



THE AUTHORITY

Improving your tomorrow.



PROJECT IMPACT ANALYSIS 2015 - 2020 | DECEMBER 2020



INVESTMENT:
\$279.7 MILLION

TOTAL JOBS:
3,872

TOTAL IMPACT:
\$615.3 MILLION

The purpose of this report is to provide a comprehensive look at the numerous impacts that The Authority has made in expanding economic development and jobs in Cumberland County. Additionally, the report will offer a glimpse of some of the future initiatives being discussed. Following this introduction, the report offers an Executive Summary and a short narrative of each of The Authority's 26 projects and provides an estimate of economic impact in each case. A summary section then looks at next steps and envisions ways to continue the work of The Authority.

INTRODUCTION

In the summer of 2014, the Cumberland County Improvement Authority (The Authority) was charged by the Board of Chosen Freeholders to serve as the County's Economic Development and Redevelopment Entity. In just six years, The Authority has advanced construction projects, collaborated with municipal governments, and facilitated many development and redevelopment initiatives throughout the County.

The role of improvement authorities statewide is defined in New Jersey Statutes 40:37A. Among other areas, authorities are given broad powers to invest in property, construct and rehabilitate facilities, mitigate blight, provide funding mechanisms including bond financing, coordinate transportation, facilitate solid waste disposal, and manage landfills. Given these enabling powers, The Authority has moved strategically and aggressively on a number of projects. Its management of the County landfill offers a model of innovation for other landfills in the State. It has used its waste products at the landfill to generate and capture methane gas, which is used to power the Solid Waste Complex and administrative offices. In addition, The Authority has moved toward alternative fuels, including a microgrid and compressed natural gas (CNG) to power its vehicles and reduce greenhouse gases. It has constructed 26 new public facility or renovation projects; created 3,292 construction related jobs; generated 580 new, full-time jobs; and is responsible for more than \$615.3 million in direct, indirect and induced economic activity. It is this achievement which is the principal focus of this report.

The Authority initiated over 30 shared services contracts with local governments and other entities to construct or improve fire houses, vehicle servicing, trash collection, and other shared services. Funding to construct a new Food Specialization Center in Bridgeton was received from the U.S. Economic Development Administration and construction of that facility began early 2021. These shared services and partnerships create an annual savings and/or direct contribution of \$3.6 million annually to the County and its municipalities.

In 2019 The Authority merged its efforts with those of the Cumberland Empowerment Zone Corporation to expand the range of technical services and public financing available to local businesses and public agencies in the County. New technical services and support have been offered to constituents and stakeholders, particularly in light of the recent COVID-19 crisis. All told, the services and initiatives undertaken by The Authority have had a tremendous impact on the community. They have created new jobs, expanded economic opportunity and job training for local residents, and helped to reduce the burden on local taxpayers.

EXECUTIVE SUMMARY

When people think about the Cumberland County Improvement Authority, (The Authority), they usually think about the county landfill and the management of waste and recyclable material. But The Authority is much more than that. Through the development and construction of a myriad of public projects, the provision of shared services, partnerships with private developers, and a range of technical support and funding opportunities, The Authority has made a significant impact on the county economy. It has solidified its role as a regional leader in innovative approaches to economic development, redevelopment, alternative energy, and service delivery.

AUTHORITY PROJECT PORTFOLIO

Over the past five years, from 2015 to 2020, The Authority has been integral to the funding and development of 26 new projects. They have ranged from a \$68 million Technical Education Center which now provides 21st Century learning to students from throughout the County to smaller projects such as the rehabilitation of the historic and nationally-significant East Point Lighthouse. A complete inventory of these projects is outlined on the following pages.



In addition to being a catalyst for the construction of public projects, The Authority has facilitated partnerships in a number of other economic and community development initiatives. The Authority has worked with the Cumberland Empowerment Zone Corporation to construct new housing in the Southeast Gateway Neighborhood in Bridgeton and facilitate the development of a new Food Specialization Center in Bridgeton's Florida Avenue Industrial Park. It has helped the county's three Opportunity Zone cities in marketing the new Opportunity Zone benefits and initiatives; assisted the City of Vineland in the construction of the East Vineland Industrial

Park; developed the Rowan College Arts and Innovation Center in Millville; and worked on other downtown revitalization projects in Bridgeton, Millville, and Vineland. The Authority also assembled information to help small businesses in all corners of the county find funding and reopening guidance to help with the impacts of the COVID-19 crisis.

Beyond the county's boundaries, The Authority has also partnered with the Atlantic County Utilities Authority to provide more affordable waste disposal services in Vineland, Millville, and Bridgeton. It is working at the request of Cape May County to help renovate the rehabilitation of an old shopping project called County Commons and is helping in the development of several Salem County projects. The fact that sister counties are seeking to partner with The Authority, speaks to its capability and the respect that the organization has developed throughout the region.

PROJECT IMPACTS

All told, the work of the Cumberland County Improvement Authority (The Authority) over the past five years has resulted in an estimated **3,872 jobs; 580 of which are new, full-time positions**. An investment of \$279,653,128 has generated more than **\$615,000,000 in economic impacts**.¹

The following table provides an inventory of both completed and ongoing projects facilitated by The Authority. The project is identified along with the expenditures by The Authority, followed by an inventory of job impacts for each project and the project's economic impact. These figures are then totaled at the bottom of each column. As is demonstrated by the figures in this table, the investments of The Authority greatly expanded job opportunity and the economic base of the County and region and is a snapshot of the progress made in just the past five years.

