

Improving Communities Through Redevelopment: *The NJRA Annual Report*



Introduction Letter

Dear Friends & Supporters,

The 2022 Annual Report serves as a blueprint for the New Jersey Redevelopment Authority's continued success. In this year's Annual Report, we will lay out our plans for the years to come.

In 2021, the New Jersey Redevelopment Authority (NJRA) celebrated 25 years of service to its Legislatively Designated Municipalities. In 2022 the NJRA continued to think critically about who we are as an organization and consider how to best serve our communities. The last two years have demonstrated that the NJRA has a role in not only the creation of new development projects in our Legislatively Designative Municipalities but also in sustaining the businesses in our most vulnerable areas.

The NJRA has realized due to the 2020 Covid 19 pandemic the way people live, worked, and play has drastically changed. With those changes, it is imperative that NJRA change how we operate to ensure that the hardest hit communities do not continue to be left behind.

Since its inception the NJRA, has been the premier catalyst for sustainable growth and development in New Jersey's underserved communities. Our mission to serve as a comprehensive resource center that focuses on improving the quality of life by creating value within our urban communities. To this end, in 2022 the NJRA has looked to increase its capacity. In 2022, the leadership of the NJRA has expanded the Training Institute to offer training to small businesses as a part of its curriculum.

The NJRA also looks to increase financing capacity by beginning discussions with the Department of Community Affairs for a portion of the Affordable Housing Trust Fund to support the creation of affordable housing in our legislative municipalities.

The NJRA creation was to fill a void in the state, and we understand it is our charge today and moving forward to ensure these municipalities do not continue to be left behind.

Sheila Y. Oliver

Lieutenant Governor
Chair of the NJRA Board

Leslie A. Anderson

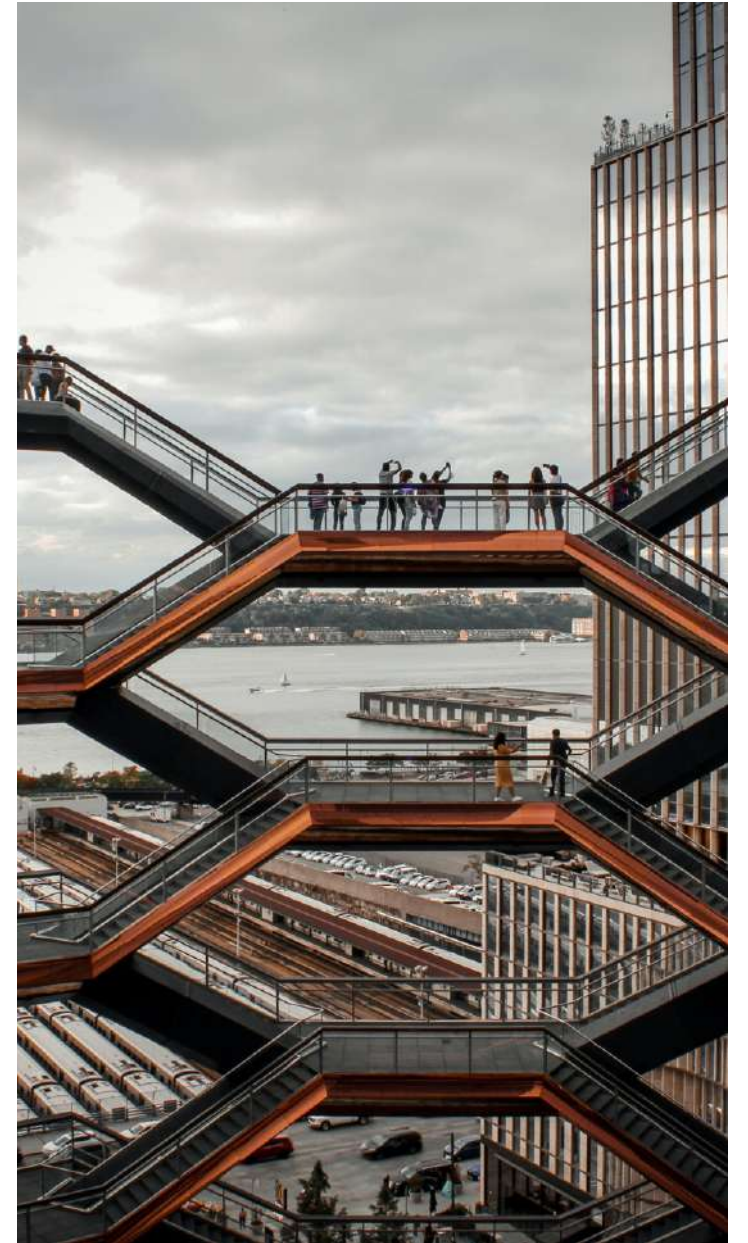
President & CEO
New Jersey Redevelopment Authority



