

TOWNSHIP OF LAKEWOOD, NEW JERSEY



2024 URBAN ENTERPRISE ZONE PLAN

*Prepared by the Lakewood
Development Corporation*

Facilitated by



February 2024

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THE LAKEWOOD URBAN ENTERPRISE ZONE PLAN • February 2024

EXECUTIVE SUMMARY

Lakewood Township in Ocean County, New Jersey is the State's most rapidly growing community. Since the 2020 Census, its population has increased by an estimated 12,400 persons since 2020 and by more than 54,000 people since 2010. The Lakewood UEZ is managed by the Lakewood Development Corporation. It has an 8-member board headed by an Executive Director. First established in 1994, the Lakewood Urban Enterprise Zone has grown to include more than 600 businesses. The Zone also demonstrated the largest increase in business participation of any UEZ in the State of New Jersey and has managed a wide range of very successful programs and projects.

The UEZ Plan is divided into four sections including an introduction; a background summary; a section outlining vision and goals; and a strategic implementation narrative and action agenda.



A BRIEF SUMMARY OF BACKGROUND CHARACTERISTICS

Lakewood has been extremely successful in capturing a majority of its business activity and employment within the boundary of its Urban Enterprise Zone. In some instances, well over 60% of employers and employment exists within the Zone. The retail trade sector in particular has both a large percentage of Township wide activity and over 3,000 employees engaged within the Zone.

Incomes in the UEZ are well below those of other jurisdictions. Median Household Income in Ocean County is \$78,811 and in New Jersey it is \$93,214. The median income of households in the UEZ – at \$52,673 – is only 66.8% of the County's median income and 56.5% of that of the State. This easily demonstrates an ongoing need for an aggressive Urban Enterprise Zone Program that provides for new business and new employment opportunities.

In addition, the UEZ faces a number of other challenges. Field observations taken on Friday, October 13, 2023 observed a number of issues relevant to the future of the Urban Enterprise Zone. These include:

- Dilapidated sidewalks and street infrastructure
- Directional signage in congested highway corridors
- A need for pedestrian and bicycle infrastructure, particularly marked crosswalks for enhanced pedestrian safety
- Potential for a comprehensive streetscape improvement program including greenery, pocket parks, lighting, painted curbs, signage, murals, etc.
- Limited parking opportunities

- Heavily congested business corridors with limited access
- Façade improvements in certain business locations
- Possible security investments such as street cameras and signage

Lakewood Township’s unemployment rate is currently 4.9% according to Department figures. This rate is 1.1% higher than the national average of 3.8% which deems the community “economically distressed” by the U.S. Economic Development Authority and qualifies it for federal grant programs. An analysis of spending and retail potential indicates a number of sectors in the local economy where there are gaps and where new business recruitment can help to reduce unemployment and provide new investment and jobs for local residents which will help the UEZ to target new business development.



VISION, GOALS AND STAKEHOLDER EQUITY

A wide-ranging public outreach process was conducted as part of this planning process. Individual meetings were held with a cross section of community stakeholders, including Hispanic, African American and Hassidic interests. In addition, both the Lakewood Chamber of Commerce and the Lakewood Community Services Corporation cooperated in distributing a survey regarding the UEZ Program to its members.

From this outreach and the suggestions received from the planning committee of the Lakewood Development Corporation, a vision statement and four key UEZ goals were prepared.

Vision Statement:

“

It is the intent of the Lakewood Urban Enterprise Zone Program to foster new business and commerce; promote investments that support and enhance economic development, spur new job opportunities for area residents, create a safe and livable business environment, promote equity, and advance the quality of life for business owners, residents and stakeholders in the Zone and throughout Lakewood Township.

”

Goal 1: Modify the Boundaries of the Urban Enterprise Zone to Capture New and Developing Nodes of Business in Lakewood Township and Eliminate some of the Long Narrow Zone Boundary Lines that Provided for a Contiguous Boundary in the Previous Plan.

Goal 2: Enhance Marketing of the Zone Program to Register Additional Businesses and Ensure Minority Engagement in the Zone to Spur New Business Development, Redevelopment and Investment.

Goal 3: Invest in Infrastructure, Aesthetic Improvements, Streetscapes and Services that Enhance the Business Environment in the Zone and Encourage New Business Investment and Expansion.

Goal 4: Promote Public Safety and Enhance Opportunities for Additional Commerce that Provides Better Access to Businesses, Services, and Events with the Urban Enterprise Zone.

THE STRATEGIC ACTION AGENDA

The Strategic Action Agenda outlines five principal priorities for the coming five-year life of the UEZ Plan. These include:

- Focusing on Revitalization of The Lakewood Downtown;
- Advancing Retail Corridor Development and Redevelopment;
- Recruiting New Businesses and Minority Participation in the UEZ Program;
- Improving Traffic Circulation, Provide for New Parking Opportunities, and Reduce Congestion; and
- Linking New Business Opportunities and Job Expansion at the Municipal Airport and the Industrial Park with New Jobs for Lakewood Residents.

For each of these priorities, an inventory of initiatives is provided in a matrix, which includes potential partners and funding sources. Where business development is included in the priority, a listing of business typologies is also outlined. These typologies are identified within the revised Zone in each of four target areas and for each of the five key priorities outlined for the coming years of the Zone's operation. These priorities and target areas encompass the vision and goals of the plan which form the foundation of the action agenda.

The Lakewood Development Corporation, which manages the Urban Enterprise Zone Program, has done an outstanding job of recruiting business and investing in Zone improvements to advance economic development and the quality of life for Lakewood residents and businesses. This plan advances that excellent track record and provides a strategy that will advance the Lakewood Urban Enterprise Zone Program as among the best programs statewide.

NOTE: Additional information and background data can be found in the various appendices included in this plan.

SECTION 1 INTRODUCTION

Lakewood Township in Ocean County, New Jersey is the State’s most rapidly growing community. Since the 2020 Census, its population has increased by an estimated 12,400 persons since 2020 and by more than 54,000 people since 2010. Over the past 13 years, this represents an increase of 58% - an astounding rate of growth given that New Jersey’s population base has grown by only 6.9% over the same period of time.¹

The Township is situated along busy U.S. Route 9, with more than 30,000 vehicles passing through the downtown every day according to NJ DOT traffic count maps. The community is also located in proximity to the Garden State Parkway. New Jersey Transit provides multiple options for bus travel from Lakewood to surrounding destinations and other cities throughout the region. Map 1 illustrates the location of the Township relative to the northern Ocean County Region.



Not only has the population of the Township increased, so has its business community. The number of employers in Lakewood has increased by approximately 700 firms in just the past six years.² While the influx of business is due in part to the large increase in the Township’s population – and in particular the growth of the Orthodox Jewish community – business growth has also been driven by a very successful Urban Enterprise Zone Program.

First established in 1994, the Lakewood Urban Enterprise Zone has grown to include more than 600 businesses. The Zone also demonstrated the largest increase in business participation of any UEZ in the State of New Jersey according to the most recent assessment of Urban Enterprise Zones by the N.J. Department of Community Affairs.³

The Lakewood UEZ is managed by the Lakewood Development Corporation. It has an 8-member board headed by the Chairman and administered by the Executive Director. The Zone itself is presently spread across various neighborhoods and business corridors in the Township, as shown on the map on page 5. As can be seen from this map, the Zone encompasses approximately 30% of the Township’s land mass.

Map 1
Lakewood and the Northern Ocean County Region



¹ ESRI Business Analyst, 2023

² ESRI Business Analyst, 2023 estimate and 2017 U.S. Census of Business.

³ NJ DCA Assessment - <https://www.nj.gov/dca/uez/pdf/New-Jersey-Urban%20Enterprise-Zone-Program-Assessment-2019.pdf>

LOCATION

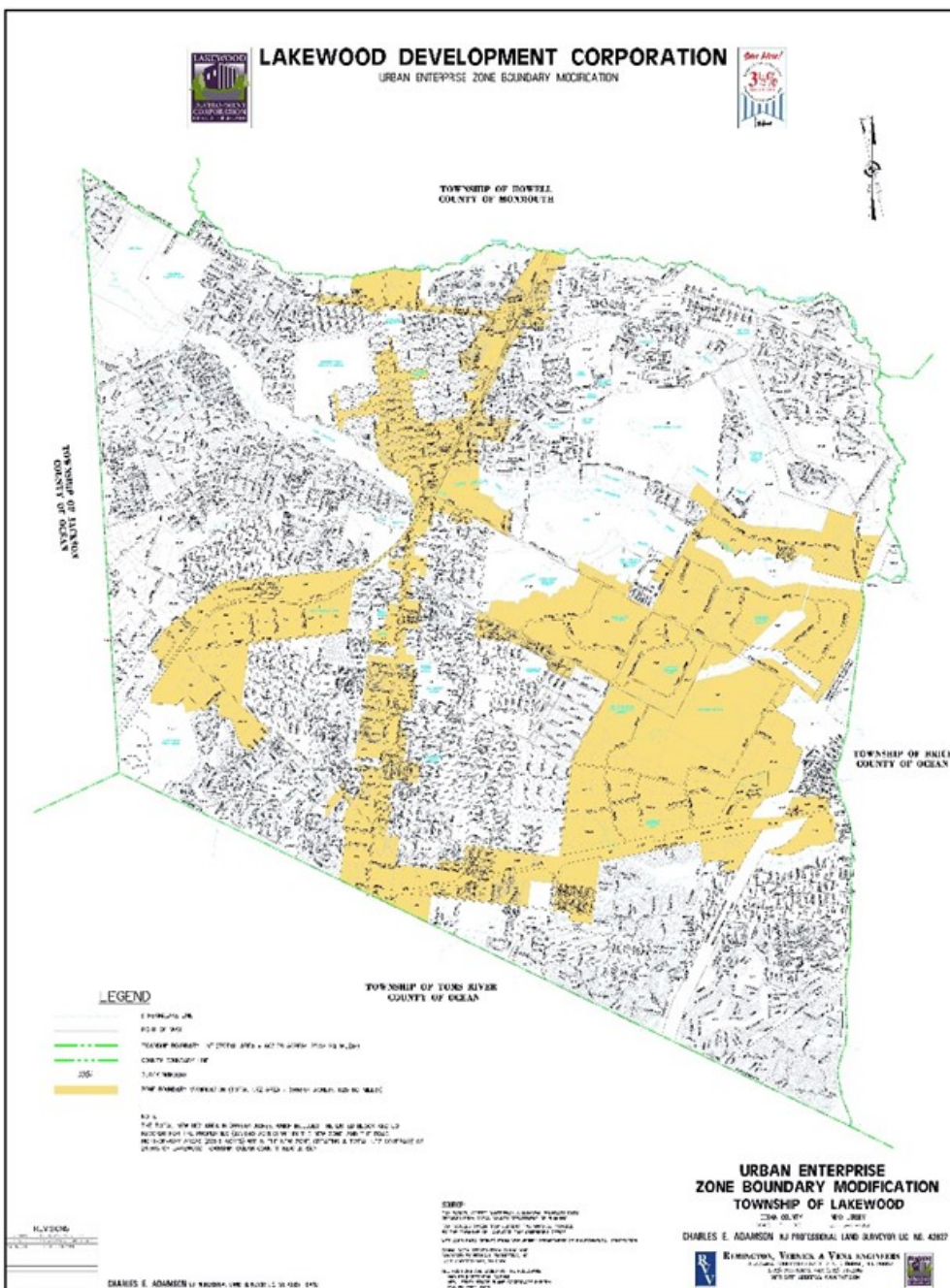
The Township is situated along busy U.S. Route 9, with more than 30,000 vehicles passing through the downtown every day according to NJ DOT traffic count maps. The community is also located in proximity to the Garden State Parkway. New Jersey Transit provides multiple options for bus travel from Lakewood to surrounding destinations and other cities throughout the region.