PROJECT IDENTIFICATION	TOTAL PROJECT COST	ESTIMATE OF CONSTRUCTION RELATED JOBS ¹	ESTIMATE OF TOTAL IMPACT
Technical Education Center	\$68,604,770	665	\$128,258,670
Millville Arts & Innovation Center	\$6,950,000	66	\$11,601,000
Center for Workforce & Econ Dev	\$7,596,000	75	\$12,394,000
275 Delsea Drive Services Center	\$2,444,199	24	\$9,909,243
East Point Lighthouse Restoration	\$850,000	8	\$1,306,251
New Jersey Motor Vehicle Center	\$1,442,283	14	\$2,163,425
Cumberland Landfill Cell Replacement	\$19,118,111	177	\$28,677,167
CCIA Landfill Gas Facility	\$1,015,277	10	\$1,522,916
Solid Waste Complex Treatment Plant	\$3,446,548	34	\$11,119,822
Food Specialization Center	\$10,500,000	93	\$16,860,000
CC Tech Health/Sciences Building	\$23,000,000	205	\$35,910,432
CCIA Administration Building	\$5,500,000	50	\$15,750,000
57-71 Park Avenue, Vineland	\$21,669,118	193	\$32,503,677
Vineland Police Station	\$22,575,863	206	\$33,863,795
County College STEM Facility	\$2,500,000	22	\$3,750,000
Downtown Bridgeton Project(s)	\$11,201,713	100	\$16,802,570
Downtown Millville Project(s)	\$6,639,246	59	\$9,958,869
Landfill Upgrades	\$6,700,000	61	\$10,050,000
Compressed Natural Gas Station	\$2,800,000	26	\$4,200,000
Micro Grid Project	\$9,000,000	80	\$13,500,000
Data Center Sale/Solar Project	\$63,000,000	574	\$102,937,500
Lincoln Avenue Redevelopment	\$19,230,000	175	\$45,345,000
Methane Gas Expansion Project	\$1,500,000	13	\$2,250,000
Cumberland County Capital Projects	\$1,720,000	15	\$2,580,000
Cape May Shopping Center Project	\$19,000,000	169	\$28,500,000
SE Gateway Housing Project	\$20,000,000	178	\$30,000,000
Shared Services Efficiencies			\$3,600,000
TOTALS	\$279,653,128²	3,292 Construction-related Jobs	\$615,314,337

¹ Total economic impact includes construction and full-time job wage impacts, project costs, efficiency savings, and a conservative economic impact multiplier of 1.5 to account for indirect and induced impacts.

² Multiple projects including the East Point Lighthouse, the Food Specialization Center, the Data Center/Solar Project and the Lincoln Avenue Project involved a considerable amount of leveraged, private sector or grant funding. This private sector funding in the amount of \$75,000,000 which represents the private sector contributions for the Data Center and Lincoln Avenue was subtracted from the Total Project Cost since it did not involve The Authority expenditures. The East Point Lighthouse received \$850,000 in grant funding and the Food Specialization Center received \$2,500,000 in grant funding, so the total of \$3,350,000 was also reduced from Authority Project Cost total. This reduced the total project cost to The Authority from \$358,003,128 to \$279,653,128.

PROJECT INVENTORY AND DETAILS

PROJECT 1: CUMBERLAND COUNTY TECHNICAL EDUCATION CENTER



- Completion Date: 2016
- Project Cost: \$68,604,770
- Project Location: Rowan College of SJ, Vineland
- Construction-related Jobs: 665
- Construction Job Impact: \$25,605,004
- New, Full-time Jobs: 120
- Full-time Job Impact: \$16,901,010
- **TOTAL ECONOMIC IMPACT: \$128,258,670**

The Cumberland County Technical Education Center was completed in August 2016. The first students enrolled in the 2016-17 school year. The school is approximately 200,000 square feet, and boasts 78 instructional areas on a 51.64 acre site. The school prepares students for both careers and college through their career readiness and industry integrated curriculum. "CCTEC" is the first school of its kind in Cumberland County and its mission is to meet the 21st Century labor needs of both public and private sector employers. Today the School has an enrollment of approximately 480 students and offers a wide range of course curricula including nursing, culinary arts, health sciences and sports medicine.

PROJECT 2: CUMBERLAND COUNTY CENTER FOR WORKFORCE AND ECONOMIC DEVELOPMENT



- Completion Date: 2015
- Project Cost: \$7,596,000
- Project Location: Rowan College of SJ, Vineland
- Construction-related Jobs: 75
- Construction Job Impact: \$2,844,920
- Efficiency and Ancillary Benefits: \$1,000,000
- **TOTAL ECONOMIC IMPACT: \$12,394,000**

The 30,000 square-foot Cumberland County Center for Workforce and Economic Development building cost nearly \$7.6 million and was completed in October 2015. The location of the building on the grounds of Rowan College of South Jersey and adjacent to the Cumberland County Technical Education Center links technology, education, workforce development and economic development services on the same campus. The facility houses the Cumberland County Department of Workforce Development, the Cumberland County Veteran's Affairs Office, and the New Jersey Department of Labor & Workforce Development. The Center is conveniently located along the NJ Transit 553 Bus Line so it is easily accessible to residents of the County.