Vision and Mission

Mission Statement :The New Jersey Redevelopment Authority (NJRA) functions as a comprehensive resource center that focuses on improving the quality of life by creating value in New Jersey's urban communities. The NJRA invests financial and technical resources into redevelopment projects and plans that will create a positive impact in our eligible communities. Our primary goal is to ensure that projects are urban-focused, neighborhood-based and investment driven.

Vision Statement: The Vision of the NJRA is to be the premier catalyst for investments that sustainably grow and develop urban communities.



Creative Community Investment



NJRA BOND PROGRAM

The Bond Program issues both taxable and tax-exempt bonds to stimulate revitalization in New Jersey's urban areas. Bonds are issued at favorable interest rates to a broad range of qualified businesses and nonprofit organizations.



REDEVELOPMENT INVESTMENT FUND (RIF)

RIF provides flexible debt & equity financing for business and real estate ventures. Through RIF, we offer direct loans, real estate equity, loan guarantees, & other forms of credit enhancements improving public transportation, parks, & other public spaces

Through creative community investments, the NJRA serves as the primary link between redevelopment projects and the financing required for urban centered neighborhoods. The Authority works in partnership with local municipalities to address areas in need of revitalization, and it provides the financial and technical assistance required to bring each project to fruition.

Creative Community Investment (Cont'd)



URBAN SITE ACQUISITION PROGRAM (NJUSA)

The Urban Site Acquisition Program (NJUSA) is a revolving loan where funds are provided to facilitate the components of an urban redevelopment plan for acquisition and predevelopment of properties. NJUSA also provides for-profit and nonprofit developers and municipalities with a form of bridge financing to acquire titles to property and other acquisition related costs



WORKING IN NEWARK'S NEIGHBORHOODS (WINN)

WINN is a revolving loan fund that could be used for commercial and mixed-use projects directly related to comprehensive redevelopment initiatives in Newark's neighborhood.

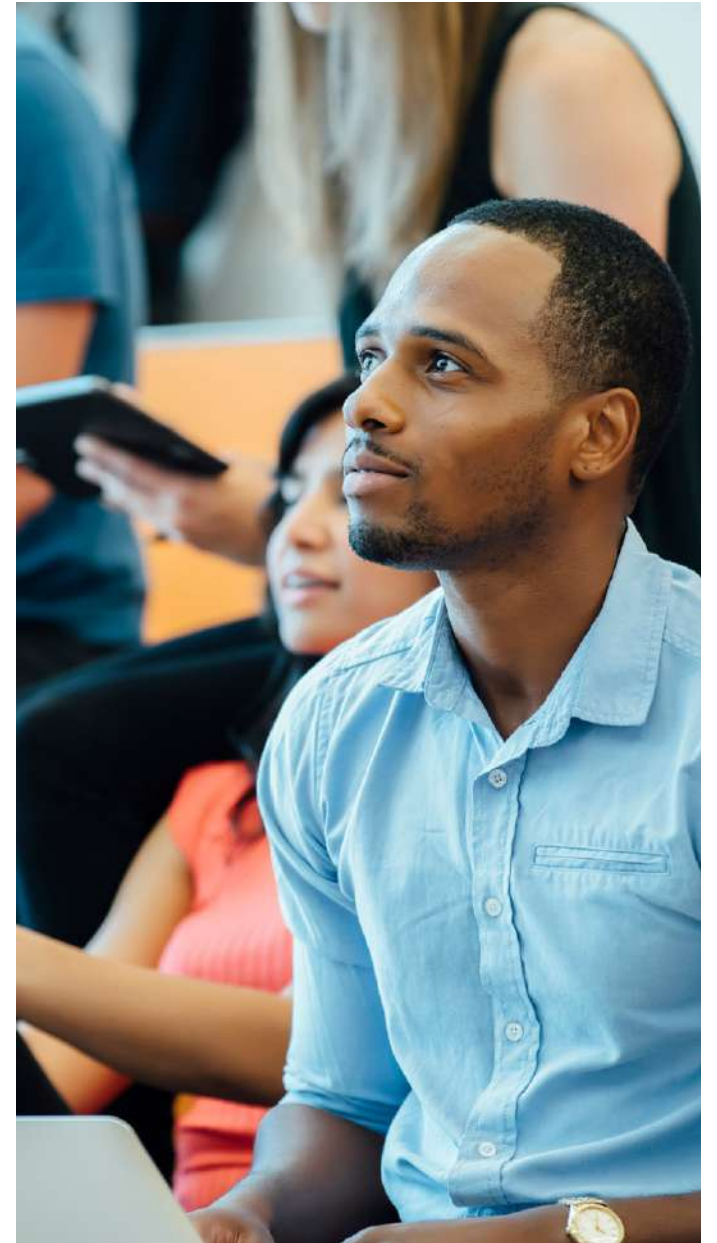
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NJRA Training Institute

