's South Waterfront. The unique commercial, residential and recreational community preserves the city's architectural character and provides public access to the waterfront.

"This is the last commercial piece in the core of the Hoboken business community," said Jeff Schotz, executive vice president of SJP Properties, which has been involved in the project for 19 years. "On a venture like this, each party has different wants and needs and has to be able to collectively work with the other in order to make a successful partnership. I don't think we could have asked for a better outcome than what has transpired there."

The massive undertaking started in 1995 when the Port Authority and city of Hoboken collaborated on the Waterfront Development Agreement. The agencies worked together to clear the blighted piers and warehouses from the property and jointly adopt a mixed-use waterfront development plan before accepting bids from private construction firms.

"The Port Authority was able to lease the land and generate a considerable fee," said Schotz. "The city was able to provide a payment in lieu of taxes (PILOT), which brings income to the city for a site that would otherwise be a dormant piece of dirt."

SJP properties oversaw the project's commercial development – three 13-story Class A office towers – which sits at the southern end of the site, closest to the historic Hoboken Terminal. The firm owns and manages two of the towers – housing such leading corporations as global publisher John Wiley & Sons, Marsh & McLennan, Japan's Sumitomo Trust & Banking, Rubbermaid and Ernst & Young – and recently completed the third office building, which is anchored by Pearson Education.

Ironstate constructed the project's residential amenities, including a 526-unit rental building with 62,000 square feet of retail space and a new 265-room "W" hotel at the property's northern end. The complex also is home to a supermarket, banks, restaurants, parking and a waterfront promenade and park.



The Port Authority designed and developed common site improvements and extensive public waterfront park lands to ensure that the architecture, building materials and landscaping are consistent with the rich historical character of the surrounding community.

"Hoboken is an older community with a lot of brick and stone," Schotz said. "If you look at our buildings, they are modern, but at the same time fit in extremely well with tone of the town."

Working with such a large parcel that is owned by one public agency – the Port Authority – but under the jurisdiction of another – Hoboken – comes with its share of challenges, said Schotz, such as getting the land designated as an area in need of redevelopment to qualify for the PILOT. And with a lengthy project timeline that stretches back to 1995, the risk of losing a partner mid-project increases. Unforeseen economic downturns, including the recession and the housing/commercial market crash, could have killed Hoboken's South Waterfront before its completion.

"We could have abandoned the project, but SJP Properties is a very stable company. We were able to carry through the downturns that always exist in a business cycle," said Schotz, who explained that after building and pre-leasing the first two office towers, the company decided to wait out the storm and put the third office building on hold until the market showed improvement. "As a real estate developer, you need to have some patience. This is one of those cases where we had to work with the market, not outpace it."

That third tower, completed in November 2014, is fully leased while the rest of the waterfront market is still reporting around 20 percent vacancies. That's no coincidence, said Schotz. "We are attaining the highest rents in the state of New Jersey for Hoboken because it is such a desirable place," he said. "When tenants move in, they don't move out. We have to do very little to attract tenants because Hoboken is a quintessential live, work, play community."

And Hoboken's South Waterfront – with its modern office towers and brick residences, all feet from parks, recreation, retail and public transportation – was designed to be a microcosm of the city's best qualities.

"The three most important words in real estate are location, location and location," Schotz said. "When you are a block away from the biggest transportation center in New Jersey, how can you not succeed?"

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HOLLY POINTE COMMONS

Developers Coax Rowan Outside the Box on Unique Student Residence and Dining Hall

Talk about a learning curve.

Holly Pointe Commons, Rowan University's new dormitory and dining hall, breaks the big-box mold with its unique serpentine-shaped construction.

A pioneering \$145 million facility built to accommodate Rowan's soaring enrollment, Holly Pointe Commons features a long seven-story western wing that connects to a four-story curvilinear eastern wing through study bridges. The 303,000-square-foot complex near the corner of Mullica Hill Road and North Main Street, houses 1,415 students, feeds 500 in one sitting and creates an oval-shaped pedestrian greenway at its core.

The outer edge of the oval defines a new campus gateway to visitors approaching the university from the east, enhancing the institution's image and the safety of the students. The building is set back from the surrounding roadways, situated into the existing natural landscape and surrounded by a rain garden that serves as both a visual buffer and an environmentally sensitive storm water management strategy.

"(Vice President, Student Life and Dean of Students) Richard Jones wanted a building with wow factor, something the parents and students would be very impressed with and something to attract new students," said Ronald Hansen, senior vice president at The Michaels Organization, a privately-held family of independent companies that specialize in mixed-financed, workforce, multifamily, military and student housing. "We think we have that."

But Holly Pointe Commons isn't exactly what the university had in mind when they first came to the table.

"When we started it was very traditional. Then, as Rowan became part of the team, our architect brought a lot of creative ideas to them," said Hansen. "I think it got them excited about the project and took off from there."

University Student Living, a company of The Michaels Organization, led the financing, development, design, construction and building operations. Provident Resources Group, a national nonprofit organization, serves as project owner and was integral to project execution and the creation of a financing plan. Erdy McHenry Architecture developed the complex's innovative design, which was brought to life by Torcon, Inc., a general contractor with a history of success with time-sensitive proj-



ects in New Jersey.

ects in New Jersey.

"Working with a university takes a little longer. It is a very traditional kind of decision-making group with requirements and an organized structure. You want to make sure everyone is involved and has a say. Where as we as a private company have a boss and that boss can make a decision," he said. "But Rowan had record-breaking time in making decisions."

Given Rowan's rate of expansion – between 10 and 12 percent annually – and limited resources, this public-private collaboration allowed the university to focus its resources on academic facilities – a new College of Business and College of Engineering facilities – because housing was financed through private sources. The process also enabled the project to move swiftly with selection to delivery in less than 17 months. Additionally, the combined staffs were able to divide and conquer

on the many projects Rowan has underway.

"If Rowan wanted to build a building like this, they'd have to get an allocation of \$100 million," said Hansen. "We can leverage the cash flow from private investors, so it's more like getting a mortgage that will be paid over 35 years in student housing fees. They got something essentially for nothing."

And there's no denying Holly Pointe Commons is quite something.

"I like that it's not a rectangular building. The hallways are not like a bowling alley," Hansen said. "It looks like something very modern, something you would find in high-end luxury housing."