PROJECT INVENTORY AND DETAILS

PROJECT 3: ROWAN COLLEGE OF SOUTH JERSEY ARTS AND INNOVATION CENTER



- Completion Date: 2017
- Project Cost: \$6,950,000
- Project Location: Downtown Millville
- Construction-related Jobs: 66
- Construction Job Impact: \$2,578,129
- New, Full-time Jobs: 4
- Full-time Job Impact: \$784,000
- **TOTAL ECONOMIC IMPACT: \$11,601,000**

The Rowan College Arts and Innovation Center was completed in March 2017, and boasts approximately 21,000 square feet of instructional, retail, and innovation space. Located in Millville's Glasstown Downtown Arts District, the Center serves as a satellite campus of Rowan College of South Jersey. The programs at the center range from fine arts, general education class offerings, cyber security programs, Luthiery, as well as beverage tourism, and tasting room management. The Center was borne of the need for additional space for Clay College and the collaboration between county, city, and college officials that had a vision for a downtown development. This collaboration along with the The Authority's facilitation of a complex financial structure and development expertise, is what was required to bring this cultural education and business center project to fruition.

PROJECT 4: 275 DELSEA PROFESSIONAL SERVICES COMPLEX



- Completion Date: 2016
- Project Cost: \$2,444,199
- Project Location: Vineland
- Construction-related Jobs: 24
- Construction Job Impact: \$912,236
- New, Full-time Jobs: 20
- Full-time Job Impact: \$3,708,000
- Efficiencies and Ancillary Impacts: \$680,944
- **TOTAL ECONOMIC IMPACT: \$9,909,243**

The 116,000 square foot office building was financed and developed by The Authority in partnership with Cumberland County, and New Jersey Treasury. The investment was part of a \$14.4 million project completed in December 2016. The construction project included a new facade and site work as well as interior office space renovations. The building consolidates the county and state social services at one location, reducing operating costs on an annual basis while providing an attractive public facility. Several nonprofit organizations serving the local community also lease space at the complex. Additionally, The Authority is both the owner and operator of the building.

PROJECT INVENTORY AND DETAILS

PROJECT 5: EAST POINT LIGHTHOUSE RENOVATION



- Completion Date: 2017
- Project Cost: \$850,000
- Project Location: Maurice River Township
- Construction-related Jobs: 8
- Construction Job Impact: \$315,311
- Additional Tourism Impact: \$31,251
- **TOTAL ECONOMIC IMPACT: \$1,306,251**

The East Point Light House, listed on the National Registry of Historic Places, was constructed in 1849 along the Maurice River on the north side of the Delaware Bay. The lighthouse was operated by a custodian until 1911, when acetylene light was installed which ended the term for a full-time custodian. In 2016, under a new partnership between the Cumberland County Freeholder Board, Maurice River Historical Society, and The Authority, several renovation projects were planned. The partnership was able to secure grants totaling \$850,000 from the Federal Highway Administration as well as the New Jersey Historic Trust, which contributed to the entire exterior being re-pointed and whitewashed, new plaster, and repairs, structural repairs, new roof, new HVAC, and lantern room repairs. The Authority was engaged to provide the construction management necessary to save the project.

PROJECT 6: NEW JERSEY MOTOR VEHICLE CENTER



- Completion Date: 2015
- Project Cost: \$1,442,283
- Project Location: Vineland
- Construction-related Jobs: 14
- Construction Job Impact: \$540,176
- **TOTAL ECONOMIC IMPACT: \$2,163,425**

The Authority invested in the development of the New Jersey Motor Vehicle office located at 9 West Park Avenue, Vineland, New Jersey. The site before construction was an unsightly bank that was demolished. The project was financed, developed, and managed entirely by The Authority. The Department of Motor Vehicle leases the building from The Authority.

PROJECT INVENTORY AND DETAILS

PROJECT 7: THE AUTHORITY LANDFILL CELL REPLACEMENT



- Completion Date: 2018
- Project Cost: \$19,118,111
- Project Location: Deerfield Township
- Construction-related Jobs: 177
- Construction Job Impact: \$7,142,606
- Landfill Expansion: 35 Acres
- Increased Landfill Life By 20 Years
- **TOTAL ECONOMIC IMPACT: \$28,677,167**

The \$19.1 million project expanded three cells at the Solid Waste Complex, which increased the useful size of the landfill by 35 acres. The expansion of the current landfill is expected to accommodate the county's waste disposal needs until 2041. Additional economic impacts include reasonable tipping fees for the municipalities in Cumberland County that dispose of refuse at the Solid Waste Complex. These fees are some of the lowest in New Jersey. Ensuring such fees allows municipalities within Cumberland County to budget appropriately for solid waste expenses in the community while eliminating the dependence on private solid waste facilities.