PURPOSE OF THIS PLAN

The purpose of this plan is to update the purpose and profile of the Urban Enterprise Zone, and to revise its boundaries. When the Zone was established originally, there was a requirement that the boundaries of the Zone be contiguous. This resulted in the “spiderweb” corridors that appear on the 2011 Zone Boundary Map shown on the left.

With the State’s reauthorization of the Urban Enterprise Zone Program in 2022, requirement for contiguous Zone boundaries was eliminated. But as part of this reauthorization, UEZ Plans are now required to be significantly updated to illustrate the characteristics, goals for future development, and project typology that is envisioned as part of that growth. With the tremendous business and population increases being experienced in Lakewood Township, this new UEZ Plan is very timely.



THE UEZ GUIDELINES

In the fall of 2023, the State’s Urban Enterprise Zone Authority issued new guidelines to govern the formulation of UEZ Plans and governance of the Zones. Specifically, these guidelines offer three options for preparing the Urban Enterprise Zone Plan, including both preparation with and without financing from the Enterprise Zone Assistance Fund. They are:

Option 1: Enterprise Zone Assistance Fund (EZAF) - Request to fund the RFP Preliminary Zone Development Plan process using an outside consultant.

Option 2: Enterprise Zone Assistance Fund (EZAF) - Request to fund the Preliminary Zone Development Plan process using municipal employees and/or employees of the UEZ Entity.

Option 3: Request to Proceed with Developing a Preliminary Zone Development Plan without Zone Assistance Funds

Lakewood opted to use its own financing to update its UEZ Plan, and engaged Triad Associates of Vineland, NJ to prepare the document.

Other principal requirements of the guidelines include:

- A requirement to issue a Letter to the Urban Enterprise Zone Authority indicating that the UEZ Plan will be self-funded;
- Documentation of the Request for Proposals (RFP) to prepare the Plan using an outside consultant;
- The submission of a letter requesting the review and approval of the Preliminary UEZ Plan;
- Documentation of the consultant’s and local organization’s staffing and qualifications to prepare the plan;
- A copy of the Preliminary UEZ Plan; and
- Evidence that the UEZ Entity consulted with representatives of diverse Statewide or regional business organizations that represent the interests of minority businesses as defined in section 2 of P.L. 1986, c. 195 (N.J.S.A. 52:27H-21.18), which organizations had no less than 30 days to review the preliminary zone development plan and submit comments to the UEZ Entity.

This UEZ Plan was developed and submitted to the Urban Enterprise Zone Authority by the Lakewood Development Corporation in compliance with these regulations. Work began on the Plan in September 2023. Documentation to this effect is found in the Appendix of this plan.

As part of this planning process, research on the Zone’s characteristics, discussions with the Lakewood Development Corporation, outreach to the business community, and other analyses have been conducted to define the nature of the Zone today and to formulate a vision for its future.

CONTENTS OF THE PLAN

This UEZ Plan is broken into four sections. The first section is the introduction to the plan. Section 2 contains information on the population, workforce, housing, business characteristics and other features of the Zone. It examines a range of demographic characteristics, vacant properties, infrastructure capacity, streetscape, and other features of the Zone that might impact its development.

The third section of the plan then explores these characteristics and combines the findings with the results of minority outreach, resident, business and public official comments and direction. The results of these findings provide a vision for the Zone’s future and a series of goals around which projects and new business can be generated. It also lays the framework for the revised UEZ boundaries that are part of this plan.

Section four, the final section of the plan, focuses on implementation and development strategies. Specific business typologies are listed; priority locations and initiatives are outlined; and proposed changes in plan implementation are provided. Any changes that may be needed in land use regulation or other aspects of community development that help to enhance Zone development are also addressed. In addition, other sources of funding to advance the goals that are part of the plan are listed.

This section also outlines the key next steps in the plan’s adoption and implementation. Lakewood is in a strong position to continue its ongoing growth and development through a managed and “smart-growth” approach. This Urban Enterprise Plan is one component of that process and one that will enrich the lives of the residents of Lakewood and the prosperity of the business community.



SECTION 2: CHARACTERISTICS OF LAKEWOOD TOWNSHIP AND THE CURRENT URBAN ENTERPRISE ZONE

The prior introduction to this plan offered an overview of Lakewood Township, its regional setting, and the changes in the business economy and population that have occurred over the past decade. This section takes a more detailed look at Lakewood Township and in particular, its current Urban Enterprise Zone.

One of the most significant comparisons that can be offered is the business and population composition of the Zone versus the Township as a whole. Table 1 below offers the business comparison.

Table 1
Comparisons between Lakewood Township and the Urban Enterprise Zone

EMPLOYMENT SECTORS	LAKEWOOD TOWNSHIP		URBAN ENTERPRISE ZONE		PERCENTAGES	
	# Of Employers	# of Employees	# of Employers	# of Employees	% Employers in Zone	% Employees in Zone
Agriculture & Mining	30	190	16	105	53.3	55.3
Construction	177	1,097	91	602	51.4	54.9
Manufacturing	122	2,680	78	1,763	63.9	65.8
Transportation	70	978	45	646	64.3	66.1
Communication	25	86	17	55	68.0	64.0
Utilities	1	3	1	3	100.0	100.0
Wholesale Trade	164	1,826	98	1,155	60.0	63.3
Retail Trade	679	4,864	415	3,047	61.1	62.6
Finance, Insurance, Real Est.	378	2,411	219	1,378	57.9	57.2
Services	1,234	18,874	662	8,898	53.6	47.1
Government	31	1,040	20	880	64.5	84.6
Unclassified Establishments	357	807	185	429	51.8	53.1
TOTALS	3,268	34,856	1,846	18,961	56.5	54.4

As seen in this table, Lakewood has been extremely successful in capturing a majority of its business activity and employment within the boundary of its Urban Enterprise Zone. In some instances, well over 60% of employers and employment exists within the Zone. The retail trade sector in particular has both a large percentage of Township wide activity and over 3,000 employees engaged within the Zone. Within that sector, the top five largest employers in the Zone are those in the following trades:

- Motor Vehicles and Parts: 591 Employees
- Food and Beverage Stores: 450 Employees
- Building Materials, Garden Equipment & Supplies: 298 Employees
- Sporting Goods, Hobbies, Books and Music: 175 Employees
- Health and Personal Care: 174 Employees

The service sector, which includes professional, scientific, educational, health, accommodation and food, and other services is the only employment sector in the UEZ that does not capture a majority of the Township’s employment, although it does include over 50% of its businesses and employers.

OTHER CHARACTERISTICS OF THE UEZ

The following table illustrates other key characteristics of the Urban Enterprise Zone and its relationship to the Township as a whole.

Table 2
Demographic Characteristics Comparison

ZONE CHARACTERISTIC	LAKESWOOD TOWNSHIP	UEZ	% WITHIN THE UEZ
2010 Population	92,933	22,587	24.3%
2020 Population	135,158	30,838	22.8%
2023 Estimate	142,772	32,083	22.5%
Population Growth 2020 to 2023	53.6%	42.0%	
2023 White Population	83%	80%	---
2023 Black Population	2.7%	3.1%	---
2023 Hispanic Population	12.3%	14.4%	---
2023 Median Household Income	\$58,636	\$52,673	---
2010 Housing Units	26,368	5,666	21.5%
2020 Housing Units	34,726	7,668	22.1%
2023 Housing Units	36,232	7,959	22.0%
2023 Housing Vacancy Rate	7.6%	8.7%	---

The population growth within the UEZ has increased by 42% since 2010. This is a slower rate of population growth than that of the Township (53.6%), but well above that of the County or the State.

Incomes however, are still below those of other jurisdictions. Median Household Income in Ocean County is \$78,811 and in New Jersey it is \$93,214. So, the median income of households in the UEZ is only 66.8% of the County’s median income and 56.5% of that of the State.

This level of ongoing economic distress in Lakewood is confirmed by the New Jersey Municipal Revitalization Index (formerly known as the Municipal Distress Index.) According to the most recent 2020 analysis, Lakewood Township is the 58th most distressed community out of the State’s 564 municipalities. However, this figure has improved significantly since 2017 when the Township was listed as New Jersey’s 37th most distressed community.⁴

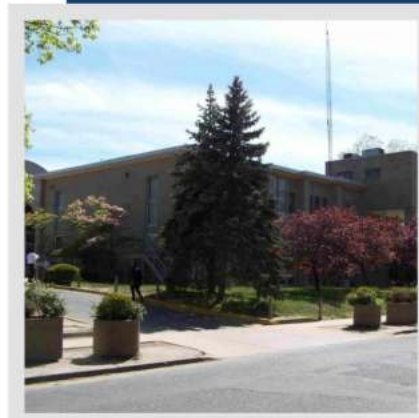
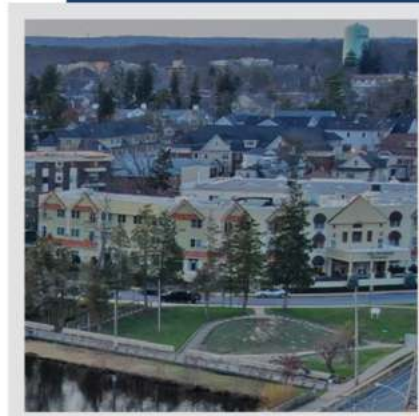
A BRIEF HISTORY OF LAKEWOOD

The history of Lakewood has a direct bearing on the Township’s population and on the characteristics of the Urban Enterprise Zone. Lakewood has a long history as a vacation community, particularly for its large Jewish population. A number of hotels were built in the late 19th and early 20th Centuries that attracted vacationers from New York City and other areas of the northeast.