In 2021 the New Jersey Redevelopment Authority rebranded from the Redevelopment Training Institute to the Training Institute. The NJRA Training Institute (NJRA TI) provides opportunities for professional consultants, nonprofit and for-profit developers, entrepreneurs, and government officials to learn about all aspects of redevelopment and small businesses. Through NJRA TI, class participants gain knowledge on various topics including the redevelopment planning process, real estate feasibility, tax credits, and understanding the key to financing a project.

The goal of NJRA TI is to outline the nuances of the redevelopment planning process and small business success. NJRA TI staff also facilitate Municipal Consultations to further strengthen relationships with our municipal partners, and create opportunities for municipalities to have access to industry experts to work through proposed redevelopment projects.

Through consultation, each municipality can identify its needs for financial assistance, resources, and/or additional technical assistance to proceed with a specific project or redevelopment plan. This provides municipalities with a solid foundation to sustain profitable redevelopment projects.



NJRA Board Members

- ☆ Lt. Governor Shelia Y. Oliver
Commissioner, Department
of Community Affairs
- ☆ Robert Asaro-Angelo
Commissioner, Department
of Labor
- ☆ Judith M. Persichilli
Commissioner, Department
of Health
- ☆ Matt Platkin
Attorney General,
Department of Law & Public
Safety

- ☆ Angelica Allen-McMillian, Ed.
D
Acting Commissioner
Department of Education
- ☆ Elizabeth Muoio
Treasurer, Treasury
Department
- ☆ Shawn LaTourette
Commissioner, Department
of Environmental Protection
- ☆ Sarah Adleman
Commissioner, Department
of Human Services

- ☆ Diane Gutierrez-Scaccetti
Commissioner, Department
of Transportation
- ☆ Paul Ceppi
New Jersey Economic
Development Authority