PROJECT 8: THE AUTHORITY LANDFILL GAS FACILITY



- Completion Date: 2020
- Project Cost: \$1,015,277
- Project Location: Deerfield Township
- Construction-related Jobs: 5
- Construction Job Impact: \$192,962
- **TOTAL ECONOMIC IMPACT: \$772,916**

Several upgrades were made at the gas facility at the Solid Waste Complex totaling approximately \$515,277. The gas facility captures the methane gas that would otherwise go into the atmosphere eliminating greenhouse gases that are harmful to the environment. The natural gas generated is turned into energy, which is sold back to the power grid. The landfill provides the 4.8 mw landfill gas-to-energy plant with three gas-to-fuel engines that produce approximately 37.8 million kWh, enough electricity to power 3,600 homes. The plant reduces annual greenhouse gas emissions by 59 million pounds of carbon dioxide by avoiding the use of fossil fuels.

PROJECT INVENTORY AND DETAILS

PROJECT 9: THE AUTHORITY TREATMENT PLANT



- Completion Date: 2020
- Project Cost: \$3,446,848
- Project Location: Deerfield Township
- Construction-related Jobs: 22
- Construction Job Impact: \$836,483
- Efficiencies and Ancillary Benefits: \$5,950,000
- **TOTAL ECONOMIC IMPACT: \$9,319,822**

The \$2.2 million project allows The Authority to purify the landfill's leachate on-site. The leachate treatment facility constructed at the Solid Waste Complex is one-of-a-kind in New Jersey because it has a direct discharge permit. The treatment facility consists of a combination of ultra-filtration and reverse osmosis systems used to decontaminate leachate – the liquid sludge that results from rainwater and other liquids filtering through the landfill. The leachate must be collected and treated. The leachate processing facility eliminates the need to transport the leachate to an alternative site for processing and discharge, decreasing ongoing processing costs of approximately \$850,000 per year at the facility.

PROJECT 10: FOOD SPECIALIZATION CENTER



- Completion Date: Anticipated 2020
- Project Cost: \$10,500,000
- Project Location: Bridgeton
- Construction-related Jobs: 93
- Construction Job Impact: \$3,867,020
- New, Full-time Jobs: 20
- Full-time Job Impact: \$740,000
- **TOTAL ECONOMIC IMPACT: \$16,860,000**

The Food Specialization Center is a new, 32,000 square foot facility located next to the existing Rutgers Food Innovation Center in the Florida Avenue Industrial Park. It includes warehouse and processing space as well as shared freezer and cold storage and docks. It will serve as an incubator/accelerator facility for the food industry where businesses can expand a product line or launch a new product ready for production and distribution. It will also include a state-of-the-art Smart Food Technology Center with training space and equipment available for small production runs and the simulation of food industry automation. A total investment of \$10.5 million, was assisted by a grant from USEDA. The Authority signed up its first tenant, Chank's Pizza Cones, a food start-up from Cumberland County that contracted services from the Rutgers Food Innovation Center.

PROJECT INVENTORY AND DETAILS

PROJECT 11: CCTEC HEALTH, SCIENCE, AND MEDICINE ACADEMY



- Completion Date: 2021
- Project Cost: \$23,000,000
- Project Location: Cumberland County Technical Education Center Campus
- Construction-related Jobs: 205
- Construction Job Impact: \$8,450,153
- New, Full-time Jobs: 16
- Full-time Job Impact: \$940,288
- **TOTAL ECONOMIC IMPACT: \$35,910,432**

A 53,000 square foot new wing to the Cumberland County Technical Education Center is proposed for completion in 2021. It will house STEM and STEM-related courses of study, (Science, Technology, Engineering and Mathematics). This new wing will include classrooms, labs, offices, and support services for students, resulting in 16 new full-time staff and professional positions. CCTEC will enhance existing partnerships with Rowan University and Rowan College of South Jersey. The Academy is expected to be completed for Fall 2021 and represents an investment in the county of \$23 million.

PROJECT 12: THE AUTHORITY ADMINISTRATION BUILDING



- Completion Date: 2019
- Project Cost: \$5,500,000
- Project Location: Deerfield Township
- Construction-related Jobs: 50
- Construction Job Impact: \$2,059,648
- New, Full-time Jobs: 50
- Full-time Job Impact: \$5,000,000
- **TOTAL ECONOMIC IMPACT: \$15,750,000**

This completed 15,000 square foot facility enables The Authority employees and operations to be housed together in one building. The state-of-the-art facility demonstrates Cumberland County's progressive approach to business and economic development and provides a one-stop, professional center for the technical and financial assistance offered by The Authority. The \$5.5 million facility in Deerfield Township is part of the larger landfill and shared services complex serving the county. The facility provides meeting space for businesses and guests visiting the complex and offices to facilitate the partnerships and development opportunities fostered by The Authority.

PROJECT INVENTORY AND DETAILS

PROJECT 13: PARK AVENUE PHASES I – III



- Completion Date: 2020
- Project Cost: \$21,669,118
- Project Location: Vineland
- Construction-related Jobs: 193
- Construction Job Impact: \$7,980,468
- **TOTAL ECONOMIC IMPACT: \$32,503,677**

Phase I of this project entails the purchase of the property for approximately \$6 million and an additional \$6 million in site renovations. Phases II and III represent construction costs for end-users, including the State of New Jersey and the Vineland Municipal Electric Utility. This represents a direct investment of nearly \$22 million. This multi-tenant building which is owned and operated by The Authority greatly enhances the commercial environment along Park Avenue and increases the investment potential of the area.