Inside these unique buildings are state-of-the-art features designed to address the needs of today's students, from seamless Wi-Fi service to increased gender-inclusive options.

"Millennials are very connected. They want to be mobile and use their multiple devices in their in the rooms, outside, in the hallways – anywhere they go," said Hansen. "And these days we're getting into gender identity more, so we designed separate bathrooms, sink rooms and toilet rooms that can be gender neutral or gender specific, not standard male and female."

Holly Pointe's popularity has spread beyond Rowan's campus, with media outlets, including NJ.com and Philadelphia Magazine, lauding the new construction as "cool" and "outside the box." All proof, said Hansen, of a successful project and partnership.

"It's fun to have those titles," he said.

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MECHAFORCE MECHATRONICS PROGRAM

Statewide Program Aims to Rebrand Manufacturing Industry and Help Develop Talent to Support It

Today's manufacturing jobs are not in the factories where your grandfather worked.

"Those were dirty, dangerous, dead-end jobs," said Gale Tenen Spak, Ph.D., NJIT associate vice president responsible for MechaFORCE. "The industry has this horrible image because people don't realize how manufacturing is happening today."

An innovative, statewide program, MechaFORCE was created in 2014 to fight that stigma by rebranding the industry and assist with attracting and developing the talent needed to support modern design fabrication and manufacturing in New Jersey.

"We are trying to change the three Ds of manufacturing to the three Ss," said Spak. "Spotless. Safe. Sustainable."

There are 11,000 manufacturers in New Jersey, many highly automated, and they require a workforce with advanced levels of knowledge. These companies have openings, said Spak, but can't find enough qualified workers to fill them.

"MechaFORCE has evolved as an answer to this incredible shortage of workforce," said Spak. "The long-term goal is producing the employees for advanced manufacturing and the short-term goal is helping these companies find qualified employees now."

To accomplish that, MechaFORCE works in partnership with New Jersey educational institutions to develop curricula and provide education and training in the field of advanced manufacturing, starting specifically in the field of mechatronics. Launched in 2015, the MechaFORCE Mechatronics Program is funded by NJ manufacturers, such as Norwalk and Triangle Manufacturing, and is affiliated with the New Jersey Institute of Technology Continuing Professional Education and the New Jersey Department of Labor-funded Advanced Manufacturing Talent Network.

The goal of the Mechatronics Program is to rebuild the pipeline that once existed at the high school and college levels to funnel skilled workers back into the industry.

"It used to be that the community colleges in New Jersey all had associate degrees that led to the old manufacturing jobs," said Spak. "Almost all these programs were – in the jargon of higher education – sunsetted. They are on the books, but there were no students so the classes weren't held."

The program's public partners – educators – have agreed to support manufacturers by integrating into their courses the very skills and competencies the companies identified as necessary for their employees. Private partners – manufacturers – not only help to develop curricula, but spend their money and time to speak with prospective employees about careers in advanced manufacturing and let students tour their manufacturing plants. The result is an industry-driven, collegiate-level Mecha-



tronics curriculum that is patterned on the U.S. Department of Labor Office of Apprenticeship model of formal and hands-on learning in appropriately equipped modern training labs and on-the-job training.

MechaFORCE provides a structured and sequential educational, apprenticeship and career pathway leading to an associate degree, industry-valued certifications and, as an option, to a bachelor's degree. This educational pathway has "off-ramps" permitting learners to assume paid positions, said Spak, and "on-ramps" permitting employees to return to their education so they can earn while learning.

In 2015, MechaFORCE progressed with plans to offer the Mechatronics curriculum at career, technical and traditional high schools, and at two- and four-year colleges

in Hudson, Ocean, Monmouth, Middlesex, Bergen, Essex and Union counties and with partnership with Thomas Edison State University.

"We have hope that at the point of graduation – 12th grade or one year more – students will have earned a high school diploma and an associate degree in this area and one of three industry valued credentials," Spak said. "Then they get a job. That's the big deal. They meet that desperate need of the manufacturers for new blood and have the option to work toward a bachelor's."

In 2016, the program started offering professional development courses that lead to credentials (in addition to degrees) and jobs and develop other career and educational manufacturing pathways in addition to mechatronics.

This year, MechaFORCE will focus on helping numerous New Jersey manufacturers start and sustain Registered Internship programs for new employees that involve on-the-job training and formal learning as defined by the U.S. Department of Labor, Office of Apprenticeship. Because it will begin with the mechatronics occupation, it will refer to itself as the New Jersey MechaFORCE Registered Internship in Mechatronics Program. As industry-driven curricula for other occupations in manufacturing are developed and later taught both to youngsters and adult learners, MechaFORCE will continue to establish new Registered Internship programs for each, such as M-RIC for MechaFORCE Registered Internship in Computer Numerical Controls Program.

"We are interested in success. We want highly motivated and talented students to be prepared for roles in advanced manufacturing. We want companies to remain profitable and prepared as they maximize their potential to produce," said Spak. "We believe the MechaFORCE public-private partnership is the answer."

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The biggest challenge about building a school is that there isn't any wiggle room on the construction deadline.

"When school starts, the kids are going to be there with their lunch boxes," said John Maulbeck, senior project manager for Hollister Construction Service, LLC. "It's not a matter of telling the owner it's going to take another couple weeks."

On Aug. 28, 2015, when Marion P. Thomas Charter School students arrived for their first day of school, Hollister was part of the team that made sure their new high school was ready.

The \$22 million Marion P. Thomas Charter High School of Culinary and Performing Arts is equipped with all the amenities found in today's traditional educational facilities, including 38 classrooms, science, media and computer labs. But what makes the 73,000-square-foot, four-story high school unique is that it's the only one in the city of Newark that offers a curriculum targeting both culinary and performing arts.

Students have access to state-of-the-art equipment and training amenities that encourage experiential learning and prepare them to continue on to college or enter the workforce. The dining facility includes additional cooktops, pizza ovens, steamers and refrigeration boxes, which allows it to function as both a cafeteria and cooking classroom. For voice, dance and theater students, there is a dance studio, production room, prop workshop and blackbox theatre.

"There is a regular curriculum as well, but the students going to this school are looking to become chefs or theatrical performers or learn to run the production side. They need to know how you manipulate a stage and seating equipment," Maulbeck said. "The dance room has a wall of glass, so they can teach ballet. There's a makeup room where students can learn to do each other's makeup for theater and an area where the kids can practice producing a show."