In 1943 Rabbi Aaron Kotler established Beth Modrash Govoha, the largest Yeshiva outside of Israel. Since then, this institution has grown considerably and supports a enrollment of approximately 6,500 male graduate and undergraduate students. The Yeshiva is one of 400 Yeshivas in Lakewood, with student enrollments of 40,000. The public-school enrollment of 6,500 students represents only 16% of students attending schools in Lakewood.⁵

Another large academic institution in the Township is Georgian Court University. Originally the summer estate of millionaire George Jay Gould, son of the railroad tycoon Jay Gould, the property become the home of Georgian Court in 1924 when The Sisters of Mercy purchased the land and moved the institution to Lakewood from its previous location in North Plainfield, New Jersey.

Both Georgian Court and Beth Modrash Govoha are located west of Madison Avenue in the heavily congested areas of 6th and 9th Streets. Many of the other Yeshivas and educational institutions are located in the UEZ. In total, one-third of all service employment in Lakewood is in the educational fields.



⁴ <https://www.nj.gov/dca/home/MuniRevitIndex.html>

⁵ https://www.nj.com/news/2017/05/how_lakewood_became_a_worldwide_destination

DEMOGRAPHIC AND OTHER CHARACTERISTICS OF LAKEWOOD

This concentration of academic institutions has contributed to the business growth in Lakewood. Graduates of the Yeshivas and other colleges are prepared for the business and corporate worlds according to Lakewood officials.⁶ But, this influx of new and predominantly young residents – students and others – has also contributed to the Township’s economic distress. According to Census statistics, 22% of Lakewood homes use language other than English. In addition, approximately 25% of Lakewood residents live at or below the poverty rate.⁷

The New Jersey Department of Labor & Workforce Development tracks unemployment rates in the counties and municipalities of the State. Lakewood’s unemployment rate is currently 4.9% according to Department figures.⁸ This rate is 1.1% higher than the national average of 3.8% which may qualify the municipality for federal grant programs, particularly from the U.S. Economic Development Authority. While this unemployment rate remains higher than the national average, it has declined over 10 years from 8.0% in 2013.

Of the individuals over 16 years of age in the labor force, the 2022 American Community Survey (ACS) reports the occupational breakdown as shown in the chart to the right. These figures reflect the sizeable growth of the Township’s business parks, with managerial employment in both corporate and public institutions being the most significant occupational sector. As seen in Table 1, there are over 34,000 jobs in Lakewood. With 40,000 (rounded) residents in the labor force, it is obvious that the Township’s employers have a sizeable workforce from which to draw. However, the same 2022 ACS data show only 57% of residents work in Lakewood. That would be approximately 22,800 persons. That means that employers are importing a considerable amount of labor from the surrounding region. Given Lakewood’s location, it is probable that most of the imported labor is coming from neighboring Tom’s River, Brick, and Jackson as well as adjacent Monmouth County to the north.



OCCUPATIONAL BREAKDOWN OF THE LABOR FORCE

Management	20,022 Employees
Service Occupations	4,638 Employees
Sales	9,407 Employees
Natural Resources/Construction	3,385 Employees
Production/Manufacturing	2,572 Employees
TOTAL	40,024 Employees

⁶ <https://jewishinsider.com/2022/02/inside-new-jerseys-orthodox-boomtown/>

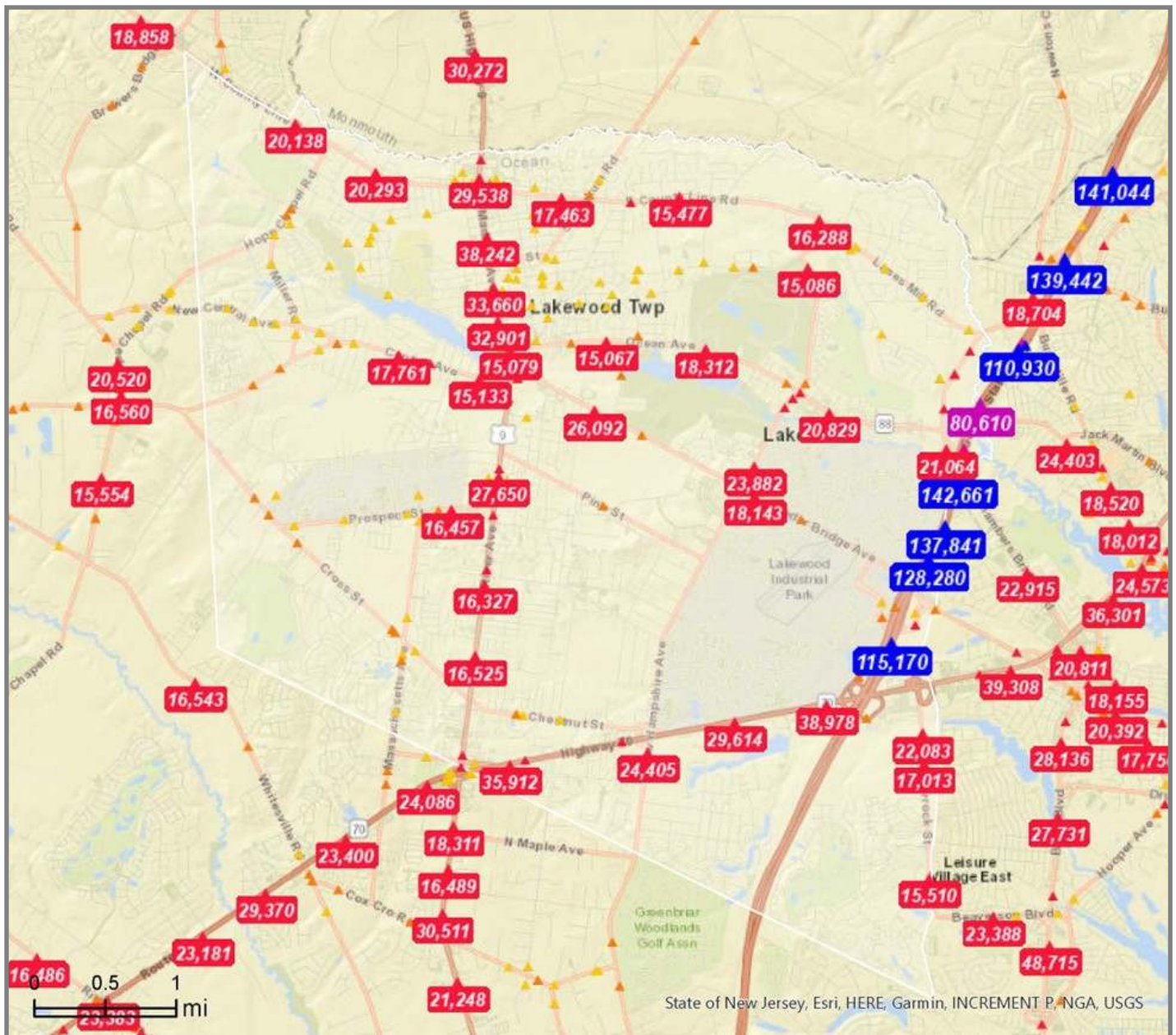
⁷ <https://www.census.gov/quickfacts/lakewoodtownshipoceancountynewjersey>

⁸ August 2023 Statistics, NJ Department of Labor & Workforce Development

GENERAL COMMUTATION PATTERNS AND TRAFFIC

Of workers 16 years of age and older, 78.9% drive to work or are a ride sharing passenger; 4.7% walked; and 2.6% took public transportation. The remaining 13.8% worked from home. 93.4% of the labor force works in New Jersey and 73.7% work in Ocean County. Mean travel time to work is 27 minutes. Lakewood has a considerably sized labor force and with the large student population, business parks and expanding economic base, traffic congestion is a challenge. Map 2 below illustrates traffic counts in Lakewood.

Map 2
Traffic Counts in and Around Lakewood, New Jersey

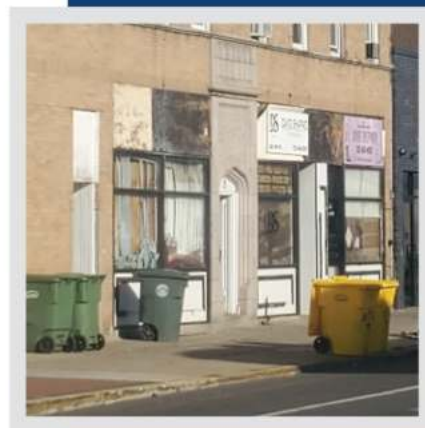


Source: ESRI 2023

As can be seen from this map, Route 9 through the heart of Lakewood and much of the UEZ has over 30,000 vehicles per day. Many of the east west routes into Lakewood such as Cedar Bridge Avenue, Central Avenue, New Egypt Road exhibit traffic counts of more than 15,000 vehicles daily.

Field observations taken on Friday, October 13, 2023 observed a number of issues relevant to the future of the Urban Enterprise Zone. These include:

- Dilapidated sidewalks and street infrastructure
- Directional signage in congested highway corridors
- A need for pedestrian and bicycle infrastructure, particularly marked crosswalks for enhanced pedestrian safety
- Potential for a comprehensive streetscape improvement program including greenery, pocket parks, lighting, painted curbs, signage, murals, etc.
- Limited parking opportunities
- Heavily congested business corridors with limited access
- Façade improvements in certain business locations
- Possible security investments such as street cameras and signage



HOUSING CHARACTERISTICS

Housing construction in Lakewood has increased dramatically to accommodate the surge in population over recent decades. This provides another opportunity to compare conditions in the UEZ with housing characteristics and trends within the Township. The following table offers those comparisons.

Table 3 illustrates some interesting information. Owner-occupied housing values are greater in the UEZ than in the Township and the rate of growth in both the number of units and housing value is also larger in the UEZ. Rental units represent a disproportionate share of total units in the UEZ suggesting a rapid growth in rental units. But vacancy rates are higher in the UEZ than in the Township.