PROJECT 14: VINELAND POLICE STATION



- Completion Date: 2019
- Project Cost: \$22,575,863
- Project Location: Vineland
- Construction-related Jobs: 206
- Construction Job Impact: \$8,454,242
- **TOTAL ECONOMIC IMPACT: \$33,863,795**

The Authority developed and managed the construction of this 55,000 square foot facility, which replaces the station that housed the Vineland Police Department for 54 years. The new building, complete with the latest in new communications and other public safety technologies includes rooms for testing, processing arrests, and additional space to accommodate the needs of police officers. In addition to housing the police station, the facility will also include the city's 911 call center and related emergency services.

PROJECT INVENTORY AND DETAILS

PROJECT 15: ROWAN COLLEGE OF SOUTH JERSEY CAPITAL PROJECTS



- Completion Date: 2020 and Ongoing
- Project Cost: \$2,500,000
- Project Location: Rowan College of SJ
- Construction-related Jobs: 22
- Construction Job Impact: \$920,719
- **TOTAL ECONOMIC IMPACT: \$3,750,000**

The Authority provides facilities management for Rowan College of South Jersey. As part of these services, The Authority is improving college facilities by replacing six roofs, making HVAC replacements and upgrades, creating a new Engineering Lab, and implementing a building access and security system. The Engineering Lab, known as “the MILL” (Mechatronics Innovation Learning Lab), will link engineering curriculum to advanced manufacturing processes and robotics. These projects are underway at the cost of \$2,500,000 and will increase the security and longevity of the existing buildings. Rowan College of South Jersey’s Cumberland Campus is a great asset to the community and enhances educational opportunities for the county’s students.

PROJECT 16: BRIDGETON DOWNTOWN PROJECT



- Completion Date: 2021
- Project Cost: \$11,201,713
- Project Location: Bridgeton
- Construction-related Jobs: 100
- Construction Job Impact: \$4,125,452
- **TOTAL ECONOMIC IMPACT: \$16,802,570**

This project, representing an investment of over \$11 million, is a cornerstone for the redevelopment of Bridgeton’s downtown district. Site acquisition, financing, and environmental remediation were completed by The Authority to prepare the project for construction during 2020-2021. Once completed, the project will provide 30,000 square feet of new office and commercial space, as well as a new parking area for up to 75 vehicles. There will also be a pedestrian walkway over Church Lane.

PROJECT INVENTORY AND DETAILS

PROJECT 17: MILLVILLE DOWNTOWN PROJECT



- Completion Date: 2020
- Project Cost: \$6,639,246
- Project Location: Millville
- Construction-related Jobs: 59
- Construction Job Impact: \$2,445,152
- **TOTAL ECONOMIC IMPACT: \$9,958,869**

New commercial and office space is being created through the acquisition of an existing, vacant building in downtown Millville and the creation of a sizable addition to the building. This new 20,000 square foot structure will be home for medical services for area residents. The facility will be home to the Complete Care Health Network, which will provide medical services to the area's under served residents. Additional land has been acquired to provide the necessary parking for this facility. This \$6.6 million investment will anchor the northern end of the city's downtown and will also provide 2,000 square feet of unsecured space available for other uses.

PROJECT 18: THE AUTHORITY LANDFILL UPGRADES



- Completion Date: 2019
- Project Cost: \$6,700,000
- Project Location: Deerfield Township
- Construction-related Jobs: 61
- Construction Job Impact: \$2,509,025
- **TOTAL ECONOMIC IMPACT: \$10,050,000**

The Authority is continuously improving the landfill to create operational efficiencies and shared services for county departments. Most recently, a truck and large vehicle wash was constructed for use by county, municipal governments and area businesses. This shared service helps to promote efficiencies and save money by consolidating easy access to this service. Upgrades to the landfill and the treatment plant have been completed, and in total \$6.7 million of improvements have taken place.

PROJECT INVENTORY AND DETAILS

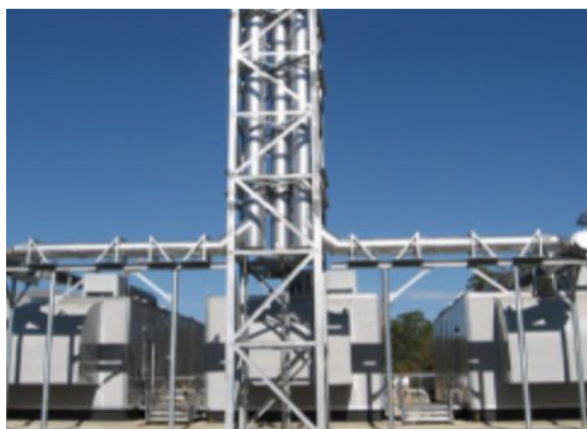
PROJECT 19: COMPRESSED NATURAL GAS STATION



- Completion Date: 2019
- Project Cost: \$2,800,000
- Project Location: Deerfield Township
- Construction-related Jobs: 26
- Construction Job Impact: \$1,067,872
- **TOTAL ECONOMIC IMPACT: \$4,200,000**

The Compressed Natural Gas (CNG) Station, a \$2.8 million project, provides a cleaner and less expensive alternative to diesel fuel. This station helps The Authority save on costs for its fleet management operation and has opened up new business lines while protecting the environment. In its partnership with the Atlantic County Utilities Authority, which currently services Vineland and Millville trash pick-up with 24 CNG capable trucks, this new station has been able to service these vehicles at substantially reduced costs. ACUA will be expanding its trash collection services to the City of Bridgeton in 2021.