Ensuring student safety also was a top priority for Hollister and Marion P. Thomas Charter School. "There's a full-blown security system. You can't drive into the site or enter the building without



meeting or greeting someone," he said. "And an alarm sounds if they leave without permission."

The new facility is not only a meaningful addition to the students and families that the Marion P. Thomas organization serves, but also to the Central Ward and the Newark community as a whole.

Without the unified efforts of the entire team, this project may not have come to fruition on budget and on time. That team includes: client and owner Friends of Marion P. Thomas Charter School/MPT Facility, Inc.; development manager Charter Educational Development, LLC; construction manager Hollister Construction Services; Blackney Hayes Architects; engineers from Bohler Engineering, MacIntosh Engineering and BHH Engineers; theater designer Schuler Shook; MZM Construction & Management; and investors Goldman Sachs, Prudential Insurance and New Jersey Community Loan Fund.

After completing their second high school and fifth charter school project in Newark alone, Maulbeck said Hollister is vested in the business of building educational facilities and actively pursuing partnerships with other schools. In a perfect world, he said, all Hollister's future school projects would go as smoothly as this one.

"There was an honest relationship between the two parties. I don't think there was a stressful moment because of a disagreement," he said. "We managed stresses together as a team; we pushed together to get it completed and it got done."

One of those stresses was wicked weather that threatened to push back an already tight construction schedule.

"By the time we got released on the project, we were in the dead of winter," he said. "When the (weather-sensitive) concrete and steel were being installed, we had to provide temporary heat and protection around the building to keep it going. But we got it done."

The Board of Directors & Staff of The Gateway Family YMCA Congratulate Shaping Elizabeth and Other Public-Private Partnership Award Recipients

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SHAPING ELIZABETH – MRAVLAG MANOR MOBILE MARKET

Community Couples Resources to Deliver Healthy Food to Struggling Elizabeth Residents

The residents in a low-income housing complex in the Bayway section of Elizabeth, who may not have had access to fresh, healthy foods, now have those foods delivered straight to them, thanks to the Shaping Elizabeth – Mravlag Manor Mobile Market.

On the fourth Thursday of each month, fresh fruit, vegetables, eggs, juice, healthy snacks and bread are distributed in that community free of charge.

“Residents are beyond thrilled with the market and look forward to the regular monthly event,” said Catherine J. Hart, deputy executive director of the Housing Authority of the city of Elizabeth. “They have come to depend on it.”

The Community Food Bank of New Jersey often had to turn away donations of healthy and perishable items because of the inability to get it to people in a timely manner. The organization was looking to pilot a program that could deliver these items to people in a large group setting within a supportive environment.

Realizing the residents of Mravlag Manor were in need of these items, a partnership was formed between HACE, the Community Food Bank of New Jersey, The Gateway Family YMCA, Trinitas Regional Medical Center and the City of Elizabeth. The goal of all of these organizations is to improve the health of residents in low-income communities by reducing obesity, chronic disease and trips to the emergency room. It was decided that the market would visit the housing complex at the end of each month because that’s when WIC/SNAP benefits and other funds run out, often causing families to skip meals or purchase unhealthy low-cost options.

About 1,100 people live in the 423 housing units of Mravlag Manor. To better serve them, the Shaping Elizabeth partners collected data from their registration forms regarding their eating habits, barriers to healthy eating, access to clinical care and physical activity. The surveys indicated a high number of residents struggled with obesity and chronic disease ailments. To address these issues, the Mravlag Mobile Market distributes healthy recipes, nutrition education and information on diabetes prevention, along with food deliveries. The goal is to build trust with the residents to better understand their needs and match those needs with coalition partners that can provide additional services, education and support.

Organizers say the mobile market has provided residents with a real sense of community when the event is held in their courtyard. Since the first market took place in March, residents have volunteered to assist with distributing the food and delivering it directly to the doors of those who are physically unable to pick it up themselves. About 250 people are served each time the market visits



the housing complex. To date, the Community Food Bank has distributed nearly 12,000 pounds of food, including fresh vegetables, fruits, canned goods, breads and boxed items.

“The atmosphere we have fostered by providing music and food sampling items is festive and happy,” said Hart. “It’s truly a party every time we host an event.”

Any leftover food is delivered to families and senior citizens residing in the other affordable-housing sites owned by the Housing Authority.

Partnerships such as this are important because public housing agencies often are not equipped to financially support many of the intensive services needed to provide safe and decent housing opportunities for low-income individuals and also offer a healthy environment where families can thrive. HACE realizes that to

effectively operate as a successful housing agency, it must create partnerships with both nonprofit and private sector companies.

The team in this project consisted of five staff members from the Community Food Bank, four from the Bayway Family Success Center, four from the YMCA, eight to 10 people from HACE, 20 resident volunteers and Trinitas screening and education staff as needed. HACE led the project by organizing team members and volunteers and providing equipment, space, materials and evaluation. The organization also purchased tables, chairs and tents.

The Food Bank organized the first meetings, provided support staff to choose and deliver food and trained volunteers and staff in food safety procedures.

The YMCA created the registration materials, conducted surveys of the residents’ needs and provided education materials on exercise, nutrition and diabetes prevention. The Bayway Family Success Center produced and distributed flyers and registration forms. The City of Elizabeth, including the mayor and council, provided leadership during the meetings and will provide additional resources as needed. Trinitas Medical Center will support future needs for clinical care, screenings and education. Even the Rutgers Cooperative Extension chipped in by supplying recycling bags and nutrition education.

“The collaboration that has come together in an effort to provide our families with access to fresh and healthier food choices has created a solid foundation for which other programs and services can be delivered to a population that struggles with just making ends meet,” said Hart. “The public and private partnership framework is critical to providing opportunities to families struggling to succeed. By coupling resources together, we can touch more people and create better lives.”

NEWARK AVENUE PEDESTRIAN MALL

Bustling Jersey City Transforms Unsightly Streetscape Into Welcoming Open Space Oasis

Open space is hard to come by in Jersey City.

But several community organizations have done their best to change that by turning a once unwelcoming street into a bustling space shared by pedestrians and bicyclists.

The Newark Avenue Pedestrian Mall is a streetscape improvement project that created much-needed public open space in the heart of the city’s downtown. Lined with restaurants and other small businesses, the street has become a favorite hangout spot, both day and night.