Table 3
Housing Characteristics and Comparisons Between the UEZ and Lakewood

HOUSING CHARACTERISTIC	IN THE UEZ	IN LAKEWOOD	DIFFERENCES
Number of Housing Units in 2010	5,666	26,368	21.5% in UEZ
Number of Housing Units in 2020	7,668	34,726	22.1% in UEZ
Estimate of Housing Units in 2023	7,959	36,232	22.0% in UEZ
Housing Growth Rate 2010 - 2023	40.5%	37.4%	+3.1% in UEZ
2023 Owner Occupied Units	2,442	17,127	14.3% in UEZ
2023 Renter Occupied Units	4,824	16,358	29.5% in UEZ
2023 Vacant Units	693	2,747	25.2% in UEZ
2023 Vacancy Rate	8.7%	7.6%	+1.2% in UEZ
2023 Value of Owner-Occupied Units	\$494,093	\$468,864	+5.4% in UEZ
Anticipated Growth in Value by 2028	\$531,633	\$496,428	+7.1% in UEZ

Source: ESRI 2023

EDUCATIONAL ATTAINMENT OF LAKEWOOD POPULATION

Lakewood Township has a well-educated population. As referenced earlier, students graduating from the local colleges contribute significantly to the Township’s economic growth as well as that of the UEZ.

More than 90% of residents over the age of 25 have at attained a high school diploma or higher level of education. This is almost identical to the State’s figure and New Jersey has a high rate of educational attainment compared with other states in the nation. 31.9% of all residents have a bachelor’s degree or better. This is significantly lower than the New Jersey figure of 41.5%.

Table 4 illustrates a more detailed breakdown of educational attainment in the Township.



Table 4

Educational Attainment of Lakewood Residents 25 Years and Older

EDUCATIONAL ATTAINMENT LEVELS	NUMBERS	PERCENT OF TOTAL
Less than 9 th Grade	2,628	4.4%
Grades 9-12 but with No Diploma	2,825	4.8%
High School Graduate with Diploma or Equivalency	17,519	29.6%
Some College but with No Degree	13,527	22.8%
Associates’ Degree	3,821	6.5%
Bachelor’s Degree	9,914	16.7%
Graduate or Professional Degree	9,001	15.2%
TOTAL RESIDENTS 25 YEARS AND OLDER	59,235	100.0%
Residents with High School Degree or Greater	53,782	90.8%
Residents with Bachelor’s Degree or Greater	18,915	31.9%

Source: U.S. Census ACS 2022 Estimates

INFRASTRUCTURE CAPACITY

Recent reports prepared for Lakewood Township document numerous infrastructure issues that need to be addressed. Water and sewer capacity to handle the increased development pressure is one. Traffic concerns regarding volume, parking and directional issues are also critical. Flooding and its impact on infrastructure is a concern and may impact future investment decisions.

As part of the UEZ plan (and outlined in a forthcoming section of this document), the types of businesses that will be priorities for future investments are identified. There is also an outline of other investments needed to support the growth and sustainability of the Zone Program.



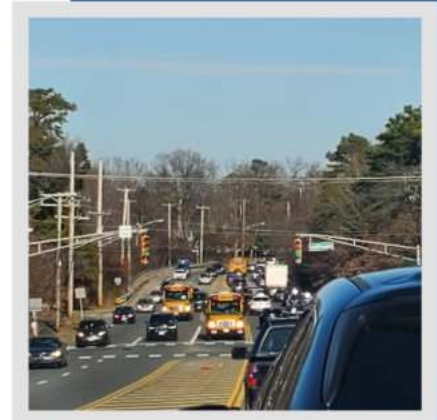
LAND USE CHALLENGES AND OPPORTUNITIES

COASTAL AREA FACILITY REVIEW ACT

The Coastal Area Facility Review Act (“CAFRA”) and associated implementing regulations, such as the Coastal Zone Management Rules (N.J.A.C. 7:7 et seq.), regulate development within the New Jersey coastal areas that exist along tidally influenced water bodies. In Ocean County the CAFRA Boundary extends into Lakewood Township, approximately from where the Central Railroad of New Jersey right-of-way intersects the northern municipal boundary, extending in a southwesterly direction to approximately where Faraday Avenue intersects Lakewood’s southerly municipal boundary, which encompasses approximately 60% of the Township.

Various types of permits are required from the New Jersey Department of Environmental Protection (“NJDEP”) for development projects that are located within the CAFRA area. Project site and development design attributes that are regulated include those that may impact or are located proximate to freshwater wetlands, rivers, and streams, flood hazard areas, and environmentally sensitive areas, the amount of impervious coverage proposed, the proposed land use, impacts upon other resources such as water quality and air quality, and any anticipated impacts upon various other special areas and resources.

Projects within the portion of the UEZ that is regulated under CAFRA may require a CAFRA permit and/or other permits from NJDEP, depending on the nature of the project. It is recommended that the project team for any proposed project contact a professional with expertise in environmental permitting prior to project design in order to confirm which permits may be required, any associated constraints or limitations to development, and other aspects that may impact the design of the project.



LAKEWOOD AIRPORT

The Lakewood Airport is located at 1900 Cedar Bridge Avenue and is operated and managed by the Lakewood Township Airport Authority. The Airport is a prominent, active land use in the UEZ and has both local and regional significance in terms of transportation and recreation related to aviation. The Township plans to add a terminal building, which will include public meeting facilities, a restaurant, an emergency services facility, as well as aircraft hangers, additional tie down spaces, helipad, self-service fueling, an observation area for "plane watching", and a larger transient parking area to expand the transportation and recreational aspects of the Airport. The 191-acre property will also host recreational rides on planes and helicopters. This expansion is envisioned to provide activities of interest for a much broader cross section of both the Township's and the region's residents and businesses.

BROWNFIELDS

A preliminary analysis of NJDEP mapped brownfields and other sites where environmental contamination is suspected or confirmed indicates that there are several brownfields properties located within the UEZ. Many of these properties are located along the Route 9 corridor and the remainder are dispersed throughout the Township. That being said, compared with other municipalities, the number of brownfield sites in the UEZ is not particularly extensive. In addition, based upon a preliminary analysis the majority of the NJDEP mapped brownfield sites appear to be located on land where businesses are currently operating, which indicates that any existing contamination in those cases has not precluded the use of the property.

SUMMARY AND IMPLICATIONS FOR THE URBAN ENTERPRISE ZONE

The information presented in this background narrative clearly demonstrates an Urban Enterprise Zone that has been a catalyst for population and business growth and redevelopment. The population of the UEZ has increased by more than 40% since 2010. Well over 50% of all businesses and employees in the Township are located in the UEZ.

But there are obvious challenges. The Township's growth rate cannot be sustained. There are issues of housing density, services, public infrastructure and other challenges facing the Township and the UEZ including:

- The fact that business participation and new investment in the UEZ has expanded so significantly that the Lakewood Zone is the most rapidly growing Zone in New Jersey also means that business competition has become more intense.
- The following table documents those retail sectors where there may be growth potential in the existing economy over the next five years. Corporate investment in business parks is a priority of the municipality and new businesses are approaching the Township regularly.

Table 5*Retail and Service Gaps in the Local Economy*

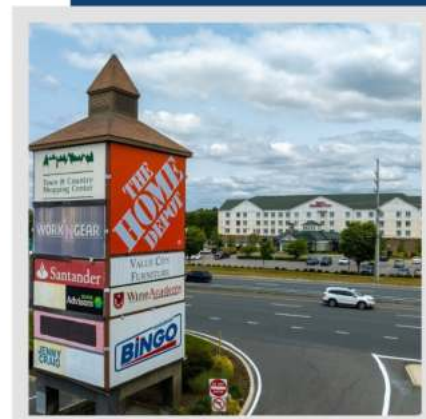
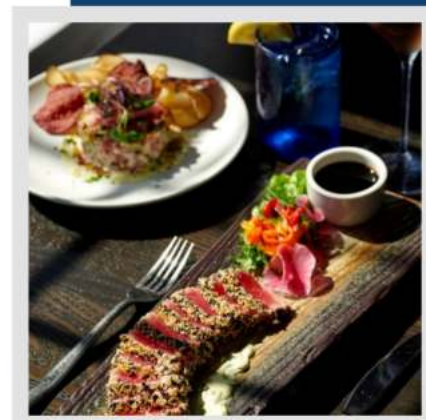
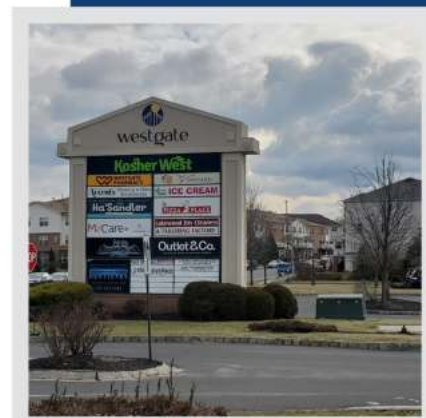
RETAIL AND SERVICE SECTORS	SPENDING GROWTH POTENTIAL 2023-28 IN THE UEZ	SPENDING POTENTIAL IN LAKEWOOD 2023-28
Apparel and Services	\$2,666,334	\$11,460,423
Computer Services & Supplies	\$281,299	\$1,650,282
TV and Audio Services & Supplies	\$1,337,765	\$6,953,810
Pet Supplies	\$802,236	\$4,371,017
Toys, Games and Hobbies	\$164,778	\$834,832
Sports, Recreation and Exercise Equipment	\$288,181	\$1,508,382
Photo Equipment & Supplies	\$47,624	\$243,772
Books, Magazines and Reading Material	\$122,778	\$664,805
Catered Affairs	\$30,651	\$152,911
Food at Home	\$6,808,849	\$35,195,941
Food Away from Home	\$3,881,858	\$19,737,179
Alcoholic Beverages	\$639,209	\$3,437,564
Healthcare and Supplies	\$597,988	\$3,185,874
Household Furnishings & Equipment	\$1,788,800	\$9,389,751
Child Care	\$485,733	\$2,522,788
Lawn & Garden Supplies and Services	\$524,903	\$3,058,961
Housekeeping Supplies	\$912,177	\$4,802,403
Personal Care Products	\$572,543	\$2,947,496
Gasoline, Vehicle Maintenance & Repair	\$3,986,327	\$20,124,345

Source: ESRI 2023. Full inventories found in the Appendix of this plan.

The spending forecasts are estimates and provide general information from which to measure investment potential. But just because there is a large volume of potential spending in one sector does not mean that there is an avenue for new business, because some of that spending gap will be taken up by existing businesses in that sector. These figures will provide guidance to UEZ officials in targeting retail and service typologies that they, along with business constituents and stakeholders, may be priorities for the future of the Zone.