PROJECT 20: THE AUTHORITY LANDFILL MICROGRID



- Completion Date: 2020
- Project Cost: \$9,000,000
- Project Location: Deerfield Township
- Construction-related Jobs: 80
- Construction Job Impact: \$3,314,588
- **TOTAL ECONOMIC IMPACT: \$13,500,000**

The entire landfill operation, including the adjoining administration building, is being powered by renewable energy produced from a conversion of the landfill's methane gas to energy project. Three landfill gas-fueled engines are combined with standby generators to provide primary and critical power needs. This provides a long term, sustainable solution to the local community, and makes the landfill operation a unique model for other public and private landfill operations. Additionally, the heat created from the engines is used to evaporate residual water from the treatment plant, thus reducing greenhouse gas emissions by eliminating the need to haul off site in tankers. The equipment for the microgrid and related projects totals \$9 million.

PROJECT INVENTORY AND DETAILS

PROJECT 21: SITE SALE AND DATA CENTER PROJECT



- Completion Date: 2020
- Project Cost: \$63,000,000
- Project Location: Deerfield Township
- Construction-related Jobs: 574
- Construction Job Impact: \$23,592,330
- New, Full-time Jobs: 75 by 2021
- Full-time Job Impact: \$5,625,000
- **TOTAL ECONOMIC IMPACT: \$102,937,500**

The 120,000 square foot former Cumberland County Technical Education Center is being retrofitted and developed as a Virtual Reality and Data Campus. This facility will provide online digital infrastructure for cloud computing and storage, media distribution, and virtual reality services. In addition, the digital infrastructure will be supported by solar power from Atlantic City Electric (71mw) and generated behind the meter (60mw). This facility will generate new technology-based jobs and help to launch an innovation economy in Cumberland County. The public investment by The Authority facilitated the private investment of \$60 million to complete the full project. The company will hire 75 new highly-skilled employees and expects to be fully operational by 2021.

PROJECT 22: LINCOLN AVENUE REDEVELOPMENT

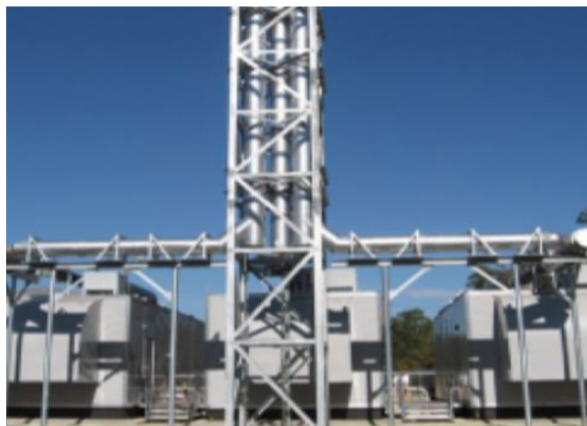


- Completion Date: 2021
- Project Cost: \$19,230,000
- Project Location: Vineland
- Construction-related Jobs: 175
- Construction Job Impact: \$7,201,278
- New, Full-time Jobs: 275
- Full-time Job Impact: \$11,000,000
- **TOTAL ECONOMIC IMPACT: \$45,345,000**

In partnership with the City of Vineland, The Authority purchased nearly 300 acres on Lincoln Avenue to establish an industrial park in the southeastern portion of the city, near the Route 55 exit. A private developer, Northeast Precast, has purchased 237 acres and is beginning the construction of a multi-phased, multi-tenant industrial park anchored by an established, precast concrete business. At project completion, the industrial park could include over 700,000 square feet of industrial space. The initial phases will produce approximately 275 full-time jobs and represent a private investment of \$15 million. Part of this project includes major traffic and access improvements to Route 55 and the Cumberland Mall. Other uses including recreational ones are planned in the long-term

PROJECT INVENTORY AND DETAILS

PROJECT 23: METHANE GAS EXPANSION



- Completion Date: 2021
- Project Cost: \$1,500,000
- Project Location: Deerfield Township
- Construction-related Jobs: 13
- Construction Job Impact: \$552,431
- **TOTAL ECONOMIC IMPACT: \$2,250,000**

Methane gas is collected at the landfill, then pumped to the methane gas-to-energy plant, where the three engines create electricity. That electricity is then delivered to the microgrid utilizing The Authority owned utility infrastructure. The gas facility captures the methane gas that would otherwise go into the atmosphere eliminating greenhouse gases that are harmful to the environment.

PROJECT 24: CUMBERLAND COUNTY CAPITAL PROJECTS



- Completion Date: Various Completion Dates
- Project Cost: 1,720,000
- Project Location: Multiple Municipalities
- Construction-related Jobs: 15
- Construction Job Impact: \$633,455
- **TOTAL ECONOMIC IMPACT: \$2,580,000**

This initiative consists of multiple projects. Included are improvements to the County Human Services Building and enhancements to the County Sheriff's Armory Facility, both in Bridgeton; new amenities at the County Fairgrounds in Deerfield Township; and creation of a new Veteran's Cemetery Pavilion in Hopewell Township. Because each of the projects is on a different construction timeline, there is no set completion date for the entire development effort. Each of the projects, however, enhances substantially the service delivery capability of the agencies involved and in the case of the Fairgrounds, makes improvements that have been needed for some time.