“The Newark Avenue Pedestrian Mall transformed an unsightly and unsafe street full of cars into a unique and welcoming pedestrian-friendly destination for residents and visitors,” said Jennifer Morrill, press secretary for Jersey City Mayor Steven Fulop. “It has become a local landmark that highlights the energy and excitement of Jersey City.”

The primary objectives of the project were to create a unique destination and highlight attraction for residents, visitors and tourists. It also helps support the local downtown small-business district and fosters more frequent cultural and social exchanges in the community.

Located near the Grove Street PATH Station, the pedestrian promenade was created by closing off a 450-foot-long, three-lane-wide stretch of Newark Avenue to vehicle traffic. By the time the project was completed in 2015, the shared environment featured decorative Edison light bulbs strung across the road, numerous flower planters and swing gates at each end to create clear indications that the street is no longer a thoroughfare.

The entire space is painted green and decorated with murals painted by local art students. Round tables with umbrellas invite people to sit and stay awhile. Plans also are in the works for Jersey City’s first green infrastructure to be built along the pedestrian plaza. Bioswales – landscape elements designed to remove silt and pollution from surface runoff water – will be installed there.

“This is the first space of its kind in Jersey City,” said Morrill. “Residents and visitors are excited and appreciative of this new space that serves as a pedestrian-friendly destination highlighting downtown Jersey City and the city as a whole. It attracts visitors from throughout the region and has created a new sense of pride and enjoyment for our local residents and small businesses.”

Every project has its complications, and this one was no different. Newark Avenue is long and narrow, so many of the older buildings only have egress through this roadway. As a result, the street must



remain clear for emergency vehicles and handicapped access. Vehicles have limited access during certain times to allow for deliveries and other types of loading and unloading.

The Newark Avenue Pedestrian Mall came about through a partnership between the city of Jersey City, the Historic Downtown Special Improvement District and the Harsimus Cove Neighborhood Association. The city managed the creation of the space, which included legislation and community involvement in the decision-making process, a time-consuming part of the project. Private contractors fabricated the swing gates. HDSID, a business district management corporation, was previously responsible for cleaning and maintenance of the street and has increased services to account for the additional volume of people in the

area. The Jersey City Police Department has increased its presence due to the number of visitors. Local businesses have added extra security and cleaning services to ensure the space remains in excellent condition and that patrons of these businesses are respecting the neighborhood.

“As with any new project, the community and local small-business community was apprehensive,” Morrill said. “We were proposing to close a thoroughfare to traffic that was seemingly vital to the success of the local businesses that would also, at the same time, create an environment not desired by the local residents. After several community meetings and a pilot program, we were able to come to a mutually beneficial plan and process for this pedestrian space.”

The challenge was to complete the project with minimal capital and resources, and that challenge was met.

“We managed to create this space using what we had and through some creative applications of low-dollar features,” Morrill said. “We focused on low investment items such as a coat of paint and a string of lights rather than building new structures and permanent changes to the streetscape.”

The planters were moved from other parts of the city. HDSID covered the expense of filling them with plants and volunteers painted murals on them. The swing gates cost less than \$5,000 and painting the street cost about \$7,000. The city already owned the tables, and they were installed at no additional fee. The space requires minimal maintenance.

Morrill believes the public-private partnership was beneficial to everyone involved.

“The residents of Jersey City get an exciting new public space and the local businesses enjoy more foot traffic and patrons,” she said.

NEW JERSEY REENTRY CORPORATION

Agencies' Successful Pipeline from Prison to Employment is Reducing Recarceration Rate

The New Jersey Reentry Corporation believes in second chances. Designed to remove the barriers that frequently prevent those who've been incarcerated from reentering the workforce, it creates a pipeline from prison to productive employment by helping individuals establish self-sufficiency, economic independence and healthy living.

With the leadership of Gov. Chris Christie, Senate President Stephen Sweeney and Speaker Vincent Prieto, the NJRC was developed in 2014 following the successful implementation of a pilot reentry model in Hudson County/Jersey City. That model was initiated through a series of strategic partnerships between the Hudson County Department of Corrections, the New Jersey Department of Family Services and local nonprofits. Also included are the Jersey City Employment and Training Program and Integrity House, a substance abuse treatment provider, both agencies with decades of experience serving court-involved individuals.

"When individuals return home from incarceration and have access to much-needed services, communities are made safer and stronger," said NJRC Chairman Jim McGreevey. "Nationally, the rate of recidivism – the rate by which formerly incarcerated persons return to imprisonment – is traditionally more than two thirds. It is a sad testament to the desperation that many returning from prison confront. The inability to provide structured services within a coherent delivery system requires people to return to the streets to run, gun and dope."

Due to the extraordinary commitment of its case managers and private sector partners, the recidivism rate of NJRC's clients has been significantly reduced to 19.7 percent and the corporation has secured employment for 62.7 percent of its clients. In total, the NJRC has 1,054 clients enrolled across our five locations in Hudson, Essex, Passaic, and Ocean counties, as well as the Community Resource Center in Kearny.

"The NJRC, with our private and public partners, offers a rational investment in a different way of life, a different way of living and, most importantly, a different outcome: that of being a responsible, healthy person," McGreevey said.

The NJRC has a \$3.5 million budget that funds operations. To fully meet its mission statement, the NJRC has crafted working public and private partnerships with the Departments of Corrections, Labor and Workforce Development, Health, Human Services, Community Affairs, and the New Jersey State Parole Board. It also works closely with county welfare offices, Medicaid, courts, probation offices and the Motor Vehicle Commission.

Private partnerships have been established with employers, unions, housing providers, health centers, banks and attorneys. Federally qualified health centers provide weekly onsite health care



screenings and Investors Bank provides financial literacy training for the clients. After providing services that include addiction treatment, sober housing, job training and legal representation, the NJRC works to secure employment for these individuals.

"The NJRC understands that private-public partnerships are essential to succeed," said John Koufos, executive director, NJRC. "Without the private sector to assist in training, providing job opportunities and mentoring our clients, we would not have been able to achieve the successes to date."

The NJRC in each of its locations works with the private sector to identify employment opportunities, train clients, and provide for an employment-ready workforce. Evaluating economic clusters within each

of our sites, the NJRC makes a special effort to customize training to be responsive to employer needs. Whether advanced manufacturing, transportation logistics, the hospitality industry, sales or construction development, the NJRC designs training that is uniquely responsive to the employer's needs.