Public Members

- ☆ Barry Vankat
- ☆ R. Andrew Marshall
- ☆ William Sumas
- ☆ Robert Sierra

NJRA Staff



Leslie A. Anderson

CEO And President



Sharon Lee Williams

Vice President, Business Operations



Matthew Boyle

Senior Project Manager- Business Development



Ashley S. Davis

Executive Assistant to the President and CEO



David Runcie

Administrative Analyst



Darryl Godfrey

Chief Operating Officer



Natalie Pineiro

Vice President, Strategic Partnerships



Migdelis Perez

Project Specialist – Operations



Vineatra Lewis

Project Specialist Strategic Operations



Jenell Johnson Baker

Vice President of Business Development and Investments



Oscar Parham

Chief Strategy Officer



Dawn Parreott

Senior Manager of Administrative Operations



Diana Albarran

Project Specialist Programs & Policy



Kayla Rogers

Administrative Analyst

**“NJRA Designated Municipalities
are a shining example of how
public/private partnerships
create a better future.”**

NJRA Municipalities

urban-focused neighborhood-based investment driven

- ☆ Asbury Park
- ☆ Atlantic City
- ☆ Bayonne City
- ☆ Belleville Township
- ☆ Bergenfield Borough
- ☆ Bloomfield Township
- ☆ Brick Township
- ☆ Hillside Township
- ☆ Hoboken City
- ☆ Irvington Township
- ☆ Jersey City
- ☆ Keansburg Borough
- ☆ Kearny Town
- ☆ Lakewood Township
- ☆ Lawnside borough
- ☆ Lindenwold Borough
- ☆ Lodi Borough
- ☆ Long Branch City
- ☆ Millville City
- ☆ Monroe Township (Gloucester)
- ☆ Montclair Township
- ☆ Mount Holly Township
- ☆ Bridgeton City
- ☆ Burlington City
- ☆ Camden City
- ☆ Carteret Borough
- ☆ Clifton City
- ☆ Cliffside Park Borough
- ☆ East Orange City
- ☆ Neptune City
- ☆ Neptune Township
- ☆ New Brunswick City
- ☆ Newark City
- ☆ North Bergen Township
- ☆ Nutley Township
- ☆ Old Bridge Township
- ☆ Orange City
- ☆ Passaic City
- ☆ Paterson City
- ☆ Pemberton Township
- ☆ Penns Grove Borough
- ☆ Pennsauken Township
- ☆ Perth Amboy City
- ☆ Phillipsburg Township
- ☆ Plainfield City
- ☆ Elizabeth City
- ☆ Garfield City
- ☆ Glassboro Borough
- ☆ Gloucester City
- ☆ Gloucester Township
- ☆ Hackensack City
- ☆ Harrison Township
- ☆ Pleasantville City
- ☆ Rahway City
- ☆ Roselle Borough
- ☆ Salem City
- ☆ Seaside Heights borough
- ☆ Sussex borough
- ☆ Trenton City
- ☆ Union City
- ☆ Vineland City
- ☆ Weehawken Township
- ☆ West New York Town
- ☆ Willingboro Township
- ☆ Winslow Township
- ☆ Woodbridge Township
- ☆ Woodbury City

Accomplishments, Changes & Updates for 2023



The NJRA has had a successful year improving communities through community driven investments.

2022 A time to Rebuild and Refocus

At the end of 2021, the NJRA saw the sunset of the Small Business Lease Emergency Assistance Grant Program. At the beginning of 2022, the NJRA received the \$20 million budget appropriation from the Department of Community Affairs. In 2022, the NJRA recommitted to its mission to function as a comprehensive resource center that focuses on improving the quality of life by creating value in New Jersey's urban communities.

This year the New Jersey Redevelopment Authority Board approved four (4) projects totaling \$2.5 million.

2022 also brought back the New Jersey Redevelopment Authority Training Institute (TI) with a full complement of virtual courses including Project Finance, Real Estate Trends, and Zoning and Land Use Law. In 2020 the NJRA pivoted from real estate financing to supporting small businesses.

As the world began to pivot and adjust to a new way of life, it was important that the NJRA begin to conceptualize its own pivot and recommit to our mission of improving quality of life by creating value in New Jersey's urban communities. So, in 2022 the NJRA began to examine the ways in which the Authority could operate to best serve our population.

As an Authority designed to ensure that our projects are neighborhood based, urban focused, and investment driven, the NJRA added staff to provide technical assistance to small businesses and historically undercapitalized developers. As we look to the future the NJRA is looking to further increase capacity:

In our Business Development Division, through a cash infusion with funds from the Affordable Housing Trust fund, the NJRA can create new financial services and products to support affordable housing in our Legislatively Designated Municipalities. This program will also help small developers increase their capacity to complete projects.

In our Strategic Operations Division, we will expand the NJRA Training Institute to offer courses to assist small businesses with Technical Assistance. The NJRA Division will also look to increase their Municipal Consultations and Customized Training.

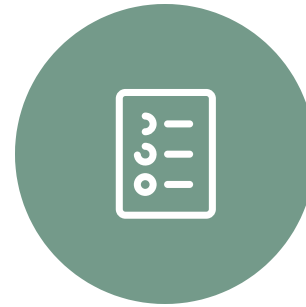
In our Division of People Operations, we will work to elevate our Human Resources Practices to ensure that the NJRA is a welcoming authority that is truly reflective of the work we do and the residents of the communities we serve.

The Strategy Report

The New Jersey Redevelopment Authority is required to submit a strategy document that:



Sets forth the goals and priorities governing the selection of projects



Reviews and evaluates the projects undertaken



Forecasts and measures relevant indices of accomplishment of its goals of economic revitalization

Including specifically:

- The number of jobs created, or to be created, by, or as a result of the project;
- The cost, or estimated cost, to the state involved in the creation of those jobs;
- The amount of private capital investment in, or stimulated by, a project in proportion to the public funds invested therein

The Strategy Report, (Cont'd)

Background

The New Jersey Redevelopment Authority (NJRA) was created legislatively, through the New Jersey Urban Redevelopment Act in 1996. NJRA became fully operational in March 1997. Established as a financing authority with a focus on urban revitalization, NJRA replaced the NJ Urban Development Corporation. NJRA is an independent authority allocated to the New Jersey Department of Community Affairs. The Authority Board consist of 21 members (10 specified ex-officio cabinet members, 7 specified appointees of the Governor, 2 appointees of the Senate President, and 2 appointees of the Assembly Speaker). The Commissioner of the Department of Community Affairs serves as the Chairperson of the Authority Board.