PROJECT INVENTORY AND DETAILS

PROJECT 25: CAPE MAY COUNTY COMMONS REDEVELOPMENT



- Completion Date: 2020
- Project Cost: \$22,000,000
- Project Location: Rio Grande, Cape May County
- Construction-related Jobs: 169
- Construction Job Impact: \$6,997,465
- **TOTAL ECONOMIC IMPACT: \$28,500,000**

In partnership with Cape May County, The Authority is providing project construction management services for the redevelopment of a former 62,000 square foot shopping center in Rio Grande that will be re-purposed into federal and county government offices and service centers. The complex will also include an entertainment center housing a movie theater, bowling alley and restaurant.

PROJECT 26: SOUTHEAST GATEWAY HOUSING REDEVELOPMENT



- Completion Date: 2020
- Project Cost: \$20,000,000
- Project Location: Bridgeton
- Construction-related Jobs: 178
- Construction Job Impact: \$7,365,752
- **TOTAL ECONOMIC IMPACT: \$30,000,000**

In partnership with Gateway Community Action Partnership, this \$20 million project is focused on revitalizing the Southeast Gateway Neighborhood in Bridgeton. This includes the construction of new and improved housing and important community enhancements. The construction of the homes is a principal focus of the Southeast Gateway Neighborhood Plan, which was prepared in partnership with neighborhood residents and businesses.

SUMMARY FINDINGS AND NEXT STEPS

This impact analysis has estimated the total economic impact of the 26 projects and shared services facilitated by The Authority to be \$615,314,337. This figure encompassed project estimates from 2015 to projects anticipated for completion this year or in 2021. (The one outlier is Project 9, which was completed in 2013.) But the total economic impact figure is just one measure of benefit. To provide a more detailed assessment of benefits and costs, some additional calculations are required.

A Benefit Cost Ratio typically measures the benefits and costs of projects over time, which is often a period of ten or more years which represents a reasonable estimate of a project's life for analytical purposes. As in the preceding portions of this report, very conservative estimates were used to assess a generalized Benefit Cost Ratio (BCR) for the The Authority's projects. The table on the following page illustrates these calculations.

Presentation of Benefit Cost Analysis (BCA)

In order to assess benefits and costs over time, a discount ratio must be used to translate current value, or the value/cost of project and its benefits today to the outlying years. Federally funded projects typically use a discount rate of 7% annually, which is the rate used in this analysis. Those values are represented in the first column of the table. What this indicates, for example, is that \$279,653,128 in project costs today would be valued at \$277,695,556 after one year's time and so forth.

The cost of a project over time must also consider project maintenance. Since all of The Authority's projects are very recent or will be completed in the near-term, it would be reasonable to assume that they would not require facility maintenance of any magnitude for several years into a ten-year calculation. However, to be conservative and for the purpose of this BCA, an annual present value figure of \$100,000 was used and then increased by \$50,000 per year for the outlying 10 years.

The value of new, full-time jobs was estimated conservatively as part of the calculation of economic impact, but they also represent annual costs to the employer. The total value of full-time jobs was therefore discounted to reflect those costs over time. Total project costs, estimates of maintenance costs, and the costs of full-time salaries represent in total, the costs of the projects over the ten-year time horizon.

Those total costs are then compared to the economic impact total, which is also discounted over the same ten-year cycle.

The resulting Benefit Cost Ratio is 1.82/1, which represents a significantly higher value of benefit than cost. This figure is in line with what many project evaluators at the state and federal levels see as sufficiently beneficial to aid in project support or funding, so it is a widely accepted representation of positive value.

YEAR/PRESENT VALUE DISCOUNT RATE (7%)	TOTAL PROJECT COST TO DATE	ESTIMATE OF MAINTENANCE	FULL TIME SALARIES	ECONOMIC IMPACTS
	\$279,653,128	\$100,000	\$57,201,682	\$615,314,337
1 .9346	\$261,363,813	\$140,190	\$53,460,692	\$575,072,779
2 .8734	\$244,249,042	\$174,680	\$49,959,949	\$537,415,542
3 .8163	\$228,280,848	\$204,075	\$46,693,733	\$502,281,093
4 .7629	\$213,347,371	\$228,870	\$43,639,163	\$469,423,308
5 .7130	\$199,392,680	\$249,550	\$40,784,799	\$438,719,122
6 .6663	\$186,332,879	\$266,520	\$38,113,481	\$409,983,943
7 .6227	\$174,140,003	\$280,215	\$35,619,487	\$383,156,238
8 .5820	\$162,758,470	\$291,000	\$33,291,379	\$358,112,944
9 .5439	\$152,103,336	\$299,145	\$31,111,995	\$334,669,468
10 .5083	\$142,147,685	\$304,980	\$29,075,615	\$312,764,277
TOTALS	\$1,964,116,127	\$2,439,225	\$401,750,293	\$4,321,598,714

BCA = The total of columns 1-3 (\$2,368,305,645) divided by column 4 (\$4,321,598,714) = 1.82/1

SUMMARY

This analysis, conservatively assembled, shows a very positive Benefit Cost Ratio and economic impact of the various projects led by the The Authority. These projects, involving both public and private sector facilities and services have generated thousands of construction jobs and full-time positions for Cumberland County and area residents.