The construction industry and large and small developers represent a ready source of quality job opportunities. The NJRC also has benefitted from the leadership of the Department of Labor and Workforce Development working collaboratively to create specialized training programs. For example, from October 2015 to March 2016, the NJRC enrolled 280 clients in the NJ Build program. Working with \$1.2 million and \$200,000 grants from the U.S. Department of Transportation and the New Jersey Department of Labor, the NJRC has prepared skill-based employment in the building trades and unions, including carpenters, laborers, plumbers, pipefitters, masons, glaziers, painters and tile layers. Clients also are trained in separate state DLWD training programs, including electronics and mechanical engineering, transportation logistics and hospitality. This partnership has been greatly sustained through the support of the Hudson County Building Trades, the State Building Trades and Project Impact.

Private employers who hire NJRC clients may qualify for state and federal programs such as the Work Opportunity Tax Credit, Federal Bonding Program and Parolee Employment Placement Program. These programs reduce a company's federal income tax liability, provide business insurance and pay an employer for a portion of an employee's wages for half a year.

"An increasing number of private sector employers now use the NJRC as an employment recruiting agency of first resort," Koufos said. "Companies are assured that our clients – prospective employees – are clean, ready to work and sufficiently trained."

McGreevey said the private and public partners are grateful for witnessing clients transform from being state dependents to becoming productive, tax-paying citizens.

"Our clients move from active addiction and dependency to sobriety and self-sufficiency," he said. "The greatest moral benefit is to witness people benefiting from the dignity of work while providing for their family."

OLD BRIDGE BUSINESS ALLIANCE

Business-building Programs Encourage Economic Growth in the Township

The Old Bridge Business Alliance was created in 2015 to provide a platform for businesses to freely share ideas, experiences, resources and information in order to strengthen each organization and better connect with outside entities. By creating a direct link for local businesses to build new relationships and opportunities, the alliance has fostered economic growth in the township.

"The alliance has brought the Old Bridge business community together," said Steve Mamakas, executive officer of the Old Bridge Mayor's Office of Economic Development, who founded the networking group with Mayor Owen Henry. "It has strengthened the relationship of large and small businesses and created interest from others to invest in our town."

Membership includes business owners, developers, merchants, property owners, realtors, corporate leaders, other professionals and nonprofit organizations, all of which are conducting business in Old Bridge or have a future interest in doing so. To date, there are more than 400 members who open their doors to host monthly meetings and events that contribute to the success of the group. Meetings highlight new members and often include guest speakers from businesses or county and state agencies that are focused on providing information to help business owners compete and succeed in today's market.

Each quarter, a large event is planned, such as the job fair that was hosted in conjunction with the Middlesex County Workforce Development Team and attracted more than 50 businesses to participate.

"Being part of the Old Bridge Alliance is a fantastic business-building tool," said Mamakas. "It has helped businesses get the exposure needed to drive customers into their establishments."

Through these connections the Office of Economic Development created two new programs: Think Old Bridge, a property tax reward program; and the Uber Safe Ride initiative. Both focus on saving taxpayers money, promoting local business growth and keeping the community safe.

Think Old Bridge offers residents and nonresidents incentives for shopping locally at participating businesses. When they shop, a percentage of their bill will be recorded in their personal Think Old Bridge account. That amount will accumulate throughout the year and be reflected as a credit to the



customer's third quarter property tax bill. Renters and nonresidents will receive their earnings in a rebate check.

Free Think Old Bridge cards can be obtained at the Mayor's Office of Economic Development, the Old Bridge Public Library, George Bush Senior Center or one of several participating businesses listed on the township website. Cardholders can easily track their account online and keep up-to-date with current participating establishments.

Business owners have the flexibility to tailor the program by choosing a rebate percentage and processing platform. Of that percentage, one quarter pays administration fees and the remaining 75 percent is credited to the patron's Think Old Bridge account. The more they shop, the more they earn.

Excel Urgent Care, Ace Pharmacy and Amboy Bank sponsored 20,000 Think Old Bridge property tax reward program cards.

"The challenge we faced was in getting the word out about this unique and forward-thinking group," said Mamakas. "The task got easier with the immediate support from key local and high profile business leaders."

There were minimal upfront costs associated with Think Old Bridge and businesses have the option of opting out at any time.

"The program has encouraged local economic growth in the township and created awareness that the administration is focused on helping businesses in the community," Mamakas said.

In an effort to combat drunk driving and provide an incentive for residents to dine in the township, the Old Bridge business community partnered with Uber to pilot the Safe Ride program. From 9 p.m. to 2 a.m. every Thursday, Friday and Saturday, free Uber rides are offered from participating locations to a resident's home within Old Bridge Township. Local developer, lifelong resident and owner of Nanak Construction donated \$2,500 to kick off this program.

"In a short amount of time, the Old Bridge Business Alliance has generated many opportunities that keep our community safe, save taxpayers money, encourage economic growth and create business relationships that continue to improve the Township of Old Bridge," said Mamakas.

PROJECT COMMUNITY PRIDE OF THE MADISON AREA YMCA AND THE COMMUNITY MENTAL HEALTH INITIATIVE

Towns, Schools and YMCA Provide Free Mental Health Services For Morris County Youth

Mental health is increasingly becoming a national issue – especially among our youth.

The National Alliance on Mental Illness reports that one in five children, ages 13-18, have or will have a serious mental illness and that suicide is the second leading cause of death in young people ages 10-24.

Several entities in Morris County have banded together to address that issue, forming Project Community Pride of the Madison Area YMCA and the Community Mental Health Initiative.

Project Community Pride is a no-fee counseling program founded by the Borough of Madison in 1976. Through the years, the program has evolved, expanding into partnerships with the Madison School District, the Borough of Florham Park, the Borough of Chatham, and their respective school districts, with funding provided by partner agencies.

By 2013, the program was financially strained by the nearly 100 children and teens utilizing it annually. Volunteer-driven events to raise charitable funds and awareness had dwindled, making funding pressures even worse.

To address these issues, Madison Mayor Robert Conley convened a community forum of leaders from each of the towns the program served. A series of interviews, focus groups and an online survey followed to assess the program's value and the community's need and support for the service. The results affirmed the importance of Project Community Pride. In 2014, the group asked the Madison Area YMCA to assume management of the program.