Strategic Mission

NJRA functions as a comprehensive urban resource center that focuses on improving the quality of life by creation value in New Jersey's urban communities. NJRA accomplishes this strategic mission through the investment of financial and technical resources in our eligible communities defined by its enabling legislation. The primary goal is to ensure that projects are urban focused, the neighborhood-based, and investment driven.

The Strategy Report, (Cont'd)

Business Development

The Division of Business Development creates prudent investment strategies by using the available resources to fund programs and initiatives. In addition, Business Development staff works closely with developers, nonprofits, community-based organizations, businesses, and other government agencies to structure projects that meet indemnified needs in the community.

Strategic Partnerships

The Division of Strategic Partnerships is responsible for identifying strategic business relationships and opportunities that enable the Authority to market its resources, establish and enhance NJRA branding, educate the redevelopment community, and grow its financial investments.

Technical Resources



NJRA's staff is comprised of professionals who are committed to providing technical assistance to its clients. These services include strategic neighborhood planning, plan implementation, project development, and financial modeling.

NJRA also coordinates the efforts of local communities in obtaining technical and financial resources from other areas of state government.

Additionally, NJRA uses its network of financial institutions, corporations, developers, utilities, and foundations to establish and develop meaningful public-private partnerships that serve the eligible municipalities.

NJRA TI has been designed to provide real estate practitioners and industry professionals with a body of knowledge of the redevelopment and real estate development process. Since its inception, NJRA TI has taught nearly 3000 participants. The Division has been recognized as an approved training provider by the American Institute of Certified Planners, the New Jersey Department of Taxation, the New Jersey Supreme Court Board of Continuing Legal Education, and the New Jersey DCA Division of Local Government Services. NJRA TI offers a fee based customized training service to municipalities, non-profits, and private companies. This service allows for onsite training and one on one redevelopment consultations.

Goals and Priorities

The New Jersey Redevelopment Authority will focus on three key priority areas over the next biennium.



Expand our lending services to also provide Private Activity Bonds to applicants with eligible projects in NJRA's communities.



NJRA anticipates tapping back into the New Market Tax Credit arena to provide special financing to applicants that are looking to invest in NJRA's distressed and low income communities.



NJRA will also extend our portfolio to include a variety of projects, outside of the traditional mixed-use developments, with a key focus on projects located in areas in need of redevelopment.

Goals and Priorities (Cont'd)

— The Authority will continue to provide its financial resources to the eligible municipalities. These resources include:

New Jersey Redevelopment
Investment Fund (RIF)

NJ Urban Site Acquisition Program
(NJ USA)

NJRA Bond Financing

Working in Newark Neighborhoods
(WINN)

Using these loans products will allow NJRA to leverage its lending resources and be more proactive in the communities that it serves.

Goals and Priorities (Cont'd)



The NJRA will continue to provide direct support to eligible municipalities by providing Municipal Consultations and Customized Trainings, which are offered through the Redevelopment Training Institute.

The NJRA will extend its technical resources to assist municipalities in maximizing the existing resources within their Legislated Designated Opportunity Zones.

Project Prioritization



Project Prioritization

As per the New Jersey Urban Redevelopment Act, projects shall be prioritized in eligible municipalities as follows:

- ☆ Projects included in designated areas in need of redevelopment, designated redevelopment areas
- ☆ Projects that are included in the following areas: Urban Enterprise Zone; Transit Village and/or eligible municipalities with approved Neighborhood Revitalization Tax Credits (NRTC) plans
- ☆ Projects without the noted state designations but that also incorporate partnerships with community-based organizations, municipalities, and real estate development entities

Project Prioritization (Cont'd)

The NJRA shall use one or more of the following factors in deciding to provide financial assistance

- ☆ Community involvement in developing the neighborhood empowerment plan.
- ☆ Community input regarding the development of a specific project
- ☆ The extent to which the community stands to benefit by virtue of the development of the project
- ☆ The economic feasibility of the project.
- ☆ The extent of economic and related social distress in the area affected by the project.
- ☆ The degree to which the project will advance state, regional, and local development strategies.
- ☆ The likelihood that the project will become capable of repaying the financing costs incurred.
- ☆ The relationship of the project to a comprehensive local development strategy, including other projects.
- ☆ The degree to which the project interfaces with public transportation systems