The projects have also stimulated sales, retail purchases, and the services of other area businesses and have provided the County with needed improvements to its infrastructure and public buildings and spaces. They have been sufficiently developed and managed so as to attract the attention of both Cape May and Salem counties who are now engaging The Authority to help with some of their development needs.

Shared service arrangements with municipal governments, other county agencies and neighboring counties have resulted in waste disposal and trash collection agreements, better COVID-19 information for health preparedness and small businesses, new housing initiatives, technical support and general economic development services for local governments and industries.

The Global Pandemic and the Future of the County's Economy

The recent COVID-19 crisis dramatizes the importance of the work being done by The Authority to invest in economic development and redevelopment and provide technical and shared service support for businesses and residents throughout the county. A study on the impact of the pandemic demonstrates that because the economic base of the county is focused on manufacturing and goods and not hospitality, Cumberland County's economic disruptions may be less severe than other areas of the state. The county's mix of industries and the actions of The Authority have guarded against the worst of the pandemic's impacts.

Statistics stemming from the health crisis indicate that the most impacted sectors of the county economy represent 47.7% of its gross domestic product, (GDP.) These impacted sectors of the county economy include goods production, which encompasses mining, construction, and manufacturing. The 3,809 construction jobs generated by The Authority's economic development initiatives in the past five years, inclusive of the construction jobs for those active projects nearing completion or targeted for completion in 2021, have mitigated impacts in this industrial sector. So have the 580 full-time jobs that have been or are being generated in education, food processing, technology, and manufacturing.

The goods production sector represents 21% of GDP. Trade represents 14.9% of GDP and in addition to retail and wholesale trade, it includes the transportation and warehousing activities, which are among the most heavily impacted sectors of the economy both locally and nationally. Education, health care and social assistance along with government and related services comprise 30.4% of GDP and are also heavily impacted sectors of the economy.

These three industry sectors – goods production, trade, and education/health care/social assistance – need to be monitored, helped and supported to survive. These three areas are getting special attention from The Authority as demonstrated by the many projects that can be tied to these sectors.

The small business community is another and critically important sector of the economy. While the major retailers will eventually recover, many small businesses impacted nationally by COVID-19 will not. In a May 2020 article from the McKinsey Global Institute it was reported that nearly half of all small business jobs “are concentrated in a handful of industries, especially accommodations and food services, construction, retailing, and healthcare and social assistance. Two occupational categories—food service and customer service and sales—account for more than four in ten vulnerable small-business jobs.” Again, by focusing attention on job generation, construction activity, educational investment, and the future needs of these key sectors, The Authority can help small businesses survive.

In addition to project development and construction, The Authority has been integral in providing technical support to the many small business financing opportunities coming from the state and federal governments. Seminars, webinars, and direct outreach to small businesses have enable them to apply for the N.J. Economic Development Authority, U.S. Small Business Administration, and other grant and loan opportunities.

Looking Forward: The County Economic Development Plan

Continuing the work being accomplished by The Authority is clearly important. That work has spurred new construction, created jobs, provided for new employment, and resulted in collaborations with private sector entities thereby leveraging millions of dollars in investment. The Authority's shared services initiatives have saved County and local taxpayers \$3.6 million annually. There is also a need to expand and diversify the economy. In order to move the economy forward, new industries and new employment opportunities must be created.

To affect this change, the County's Economic Development Plan focuses on seven strategic business sectors:

- Healthcare
- Manufacturing
- Agribusiness
- Aeronautics and Aviation
- Retail
- Hospitality and Tourism

These sectors encompass the ones most impacted by the global pandemic as well as ones that would be new to the County. To mitigate any type of economic downturn there must be initiatives that enhance the resiliency of the economy and that means building on the healthy sectors of the economy while spurring new ones.

The Authority has other projects on the drawing board that will help to expand the economy, diversify employment, and grow the prosperity of the region. In these particularly trying times, it is important to take stock of what has been completed and continue to envision new opportunities.

Toward those ends, The Authority intends to continue its work to enhance education, promote new workforce development initiatives, foster shared services with municipal government, invest in new projects that broaden the structure of the economy, and develop partnerships with business and industry to leverage investment and increase employment. The Authority's focus is on innovation, entrepreneurship and integrating technology into the economic base, all of which is represented in this project. In developing a new Economic Development Strategic Plan for 2020-2030, the county also recognizes the need to diversify the economic base while expanding the application of technology and innovation to existing industries. This evolving Strategic Plan encourages the type of entrepreneurship represented by many of the projects in this report and the need to develop more technological skill sets for the workforce.

In the next few years, new projects in technology, food processing, manufacturing, construction, and other business sectors will be the focus of The Authority. These initiatives will continue to build on the successful projects to date and further the task of industrial development and expansion that will increase the quality of life and promote a healthier economic environment for the residents and businesses of Cumberland County.