"The frequency and seriousness of substance abuse and addiction, bullying, family conflict and adverse social pressure are continuing to escalate," said Diane Mann, president and CEO of the Madison Area YMCA. "Through Project Community Pride and its Community Mental Health Initiative, we have provided a safe, confidential resource to help young people address these challenges in ways that preserve their health and teach them new tools and techniques to maintain their wellbeing over time."

Since the program aligns with the Madison Area YMCA's mission, to care for the whole person – emotionally, mentally and physically – the Y agreed to oversee its operations, personnel, utilization reporting and administration, as well as professional fundraising and marketing services.

"Project Community Pride and the CMHI represent a rare, publicly-funded mental health initiative



coordinated at the municipal and school district level," said Mann. "The Y maintains quality and confidentiality standards and reports anonymous summary data regularly to the funding partners on program utilization and impacts."

Project Community Pride provides one-on-one counseling that is often supplemented with group counseling sessions. To assure confidentiality, services are conducted in Project Pride's offices in a Madison Borough-owned building or in a private conference room on school campuses. Counselors also host school and community workshops on issues including bullying, managing family conflict and navigating teen social pressures.

"I cannot overstate the importance of the collaborative and visionary leadership of the Chatham, Florham Park and Madison boroughs and school districts in making this

innovative program possible," said Mann. "Local leadership has long understood the need for affordable mental health services and the positive impact they could have on the wellbeing of our young people by working together. The Y leadership is grateful to be part of delivering this important community service."

The towns and school districts involved provided a total of \$200,000 for the program in 2015. Operations are supplemented by robust fundraising efforts. One full-time director and two part-time counselors – one male and one female – staff the program. School guidance counselors refer most clients to the program, while others are referred by law enforcement after an arrest. Prevention services work to address problems before they escalate.

Project Community Pride's public-private partnership advances Madison Borough's goal of being a stigma-free town by raising awareness of mental health issues and providing access to services, particularly for those who could not otherwise afford them.

"With a minimal shared financial investment in counseling services, each of the public partners saves thousands of dollars each year in mental health crisis and addiction recovery services, as well as emergency room costs in cases of overdoses and self harm," said Mann. "Local teens and children are more prepared to address and surmount the challenges and pressures of their social, academic, economic and family situations, having learned tools and techniques to care for themselves in these situations."

THE SALVATION ARMY RAY AND JOAN KROC CORPS COMMUNITY CENTER

Massive Charitable Donation Spurs Revitalization and Hope in Camden Atop Former Landfill

In 2015, The Salvation Army and city of Camden turned part of a former landfill into a "beacon of light."

The Salvation Army Ray and Joan Kroc Corps Community Center on Harrison Avenue was funded in part through a \$1.8 billion gift to The Salvation Army from the estate of Joan Kroc, wife of the late McDonald's founder, Ray Kroc. The \$90 million, state-of-the-art project is one of 27 similar community centers nationwide and the first in New Jersey. These centers are intended to act as catalysts in the revitalization of their respective cities. A central theme throughout the project was to provide Camden with "A Beacon of Hope and an Agent of Change."

"When Mrs. Kroc passed away in October 2003, she left \$1.5 billion – much of her estate – to The Salvation Army, by far the largest charitable gift ever given to the Army," said Terry L. Wood, administrator of The Salvation Army Ray and Joan Kroc Corps Community Center. "It was Joan Kroc's vision to establish centers in underserved communities throughout the United States that would become 'beacons of light,' and allow every individual the opportunity to reach their full potential."

Through the design of these community centers nationwide, The Salvation Army aims to create safe and vibrant gathering places for area residents of all ages. They are places where neighbors can come together for the purposes of education, exercise, worship, community engagement, and health and social services aimed at strengthening the social fabric.

The 120,000-square-foot building includes a gymnasium, competition pool, an indoor waterpark, fitness center, teen center, senior center, black box theater, chapel, food pantry, library, meeting rooms, an early childhood education center and a Cooper Healthcare clinic. The complex also has outdoor recreational fields and courts.

"The Ray and Joan Kroc Center has impacted the Camden community in numerous ways," said Wood. "Our facility has transformed the landscape of the surrounding community and offers programs and services to meet the holistic needs of individuals, families and the community."

Wood said the project created more than 300 development jobs, 120 permanent jobs, remediated \$16 million in known environmental contaminants and spurred another \$10 million in future projects.

The city of Camden, along with representatives from The Salvation Army, local stakeholders and the New Jersey Department of Environmental Protection, chose to locate the new community center on a portion of the former Harrison Avenue landfill site. This 100-acre landfill was owned and operated by the city of Camden from 1952 to 1971. At the time of the site evaluation, the Camden Redevelopment Authority owned the unkempt property. Reclamation was achieved through several phases



from 2008 to 2013, and was seen as an ideal opportunity to expedite the redevelopment of local area brownfield sites that currently border this two-mile stretch of the Delaware River.

The NJDEP played a critical role in the project by providing technical and logistical expertise, as well as \$26 million in funding to facilitate the remediation of the former landfill, located in the residential neighborhood of Cramer Hill.

"The land has been transformed and now our mission is to transform lives," said Wood.

In addition to securing \$59 million in funding from the Kroc bequest, new relationships were forged with private corporations for the necessary matching funds for construction and ongoing operations. The community center is the result of a collaboration between the NJDEP, Camden Redevelopment Agency, New Jersey Economic Development Authority, the city of Camden and the Camden Economic Recovery Board. The Kroc Center, which was completed in 2015, has become an anchor and an important symbol for the revitalization of not only the Cramer Hill community but also the city of Camden as a whole.

"Numerous governmental agencies at every level needed to work together in order to make the Camden Kroc Center a reality," said Wood. "Several times, it looked as if the project would be derailed. But through unprecedented cooperation, undaunted determination and the generosity of individuals, corporations and foundations, the Camden Kroc Center stands as a reminder that 'All things are possible with God.'"

In 2015, President Barack Obama chose the Kroc Center to deliver a key policy speech on community policing and referred to Camden as "a symbol of promise for the nation."