- Easier access to businesses remains an issue. Without new investments in parking and traffic management, the economic potential of many areas of the Zone will continue to be limited.
- New investment in corporate parks means making some mapping changes to the Zone to accommodate inclusion of new companies.
- Partnerships and coordination of Zone development with the municipal government, schools, universities, County government and other entities will be necessary to ensure smart growth investments in the Zone and community.

The following section of this plan provides a vision for the future of the UEZ and the goals and strategies needed to implement that vision. Map changes are also identified along with the rationale for making those changes. Public input from local businesses, stakeholders and minority interests have shaped both the vision for the Zone and the implementation priorities and strategies.



Section 3: PAST ACCOMPLISHMENTS AND A NEW VISION FOR THE ZONE'S DEVELOPMENT

INTRODUCTION

The purpose of any plan is to establish a vision – a strategy for moving forward. The Lakewood Urban Enterprise Zone Program has a strong foundation on which to build its vision. This foundation is based on the long and successful administration of the Zone; numerous success stories; and the dedicated work of the Zone Program staff, municipal government, and area partners and stakeholders.

The following pages of Section 3 outline the past accomplishments of the Zone Program, particularly over the past five years of its operation. Based on guidance from the UEZ Planning Committee, feedback from local stakeholders, and the strengths and challenges facing the Zone, a vision statement that charts a course for the Zone's future was developed. In addition, and from this vision statement, goals were identified that provide the basis for implementing the Urban Enterprise Zone Plan.

This vision includes new boundaries for the UEZ. The UEZ Planning Committee worked closely with Remington & Vernick Engineering to develop the proposed boundaries. The rationale for the boundary changes will be presented later in this narrative, and reflects the vision established for the Zone.


PAST ACCOMPLISHMENTS, CURRENT PROGRAMS AND PROJECTS

The Lakewood Urban Enterprise Zone has had a substantial positive impact on the business community and community as a whole since it was established in 1994. Growing rapidly from three members at the outset in 1994, the UEZ's membership has expanded to its current slate of 612 member businesses, which employ a total of 8,553 full-time employees and 1,792 part-time employees. The increase in membership has been fueled to a significant extent by the UEZ's projects and programs, which are discussed below. The trend in the UEZ's growth also appears to be accelerating. While the UEZ added 3-10 new members per year during the 1994-2006 time period, business growth in the Township and UEZ membership has accelerated more recently to yield a total of 47, 56, 108 new members during 2021, 2022, and 2023, respectively.

Notably, the UEZ currently contains 30 minority-owned businesses and 97 women-owned businesses. Of the 30 minority-owned businesses, 9 of those businesses are both minority- and women-owned businesses. The LDC is fully committed to continuing to promote and support the minority- and women-owned segments of the business community.

The UEZ has several highly successful programs, and has completed numerous projects over the years, which have fueled economic development and enhanced the quality of life in Lakewood Township. Representative programs include the Financial Assistance Program, which was launched in 1997 and provides a variety of loans and incentives, including loans with interest rates as low as 2.5%. A list of the current offerings is included below, and additional information may be found on the UEZ's website (<https://www.uezapps.lakewoodnj.gov/fap>).

- UEZ Standard Microloan
- UEZ Business Low-Cost Expansion Loan Level I
- UEZ Business Low-Cost Expansion Loan Level II
- Small Business Technology Incentive
- Employee Retention Incentive Program
- Bank Fee Assistance Incentive



These loan and incentive programs have been instrumental in helping many different small businesses in the UEZ acquire key capital assets and resources that have enabled them to grow their businesses and thrive. Representative examples include the success of the UEZ in attracting Blinds To Go to open up a substantial operation in the industrial park by providing loans and incentives. In addition, the UEZ has held numerous networking events, job fairs and other events that have fueled business development and expansion for its member businesses.

The UEZ has also completed numerous projects, which have also contributed to the success of member businesses and the community as a whole. Representative examples include:

- Providing funding for special police officers to patrol the UEZ zone
- Providing funding for the Lakewood Shuttle system
- Assisting Lakewood Fire Department by sponsoring a fire responder vehicle, and assisting other emergency services organizations in similar ways over the years
- Funding the completion of 8 parking lots serving downtown Lakewood to support businesses in the area.
- Assisting the industrial park with repairs to water and sewer infrastructure
- Funding the construction of the Shoretown Ballpark, home of the Minor League Baseball team known as the Lakewood BlueClaws, which has not only benefited the Township but also the region.
- Providing grants for improvements to Strand Theater.
- Providing a job stimulus grant in 2010, which incentivized businesses within the UEZ to hire within UEZ area to help alleviate unemployment
- Providing a utility relief grant in 2008 to help businesses with utility costs
- Funding and assisting in the completion of many other projects, including property clean-up projects, street lighting projects, building renovations, etc.

Representative current projects include:

- The effort to expand busing and transportation, which includes a recently hired vendor that will assist with the Lakewood Shuttle Program
- The downtown trash compactor project, which is envisioned to help prevent and remove wind-blown debris in the downtown area
- Funding for holiday lighting and decor
- Funding for drone training and drones for the Township's OEM search and rescue, and for other emergency services purposes
- Recent approval of third-party videography to highlight successful projects and businesses
- Recent approval of an emergency mobile command center for use during major events, hazard events, etc.
- Pending funding for trucks, motorcycles, and e-bikes for the OEM/Police as well as funding for two ambulances, all of which are anticipated to be approved in early 2024.
- Other pending near term projects include downtown streetscaping and lighting, and a facade improvement program.

The programs and projects above cover a wide range of business needs and infrastructure that support businesses and the community as a whole. The collective impact of the UEZ's projects and programs, along with its substantial member businesses, as it pertains to the local economy has been profoundly positive.

ESTABLISHING A VISION

No single entity can develop a strategic plan and implement it. Planning and program development require the involvement of a wide range of individuals, organizations, and stakeholders. In building the vision for the UEZ Program, the Planning Committee reached out to businesses, partners, and local officials for input and guidance. This input was gathered through multiple venues, including discussions with the planning committee; person to person stakeholder interviews; and an e-survey that was distributed to local officials and municipal businesses.

PLANNING COMMITTEE GUIDANCE

The UEZ Planning Committee met on December 5, 2023 to discuss a vision for the Zone Program and the key issues that will help to define that vision. These issues were incorporated into the vision statement and are reflected in the goals for the Zone Program. There were also a number of issues discussed at the November 21, 2023 meeting of the Lakewood Development Corporation that also have considerable relevance to the vision and future direction of the Zone Program.

These issues include:

- Homelessness in the Town Square
- Parking
- Traffic Congestion
- Policing
- Transportation
- Job Outreach
- Housing (Affordability)
- Funding Opportunities (Grants)
- Tech and other Job Training
- Vacant Stores



COMMUNITY OUTREACH: PERSON TO PERSON INTERVIEWS

In order to ensure inclusiveness and reach minority interests in the Zone, 11 in-person interviews were conducted in December 2023 and January 2024. These interviews included outreach to three key minority populations – the Hispanic, African American, and Hasidic/Yiddish-speaking communities. Municipal officials were also interviewed along with area business entities.

The interviews from the stakeholders were analyzed and the input received has been summarized in the following pages. The person-to-person interviews are organized by key themes and are presented in the following pages. The results from the SurveyMonkey are outlined subsequently.

SUMMARY OF FINDINGS FROM STAKEHOLDER INTERVIEWS

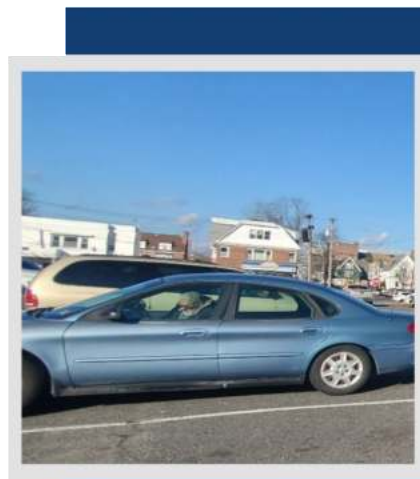
Essentially all of the stakeholders interviewed were familiar with the existence and purpose of the UEZ, with some having a more detailed knowledge base regarding UEZ programs, projects, membership, and related aspects.

Stakeholders that represent the Hasidic/Yiddish-speaking, African American, Latino/Hispanic American minority groups were interviewed in order to gain detailed insight into the challenges and opportunities that these groups face, their perspective regarding the UEZ, and the projects and programs that they are interested in participating in or would benefit from as it pertains to UEZ offerings.

Parking

Parking was the most commonly identified concern among the stakeholders that were interviewed. The primary focus of the concern was parking in the downtown area. The number of parking spaces available in close proximity to businesses was of course the focus of the concern. Secondary concerns that came up were related to security and traffic congestion, which are discussed in separate subsections, below. Input summary details regarding parking are included below.

1. Utilization of existing parking: While most stakeholders thought that the parking lots are typically full or near full during business hours, some stakeholders noted that they believe that some of the larger lots may not fill completely and cited a safety and security issue as the potential reason that the lots in question are not filled. The safety and security reason that they cited is that these lots, which are in close proximity to the Town Square, have a significant presence of homeless and day laborers looking for work, which from the stakeholder's perspective, creates a situation that makes potential customers feel uncomfortable/unsafe and causes them to avoid parking in these areas.
2. Potential New Parking Facilities: There is strong support for establishing additional parking areas and also for structured parking, such as a parking garage or smaller parking lifts/stacked parking, such as is seen in New York.
3. The Potential for Parking and Related Improvements to Generate Additional Tax Revenue: Input received suggested that, if structured parking facilities were implemented alongside improvements to the street, façade improvements, expansion of mass transit service, etc. that would spur revitalization of the downtown, that the increase in tax revenue from the revitalization of the downtown could help generate revenue that could help cover the cost of the structured parking. This would of course need to be confirmed via financial analysis by a qualified professional as part of a feasibility study or fiscal impact analysis.
4. Providing additional parking would support revitalization and enable more density to be included in the downtown. Adequate parking or substantially enhanced mass transportation is an important precursor to attracting investment to revitalize buildings, increase the number of businesses and residential units, and increase tax rates.



Transportation

Traffic and transportation were the second most commonly identified issues among the stakeholders. Comments covered a wide range of topics but revolved around the need to find ways to reduce traffic congestion and explore alternative modes of transportation as one of the key tools to utilize to help make that happen. Input summary details regarding transportation are included below.