By reclaiming a long-abandoned but critical vacant property, the center not only provides a key civic destination for area residents, but also has spurred active community participation in the long-term future of the area. There are now plans to use the remaining 86 acres of the landfill site to create what will be the Cramer Hill Waterfront Park, offering residents open space with a greenway trail that will extend along the length of the Cooper River and Delaware River Back Channel.

"The public partners have transformed a hazardous site into a state-of-the-art facility that will serve the needs of the community for years to come, helping to bring stability to the neighborhood, job creation and a safe environment for individuals and families to thrive," said Wood. "The Salvation Army benefits by having the opportunity to carry out our mission in a wonderful community and to be part of Camden rising."

ROEBLING LOFTS

New Cutting Edge Apartments and Transit Village Aim to Attract Affluent Renters to Trenton

A transitional neighborhood in Trenton will be revitalized thanks to a partnership between Fulton Bank of New Jersey and HHG Development Associates.

In January, the Trenton-based developer began converting the 99-year-old John A. Roebling's Sons Company factory into a luxury 138-unit apartment complex.

Roebling Lofts is located on a 6.8-acre site at the intersection of Route 129 and Hamilton Avenue. The shuttered factory manufactured wire rope for elevators, aircraft, ski lifts, cable cars and bridges. Roebling's cables were used in the construction of many notable bridges in the United States, including the Brooklyn, George Washington and Golden Gate bridges. Charles Lindbergh used Roebling wire for control cables to brace the wings of his Spirit of St. Louis plane. The company operated on the site until 1952. After that, the building housed several other businesses before standing vacant these past 20 years.

The new lofts, expected to begin occupancy in the spring of 2017, will offer extraordinary light and design properties, including 16-foot to 20-foot high ceilings and massive factory windows with built-in solar mesh window treatments. The lofts provide a mix of double-height living rooms and sleeping platforms. Amenities include green finishes and materials, high-efficiency HVAC, electrical and plumbing systems, Energy Star appliances, LED lighting and gourmet kitchens with induction ranges. The one- and two-bedroom lofts will range in size from 759 to 1,553 square feet. One-bedroom rents will start at \$1,140 and two-bedrooms will start at \$1,595.

"The open space within the complex will allow for entertainment in the form of concerts, festivals, fairs and pop-up venues," said Keith German, community reinvestment officer for Fulton Bank of New Jersey.

The renovation involves the complete overhaul of the structure, which was deemed eligible for federal historic tax credits, and NJEDA multi-family ERG credits. The complex will set aside 20 percent of the units for moderate-income housing. Commercial development on the site, located in a Garden State Growth Zone, allows qualifying employers to earn substantial GrowNJ state tax credit incentives and, depending on the application, federal new market credits.

"Roebling Lofts was the brainchild of HHG Development as a means to begin a drastic revitalization of the Chambersburg neighborhood in Trenton," said German. "Fulton Bank saw the impact that



could be made through financing this project, and so it was born."

The \$34 million transit village is the first phase of Roebling Center. When completed, the mixed-use development will include a combination of market-based and affordable housing, Class A office space, restaurant and retail space. The River Line train station is on site, allowing for an easy commute to Philadelphia and New York City. The location is close to US-1, I-195, I-295 and the New Jersey Turnpike.

Roebling Center's modern office space also will be built within converted factories, ranging from 100,000 to 200,000 square feet with 18-to-24-foot ceilings, skylights and a mezzanine level.

The project was introduced to Fulton Bank through conversations with Monique King-Viehland, Trenton's former director of economic development, along with HHG and Mayor Eric Jackson. HHG had worked with the city and other public and private partners for some time before forging the relationship with Fulton Bank that provided construction financing for the first phase. Fulton Bank is a \$28 million stakeholder in the commercial financing that totals \$34 million. The bank is also the tax credit investor in the federal historic tax credit aspect of the project.

"Public partners in the city of Trenton benefit from the publicity that swirls around new construction, economic growth and the prospects of a greater Trenton," German said. "Private partners benefit from a rock solid partnership with a successful developer that has significant plans for future projects. Fulton Bank of New Jersey strives to partner with developers and any other groups whose primary focus is the economic revitalization of the neighborhoods and communities within our footprint."

HHG is tasked with creating an extensive marketing campaign that attracts professionals to the city, which is 10 miles southwest of Princeton. The project has the ability to bring in a more affluent demographic that can spend discretionary income in restaurants, retail and service-oriented businesses. The end result will create a transit village to support a growing, diverse population in the heart of New Jersey's capital.

"This project is different than the standard multi-family housing project because it makes full use of the city's natural resources and expands upon them to breathe new life into a depressed area," German said. "The project is on schedule and looking great, with enthusiasm from city government and local businesses alike."

SOMERSET COUNTY BRANDING PROJECT

Securing Somerset County's Identity as a Great Place to Live, Work, Learn and Play

What do Somerset County, affiliated county agencies, the Somerset County Business Partnership and its member organizations have in common?

A common belief that Somerset County is a great place to live, work, learn and play.

To ensure the county continues to thrive, the agencies forged a branding initiative to tie those concepts together.

This partnership was formed while the Somerset County Business Partnership and its membership organizations were exploring the need to identify a unified message for business development opportunities. Similarly, the Somerset County Board of Chosen Freeholders and a group of employees who had participated in a Building Effective Leadership Talent program also were discussing the value of creating a unified vision and brand identity for the county that would raise awareness about programs and services for the benefit of residents. It became obvious that all parties would benefit from joining forces and resources to create this vision.

"Somerset County has so much to offer, and we want more people to know it," said Freeholder Director Patricia L. Walsh. "We have decided to develop a brand identity and an all-encompassing message that can be used to distinguish our county from others in New Jersey and across the United States. To ensure that this message resonates with residents, businesses and affiliated county agencies, we formed a committee with representatives from this broad spectrum to help us with this endeavor."

Participating on the committee are county staff and representatives from the Somerset County Business Partnership, Bridgewater Commons, Bridgewater Marriott, Ferrero USA, Johnson & Johnson, Norris McLaughlin & Marcus law firm, Raritan Valley Community College, Robert Wood Johnson University Hospital Somerset, the Somerset County Park Commission, Sanofi and the United Way of Northern New Jersey. County employees who participated on the committee included representatives from the Office of Youth Services, the One-Stop Career Center, the Public Information Office, Engineering, the Health Department and the county's Cultural and Heritage Commission, with guidance from the Somerset County Administrator.

The diverse partners involved all share a common goal of marketing Somerset County and everything that it offers to residents, visitors, employees, employers and those looking to relocate to this area.



The Somerset County Branding Committee connected all involved parties in three separate, half-day work sessions, which were facilitated by committee member Jeanne Murphy, who works in International Affairs at Ferrero USA. During these intense work sessions, committee partners were able to complete a pyramid matrix that identifies and categorizes the values, attributes, benefits and personality that encompass Somerset County. Using this foundation, the committee was able to conclude and unanimously agree that the county's brand essence, which is what distinguishes Somerset County from all others, is "Vibrant Connections." The work completed by this committee will be the cornerstone of determining Somerset County's brand identity.

In December of 2015, the Somerset County Branding Committee held a public meeting to present to the Somerset County Board of Chosen Freeholders the work that had been completed and the value in continuing the public-private partnership. The project was met with support from both the community and the freeholders, who encouraged the committee to continue its efforts.

The next phase of the branding initiative is to build upon the work completed by the Branding Committee. In 2016, a public request for proposal was drafted and released to identify industry experts who can help turn Vibrant Connections into a county brand identity that will resonate with residents, employers, employees and visitors to our community.

The committee believes that Vibrant Connections represents Somerset County's easy access to major highways, train stations and airports. Vibrant connections is also reflective of the dynamic relationships between residents, local government, nonprofit organizations, businesses, educational facilities, restaurants and retail shopping, abundant green open space and recreational opportunities at our outstanding parks, golf courses and local attractions, such as Duke Farms.

Vibrant Connections and a unified brand identity will add value to the community in many forms and can be used in different ways by community partners to reach local, regional and global networks.

"We are pleased that the NJBIZ Public-Private Partnership Awards has chosen to recognize the efforts of our branding committee," said Walsh. "The collaboration works well because we are all in this together. And when we join forces on a project, we are able to develop innovative solutions for the benefit of the entire community."

TEACHERS VILLAGE 7

Latest Addition to Newark Neighborhood Intended to Attract Educators with High-Quality Amenities

In a grand plan created for the historic Four Corners district of Newark, the entities involved in developing Teachers Village hope it will help restore the neighborhood to its former luster.

Teachers Village 7, the seventh building in the complex, was completed last year. The six-story, 250,000-square-foot housing facility has 40 rental apartments and more than 9,000-square-feet of retail space. Studios and one- to three-bedroom apartments offer first-class, sustainably designed amenities with rents ranging from \$700 to \$1,400 a month.

"Teachers Village is intended to restore a sense of place by activating the streetscape along Halsey and William streets, attracting residents, students, shoppers and visitors to this dynamic new community and to the existing cultural, entertainment and educational infrastructure of local institutions," said Ron Beit, CEO of RBH Group, the developer of Teachers Village.

A majority of the units are intended specifically for Newark teachers, although a percentage of the apartments are set aside for low-income individuals. The neighborhood offers its educators the opportunity to live in a high-quality, affordable and safe environment, close to where they work in downtown Newark.

All units in the \$16.5 million complex have wood flooring, tiled bathrooms, quartz countertops, central air conditioning, stainless steel appliances, a dishwasher and over-the-stove microwave. Laundry facilities are available on each floor. Some units have private terraces and all have access to common exterior terraces, which make the buildings community oriented.

The apartments are located on the second through sixth floors. Retail on the first floor includes restaurants, a medical office, a dry cleaner, wash-and-fold laundry and a green grocer, with more to come.

Residents have access to a 5,900-square-foot basketball court and a 24-hour fitness center. One parking spot per apartment is located adjacent to the development. Each building has a resident lounge and a smart classroom to provide an opportunity for lifelong learning through after-hours classes. Teachers may also use these rooms to host students after school or to further their own degrees.

Residents have access to their building and apartment via secure key fobs. All buildings are equipped with integrated security camera systems that feed directly to the Newark Police Department as well as to an on-site security system. There are two private security guards on patrol and an on-site superintendent available 24 hours a day.

"The hope is that Teachers Village may demonstrate a new national model on the old rule that the vitality of a neighborhood is intimately tied to the quality of its schools," said Beit.

The idea and design for Teachers Village came from a group of individuals and firms who collabo-



rated over several years to create this new community. The goal was to create a model for Newark's long-term vision of attracting and retaining its current and future workforce through high-quality design and amenities. The Teachers Village team included the RBH Group, Hollister Construction Services, Goldman Sachs, Prudential Financial, Richard Meier & Partners Architects, KSS Architects, Newwork, ARUP USA, Menlo Engineering Associates, Dolan & Dean, Omland Engineering Associates and the New Jersey Economic Development Authority.

The mixed-use project is personal to architect Richard Meier, who was born and raised in Newark and hopes the state-of-the-art buildings he designed will help transform this area of his hometown. Teachers Village earned a LEED-ND designation, meeting the highest level of environmentally responsible and sustainable design.

The first six buildings in Teachers Village consist of three new charter schools, a daycare facility, 214 units of rental housing marketed to teachers and 65,000 square feet of retail space. A Teachers Village 8 is in the works and will include residential and retail spaces.

The project, however, has not been without its challenges. The charter schools are adjacent to the new buildings and construction was ongoing while school was in session. Extreme safety measures were put in place and a lot of coordination was necessary to prevent school operations from being affected.

Teachers Village is close to Rutgers University, UMDNJ, New Jersey Institute of Technology, Essex County College, Seton Hall Law School and Berkeley College. The area is home to a thriving arts and education district that offers multiple galleries and artist enclaves along the Halsey Street corridor. It is close to three downtown parks and is one block from the Prudential Arena and a short walk to NJPAC, Symphony Hall, and Ironbound eateries. It is also close to the New Jersey Transit rail station.

In addition, Teachers Village is located within the boundaries of a special improvement district operated by the Newark Downtown District. The organization is tasked with improving and maintaining streetscape amenities and horticultural plantings, and hosting of a variety of programs and events such as a seasonal farmers market in Military Park, a downtown walkers club and a café with lunchtime karaoke performances.

"The Teachers Village neighborhood is the puzzle piece that completes the picture of a healthy, vital downtown," Beit said. "It will create a 24/7 environment and destination for diverse populations to live, work and play in downtown Newark."

Fanwood Project, Est. 2015





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