1. A significant amount of traffic congestion exists in the downtown area of the Township
2. When the Beth Modrash Govoha lets out a large number of vehicles enter the roadways in the downtown area and make it particularly difficult to traverse the downtown.
3. As a result of the congestion several businesses have established a branch office on the other side of town to enable customers to avoid having to deal with the congestion in the downtown.
4. Ocean County's Ocean Ride shuttle service does operate in the area but the requirement that passengers book two weeks in advance is a key limitation.
5. Mass transportation:
 - a. Low-cost mass transportation such as expanded bus and shuttle service is desired. More detail regarding this topic is included in the section summarizing input from the Hasidic/Yiddish-speaking community, below.
 - b. Regional transportation: As people are locating in the surrounding towns and traveling into Lakewood, and since this trend is likely to increase, it may make sense to look at options for an enhanced regional transportation network (e.g., regional shuttle service or enhanced bus service designed to serve the region).
6. Intersection Design: Consider moving some on-street parking off-street near intersections to enable right turning lanes to boost traffic flow.



Downtown

A substantial amount of input was provided about the downtown. Since the input covers multiple categories, the comments specific to parking and transportation have been included above and the other comments regarding the downtown area are included either in this section, or one of the sections below if they were relevant to the topic for that particular section. In addition to parking and transportation/traffic, comments consistently touched on safety and security, the homeless, facades, and streetscape/street condition. Key input regarding the downtown area that were provided by the stakeholders are summarized below.

1. Safety and Security
 - a. Some of the stakeholders felt that families typically don't feel safe or comfortable parking in areas where there are a lot of homeless and/or loitering
 - b. Suggestions for improvements included moving the area where day laborers congregate to another location so that people will utilize the parking areas more fully and feel safer.
 - c. Implementation of better lighting in the parking areas was suggested as well as the potential to add speakers with music playing (e.g., classical music) to enhance the ambience, and to make landscaping improvements.
 - d. Security Personnel: Adding security personnel to patrol and/or just be present in the area was suggested by several stakeholders in order to make people feel safer.

2. Towing enforcement should be used in the parking lot to free up spaces by towing cars that are parked there for a week at a time.
3. The Homeless: While the homeless congregate in the Town Square and parking areas, they also sit and sleep in front or near the entranceways to several businesses, which has had the effect of making customers hesitate to enter the businesses in some cases.
4. Street Condition and Streetscapes: A desire for improvements to the streets and enhanced streetscapes was expressed.
5. Building Facades: Many buildings are in need of updated building facades and related improvements. It was noted by several stakeholders that unless the security and parking issues are resolved, it may be difficult for building owners/investors to have the confidence that they will be able to get higher rents if they improve their facades. If they lack the confidence that they will get a good return on their investment in the building facades, then the facade improvements may not move forward as quickly if at all.
6. Family Friendly: It was suggested that a key goal of revitalizing the downtown should be to make the downtown more family friendly.
7. The Township is looking to improve streetscapes, facades, encourage redevelopment, and potentially offer programs, which may include rental support for businesses that satisfy certain parameters.

Programs

The UEZ's programs were mentioned by several stakeholders, especially the Financial Assistance Program. Workforce development was also a common topic. Comments regarding those topics and other topics are summarized below.

1. The UEZ's Financial Assistance Program was mentioned by several stakeholders as being an important program that has helped them grow their business and/or they have seen others benefit from this set of programs. These loan and incentive programs have been instrumental in helping many different small businesses in the UEZ acquire key capital assets and resources that have enabled them to grow their businesses and thrive. Representative examples include the success of the UEZ in attracting Blinds To Go to open up a substantial operation in the industrial park by providing loans and incentives, the UEZ's loan to Paintbrush LLC, which helped that firm rapidly expand, and the UEZ's loan to BP Print Group, which helped BP Print Group grow substantially.
2. Workforce Development: Several stakeholders suggested expanding the workforce development opportunities and programs in the UEZ.
 - a. Workforce development to provide the unemployed and underemployed training should include focused outreach to minority groups.
 - b. Two of the stakeholders provide services focused on seniors and mentioned that there is a demand for and need for training for seniors who would like to participate in the workforce. For example, one of the stakeholders offers workforce development programs for seniors to help them brush up on office skills, and programs to enable them to become certified as mental health peers/associates.
 - c. Widows have limited employment opportunities for a variety of reasons (age, having been out of the workforce for a while regardless of age, etc.) and would benefit from workforce development programming and links to employment opportunities.

d. The UEZ should promote workforce development programs and to a larger degree.

3. Events: Events such as networking events, job fairs and other events that the UEZ has hosted or promoted have fueled business development and expansion for its member businesses.
4. Technology for small business: Programs focused on technology for small business were mentioned and touted as being effective in helping small businesses grow.
5. ESL Classes: A desire for additional English as a Second Language Classes was expressed by the Hispanic/Latino community. They mentioned that current classes are held two days per week and suggested that holding classes five days per week would be preferable. They also mentioned that speakers of other languages, such as Yiddish, could also take the ESL classes and benefit from the expanded availability and more intensive learning experience that five days per week would provide.

Miscellaneous Findings

The following section provides a summary of miscellaneous comments received, which do not necessarily fit squarely within the other stakeholder input subsections.

1. Marketing the UEZ and Membership Recruitment: The LDC should more heavily market the UEZ to businesses, the general public, and minority groups. This may be able to be combined with a push to add additional members. The marketing may include promotion of notable existing member companies to elevate the prestige of membership as well as the benefits of membership, accomplishments of the UEZ, etc. Focused marketing to the Hasidic/Yiddish-speaking, Hispanic/Latino, and African American communities is recommended.
2. Tax Exempt Purchases: One stakeholder mentioned that it used to be that a larger number of items were tax exempt and he would like more items to be tax exempt. While applicable regulations may limit what can be done in this regard, this comment is being included for general Statewide UEZ program input purposes.
3. New Businesses: Representative types of new businesses to be located in the downtown area or other nearby areas included an international supermarket, clothes stores, and Saks Fifth Avenue.
4. UEZ Regulations: The Mayor commented that the State is imposing significantly more regulations than it has in the past, some of which are impediments that will require additional effort to overcome. For example, one of the UEZ's past accomplishments is that they completed parking areas in the downtown area, which involved acquiring property. The Mayor said that the new regulations appear to indicate that they can no longer buy property to complete projects like this. A second example involves public transportation. The Township is actively looking to expand transportation capacity and modal options. This includes mass transportation options such as buses and shuttle service. One concern is that the UEZ Regulations appear to impose limitations regarding the geographic operation of buses (May be limited to operating within the UEZ) and this poses practical difficulties since many of the employees and business owners travel into the UEZ from outside of the UEZ.

MINORITY GROUP INTERVIEW FINDINGS

The Hasidic/Yiddish-speaking Community

Comments received from this community indicated that transportation is the most pressing issue, specifically regarding a need for enhanced bus or shuttle service to bring Yiddish-speaking residents to shopping destinations to purchase groceries, home goods, etc. A summary of the input received is included below.

1. Mass Transportation and Accessibility to Downtown Lakewood: The most pressing issue identified by the Hasidic community was the need for expanded mass transportation options to provide convenient access to downtown Lakewood and enable families to purchase groceries, home goods, and other items or services. Buses currently utilized are approximately 35 feet long with about 28-32 seats. It is great to have the buses but there are also challenges, which includes that there are three steps to enter and narrow aisles, which makes it challenging when carrying bags/items onto the buses. The buses also only have one door instead of two, which creates an issue in terms of it taking substantially more time to off-load on on-load passengers using one door versus two doors.

New buses are being ordered that would seat 56 people, have wider aisles and have two doors for entrance/exit, which significantly improves service efficiency. That being said, as the call volume for bus service climbed from approximately 25,000 calls in 2022 up to 35,267 in 2023 (a 41% increase), there appears to be quickly growing demand for additional buses. In addition, the bus routes have expanded from a handful of routes and bus runs to over 140 bus runs per week. Therefore, in addition to the buses already on order, it may make sense to establish goals and find funding for additional buses to continue to expand the network. Bus shelters at key locations are also very important. Suggested locations include:

- Locust Street corner Grove Drive
- Locust Street corner Harmony Drive
- Locust Street corner Vilna Lane
- Chestnut Street corner Stamford Hill Road
- Todd Plaza
- Evergreen Plaza
- 4th and Clifton Streets

Other issues that go hand in hand with the expansion of the mass transportation network include that the Yiddish-speaking community does not use smartphones and does not have access to online train schedules or apps. This creates a need for the creation of printed pamphlets/schedules and signs containing the bus/shuttle schedules. There would also be a need for outdoor/weatherproof pamphlet holders to house the pamphlets and staff to print the documents and keep the pamphlets stocked. The additional call volume and program expansion overall would also create a need for additional back-office staff. Based upon this input, it was suggested that grants and funding be identified, if feasible, to support these other aspects of the mass transportation system and enable them to grow alongside the bus fleet.

- a. Light Rail service was discussed and indicated to be desired but bus and/or shuttle service may still be needed to transport residents to the light rail stations.
 - b. There is limited bus service from Toms River to Lakewood,
 - c. Putting billboards on the buses is a potential option.
2. Business incubator and/or similar low-cost coworking or temporary office space was indicated as needed. It was also suggested to include a contiguous space for seminars/workshops, networking events, etc. The facility would need to be near the Hasidic community or be easily accessible via mass transit. Having suitable equipment to provide video presentations is desired as well.
 3. Small grants would be preferred over loans for small businesses.
 4. The UEZ's Technology Grant was the highest demand grant in the Hasidic community.
 5. Networking Events and Programming: There is significant demand for business networking events for Hasidic community. They currently hold approximately one event per quarter and more are desired.
 6. Translation of Program Materials: It was suggested that UEZ program materials and program materials for other public programs be translated into Yiddish. This may also be an opportunity to translate these materials into Spanish.
 7. Women entrepreneurship programs are also of interest.

2. The Latino/Hispanic Community

Comments from the Latino/Hispanic community were synthesized into the input summary provided above for the most part; however, the input received is also briefly summarized below.

1. ESL classes: As mentioned previously, there is a desire for additional English as a Second Language Classes, as the current classes are held two days per week and five days per week would be preferable.
2. The Hispanic/Latino workforce works in many of the local Jewish-owned businesses, which has been a mutually beneficial relationship.
3. Parking: Lack of parking was identified as a key issue that needs to be addressed.
4. Traffic congestion: This was also identified as an issue that needs to be addressed.
5. The UEZ should conduct more outreach to the Hispanic/Latino community to convey what the UEZ is, and what it can offer them/how it can provide opportunities for them. This effort may help spur additional membership and overall participation.

The African American Community

Similarly, comments from the African American community were synthesized into the input summary provided above; however, the input received is also briefly summarized below.

1. The UEZ should conduct more outreach to the African American community to convey what the UEZ is, and what it can offer them/how it can provide opportunities for them. This effort may help spur additional membership and overall participation.

2. As STEPS does outreach, any opportunities that could help amplify their outreach would be beneficial.
3. Workforce Development and Job Opportunities: Additional opportunities for the individuals that STEPS is assisting to be hired by firms located within the UEZ is desired.

THE COMMUNITY SURVEY AND RESULTS

In cooperation with the Lakewood Chamber of Commerce and the Lakewood Community Services Corporation, an email survey, conducted via SurveyMonkey was distributed to businesses in Lakewood, both inside and outside of the UEZ as well as municipal officials and other stakeholders. The purpose of the survey was to assess further the familiarity that stakeholders have with the UEZ Program and to determine their opinions about economic impact and the needs of the community. The following are the key results of the survey.

GENERAL OBSERVATIONS

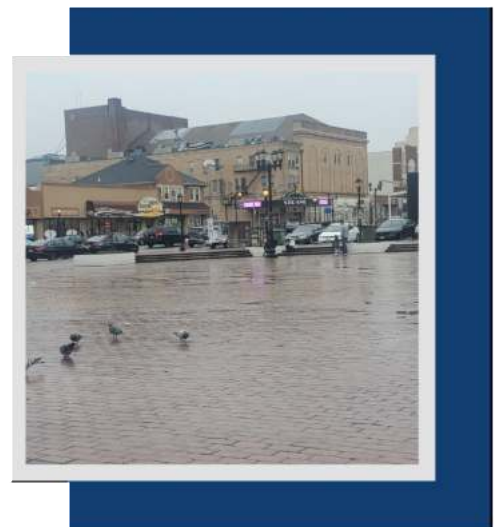
As of January 29, 2024, there was a total of 57 respondents to the survey. More than 95% of respondents indicated they were very or somewhat familiar with the Urban Enterprise Zone Program, which is an exceptional response given that not all stakeholders receiving the survey were located in the UEZ. Of those respondents who indicated their businesses were in the UEZ, just over 70% stated they were active, registered participants.

There was a diverse number of businesses that responded. 48% were retail or service establishments. Other sectors represented included health care, real estate, insurance, wholesale trade, manufacturing and construction. More than 70% of respondents indicated that the majority of their clientele were Lakewood residents. A majority of respondents stated that traffic congestion and parking were the principal challenges facing the UEZ today.

PROJECT SUGGESTIONS AND RECOMMENDATIONS

The suggestions from survey respondents reflected many of the comments that were received from the individual stakeholder interviews. Downtown issues, transportation, and marketing were frequently mentioned, but there were also specific suggestions for types of businesses and investments that could benefit the Zone and the community. These include:

- A Parking Garage
- A Conference Center
- Property Reinvestment and Redevelopment
- A Low Interest Loan Program
- Better Lighting in the Zone/Downtown
- Employee Retention Programs
- More Marketing and Outreach
- Walking Patrols by the Police
- More Kosher Food Stores



- Coffee Shop downtown
- Supermarket
- More Restaurants (Spanish supermarket and restaurant noted)
- Affordable storage and warehousing
- Access to additional grant and funding programs

The complete results from the survey and a copy of the SurveyMonkey tool are included in the appendix of this plan.

Website Posting

[A copy of the draft UEZ Plan](#) was posted on the Lakewood Development Corporation Website. Visitors to the site were asked to provide comments and public input. From the various stakeholder meetings, planning committee meetings, survey responses and other stakeholder outreach, the issues identified were included in drafting a vision statement and goals for the future of the Lakewood Urban Enterprise Zone.

A VISION STATEMENT

Based on the comments and issues identified in the outreach process, a vision statement was developed. This vision statement is the basis for establishing the goals and guiding UEZ policy decisions over the next five years (2024-2029) of the life of the Lakewood Urban Enterprise Zone.

It is the intent of the Lakewood Urban Enterprise Zone Program to foster new business and commerce; promote investments that support and enhance economic development, spur new job opportunities for area residents, create a safe and livable business environment, promote equity, and advance the quality of life for business owners, residents and stakeholders in the Zone and throughout Lakewood Township.

To advance this vision, the Lakewood Urban Enterprise Zone Program establishes the following key goals.

Goal 1: Modify the Boundaries of the Urban Enterprise Zone to Capture New and Developing Nodes of Business in Lakewood Township and Eliminate some of the Long Narrow Zone Boundary Lines that Provided for a Contiguous Boundary in the Previous Plan.

Goal 2: Enhance Marketing of the Zone Program to Register Additional Businesses and Ensure Minority Engagement in the Zone and Spur New Business Development, Redevelopment and Investment.

Goal 3: Invest in Infrastructure, Aesthetic Improvements, Streetscapes and Services that Enhance the Business Environment in the Zone and Encourage New Business Investment and Expansion.

Goal 4: Promote Public Safety and Enhance Opportunities for Additional Commerce that Provides Better Access to Businesses, Services, and Events with the Urban Enterprise Zone.

SUMMARY AND IMPLEMENTATION

This section of the UEZ Plan describes the public outreach process and the various issues that shape the vision and key goals for the future of the Zone. It is evident from the many successful initiatives undertaken by the Lakewood Development Corporation within the life of the Enterprise Zone to date, that the program has an excellent foundation on which to build a better and more prosperous future.

As noted on many occasions in this plan, Lakewood is a rapidly developing community with the fastest growing population base in the State. That is why one of the primary goals of the Zone program is to maximize the capture of new investments and businesses within the Zone.

THE REVISED URBAN ENTERPRISE ZONE MAP

To maximize the inclusion in the UEZ of those areas in the township where new business growth is occurring, the Lakewood Development Corporation engaged the engineering firm of Remington & Vernick to use its GIS and mapping expertise to modify the 2011 Zone boundaries. At every mapping meeting, a copy of the 2011 UEZ map was present and used to compare the current UEZ boundaries to what was being proposed using the online GIS UEZ Coordination viewer. The outcome of this mapping exercise resulted in an updated Urban Enterprise Zone of 6.23 square miles, a slight, 0.3% decrease from the size of the 2011 UEZ which was 6.25 square miles.

In addition, the property class information from the tax MOD4 records for the parcels and the current zoning map were used from the beginning of the UEZ update process to update where businesses were in and where they were zoned for future growth in comparison to the previous UEZ to ensure conformity with UEZA regulations and guidelines.

There were several rounds of in-person coordination meetings, and there was also advertising to the public to request and/or confirm their business was located in the updated UEZ coordinated by the Lakewood Community Services Corporation, (LCSC), over the course of several months.

Because the new UEZ no longer needs to be one large contiguous polygon, street Rights-of-Way were eliminated which saved a significant amount of square mileage. Then, for additional areas to be included in the UEZ, the property class information from the MOD4 database was examined to see where businesses were currently located. The current zoning of Lakewood was also researched to ensure that new Zone areas accommodated both existing and future business activity.

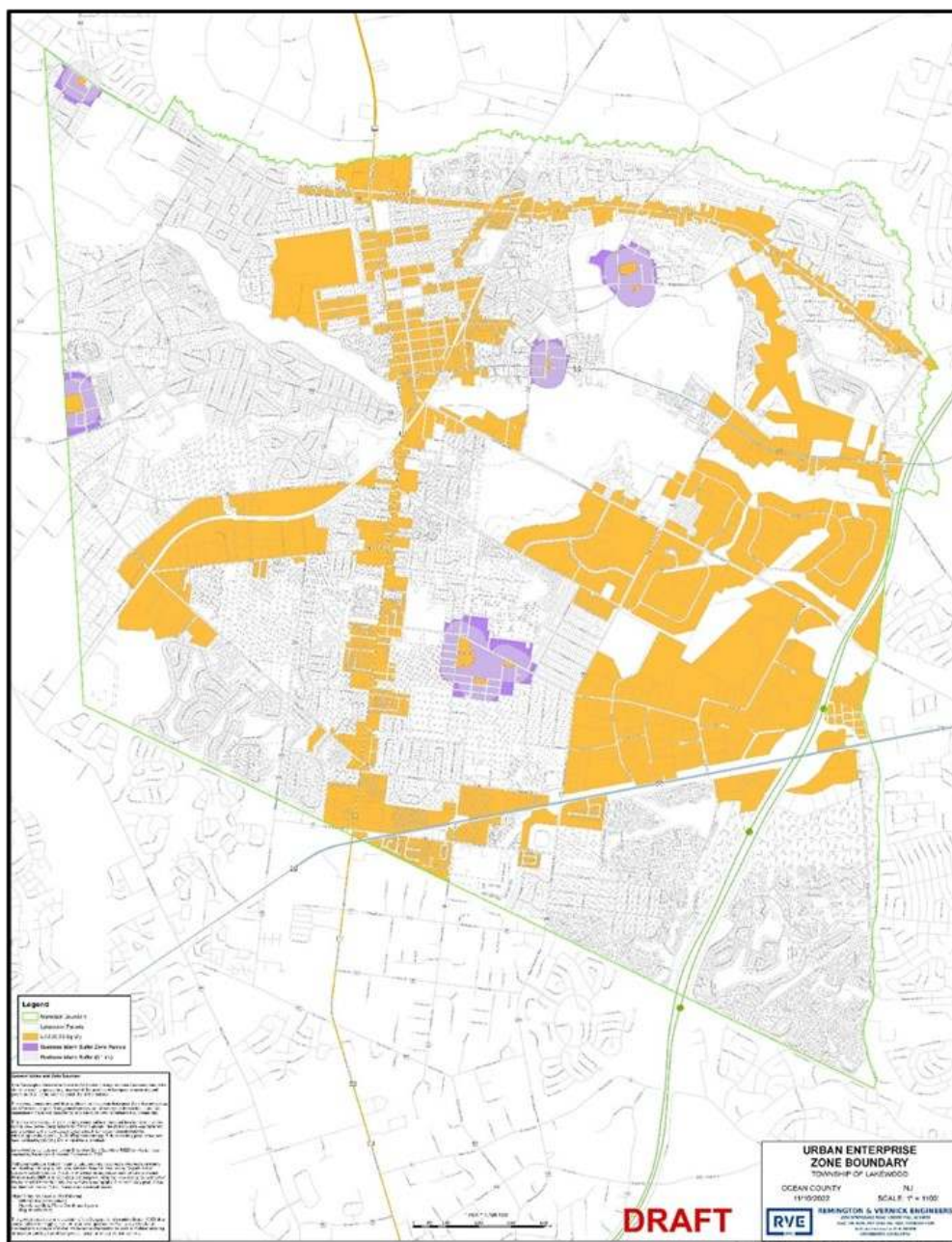
The same process was utilized to reduce the 2011 UEZ boundaries by looking at locations where new residential developments and residential zoning were present. The public was notified through advertisement, and there were several rounds of refinement over many months. The 2011 UEZ boundaries were always used as a baseline reference to ensure that the new Zone boundary resulted in approximately the same area/square miles.

The result is the new, proposed Lakewood Urban Enterprise Zone as drafted and seen on the map below . The purple areas shown on the map are areas surrounding existing businesses targeted for future expansion of commercial uses and mixed-use commercial and residential development. (A larger version of this map can be found in the Appendix.)

These proposed boundaries form the basis for the investments and new business attraction and retention strategies outlined in the Action Plan which follows in the next section. The Action Plan identifies the business typologies to be targeted for inclusion in the Zone along with various initiatives stemming from and tied directly to the four goals and the public input outlined earlier in this narrative.

Map 4

The Proposed 2024 Lakewood Urban Enterprise Zone



Section 4: LAKEWOOD UEZ IMPLEMENTATION AND ACTION AGENDA

INTRODUCTION

With the help and guidance of a diverse outreach process, a vision for the future of the Zone was established and a series of goals for the Urban Enterprise Zone was identified. This section of the plan explores the specific strategies for implementing the vision of the plan and the key priorities of the UEZ Program over the coming five years.

Prioritizing Project Investments Over the Five Year Life of the Plan

Each of the strategies is labeled as a near or longer-term priority. A near-term priority means that work on implementation of the strategy would be focused on the first portion of the five-year time horizon – years 1-3. The longer-term designation suggests a time-horizon within years 3-5, or perhaps longer given the complexity of the project. In addition, each of the near-term projects is accompanied by an implementation process and a resource guide for funding and potential partnerships. Where retail and commercial business investments are concerned, business typologies are also provided. Based on funding opportunities, project readiness, and other issues – some of which may be beyond the control of the UEZ Program – projects might be accelerated or may fall outside of the 1-3 year time horizon and into the 3-5 year time horizon. Projects in the 3-5 year horizon may get pushed into a longer time period. It is the intent of the UEZ Program to move quickly and aggressively and adhere to a reasonable project timeline as funding and project management permits to ensure that we provide a productive and efficient investment of UEZ funds. The UEZA will certainly be kept apprised of any change.

In addition, for each of the key projects or initiatives, a map reference is provided as a geographic guide for the project's principal target area(s), (see page 48). This combination of information, procedural suggestions, and funding resources provides the Urban Enterprise Zone Program with a complete guide for implementation over the coming five years of the plan.

AN OUTLINE OF UEZ REGULATIONS – HOW MONEY CAN BE SPENT

Given that this plan will identify a wide range of funding uses and projects, it is important to know what the parameters of the State's UEZ Program will allow. UEZ funding can be used to assist eligible businesses, recruit new businesses, provide appropriate tax credits and loans to eligible businesses and fund a wide range of activities which the local Urban Enterprise Zone and the State Authority find shall contribute substantially to the economic attractiveness of the enterprise zone or district, and may include, but are not limited to:

- a) The improvement of the exterior appearance or customer facilities of the property constituting the place of business of the qualified business within the zone or district; provided that the improvement is of a permanent nature and not required to meet existing ordinances or code regulations; or
- b) Monetary contributions to the municipality to undertake improvements to increase the safety or attractiveness of the zone or district to businesses which may wish to locate there or to consumer visitors to the zone or district, including, but not limited to litter clean-up and control, landscaping, parking areas and facilities, recreational and rest areas and facilities, repair or improvements to public streets, curbing, sidewalks and pedestrian thoroughfares, street lighting, or increased police, fire or sanitation services in the enterprise zone or UEZ-impacted business district.

GENERAL PLANNING GUIDELINES AND SUGGESTIONS

A PLACE TO START. Every development strategy needs a foundation on which to build on the plan's vision. The foundation should be the primary focus of the plan's implementation and the area where many of the most important initiatives for development and redevelopment need to occur. From this core foundation, community revitalization can expand to other locations.

STAYING TRUE TO THE VISION. Implementing a plan takes a tremendous commitment of staff, time and partner engagement. It also requires a consistent focus through municipal administrations in order to ensure that the plan's goals continue to be met.

THE IMPORTANCE OF PARTNERSHIPS. No one organization or agency has the ability to implement all of the goals and initiatives of a plan. It takes the involvement of other organizations and entities which respect and share in those goals.

STICKING TO A SEQUENTIAL APPROACH. A methodical approach to plan implementation is also critical to its success. A scattered and haphazard methodology dilutes resources and spreads staff time and partnerships too thin.

ENGAGING THE PUBLIC. Engaging the public and encouraging their support is essential. This means more than simply informing them about the planning goals and implementation strategies. It means exciting businesses, property owners, and others to embrace the plan's goals and help in sharing its vision.

PROJECTS, INITIATIVES AND PRIORITIES

Each of the projects and initiatives outlined in this plan is impacted at some level by more than one of the plan's principal goals. For example, enhancing the vibrancy of the downtown business district involves traffic management, parking improvements, infrastructure investments and so forth. Recruiting and expanding business participation depends on a more aggressive marketing and outreach effort.

The new UEZ Map also provides a way to focus goals and priorities. The map was amended to offer UEZ benefits to areas where new business development is occurring and where new nodes of commercial activity are contributing to job growth and economic revitalization. The map also provides a basis for linking the goals of the UEZ plan with geographic target areas. The following inventory of priorities outlines the core initiatives of the UEZ Program for the coming five-year time horizon. It reflects the interests of the UEZ Planning Committee, Development Corporation, and community stakeholders.

PRIORITY A: FOCUSING ON REVITALIZATION OF THE LAKEWOOD DOWNTOWN

The Lakewood Downtown is one of the more distressed areas of the community. This is in part due to traffic congestion, a lack of convenient access to businesses, deteriorated infrastructure, and an environment that is no longer inviting for shoppers or the businesses which are located there. Business typologies are those that have been historic to the downtown, such as retail stores and service establishments.

Addressing these critical economic development issues will require the cooperation of the UEZ, the Township, the business community, and County government. There are actions that one or more of these entities can take to advance downtown revitalization. Such actions are outlined on the following matrix, and requires a comprehensive approach to enhancing the business environment as well as promoting local business retention and development. This particular priority advances plan goals 3 and 4 which seek to enhance the business environment and promote public safety.



IMPLEMENTATION MATRIX A FOR DOWNTOWN REVITALIZATION

PLAN STRATEGY	PROJECT PRIORITY	IMPLEMENTATION APPROACHES AND RESOURCES
 <p>Reinvent and Repurpose the Town Square (Downtown Target Area 1 on UEZ Map)</p>	Near Term	<p>Work with the Township to Develop a plan for Town Square Beautification Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ Community Capital • Area Bank Foundations • Lakewood UEZ Program • Lakewood Township • NJ DOT Centers of Place Program • Congressionally Directed Spending
	Near Term	<p>Enhance Investment to Promote a Safer Pedestrian and Business Environment Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Township of Lakewood • U.S. Justice COPS Program • Community Development Block Grant (CDBG) Program • Lakewood UEZ Program • U.S. DOT Safe Streets and Routes for All Program • NJ Bicycle and Pedestrian Planning Assistance Program • CDBG Funding for ADA Improvements
	Near Term	<p>Explore a Downtown Ambassador's Program that puts New Eyes on the Streets Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Lakewood UEZ Program • Township of Lakewood • Bank Foundations
	Longer Term	<p>Enhance Street Lighting, Sidewalks and other Infrastructure and Public Safety Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ DOT Safe Streets to Transit Program • NJ DOT Safe Streets to Schools Program • Electric Utility Grants • NJ Board of Public Utilities (BPU) • U.S. DOT Safe Streets and Routes for All Program • Reynolds Family Foundation
 <p>Bring New Business and Pedestrian Commerce to the Downtown (Downtown Target Area 1 on UEZ Map)</p>	Near and Longer Term	<p>Reduce or Eliminate Vacant and Abandoned Buildings around the Square Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Lakewood UEZ Program • NJ Community Capital • Local Initiatives Support Corporation (LISC) • NJ EDA Local Property Acquisition Program
	Near and Longer Term	<p>Promote Festivals and Special Events at the Square Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Area Healthcare Providers (Health Fairs) • Ocean County Workforce Development Office (Job Fairs) • Area Bank Foundations
	Near and Longer Term	<p>Reduce the Population of Homeless Residents & Vagrancy at the Square Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Ocean County Continuum of Care Program • The Horizon Foundation • NJ Health & Human Services • SAMHSA Grant Program • U.S. Health & Human Services Grants

Partners and Approaches

Downtown revitalization is a core strategy of the Empowerment Zone Program, but it will require the collaboration of multiple partners. Existing businesses can do much to improve their facades and enhance the streetscape in front of their stores. The UEZ can provide funding for multiple projects and can lead grant applications to secure money to upgrade infrastructure, fund safety improvements, and foster a more conducive business environment.

One of the initiatives being considered by the Lakewood UEZ Program is one similar to the Atlantic City Boardwalk Ambassador's Program, which is an excellent example of multiple partners working to place more eyes on the street and improve safety without huge investments in salaries and personnel. This program provides an additional venue for coordinating multiple initiatives and providing a lookout for potential problems before they become crises. The Ambassadors, who are not armed police, patrol the area by foot, bicycle and specialized utility patrol vehicles with each Ambassador being designated to specific areas. Duties also are to provide feedback on code enforcement, vagrancy, police matters, accidents and congestion and other issues with a goal of making the boardwalk a safer place to shop and recreate. A similar initiative is being proposed by the Lakewood UEZ Program.

Sequencing of the UEZ investments will also be critical. In order to attract new business to the downtown, a safer and more efficient business environment must be created. Town Square revitalization, pedestrian and infrastructure improvements are important first priorities. Business recruitment and attraction can happen simultaneously with these investments but first priorities must focus on downtown revitalization.

Business Typologies and Investment Targets

Within the downtown target area, retail and personal service businesses are the targeted business typologies for UEZ investment. These include but are not exclusive to businesses such as those which are already part of the Township's business base and highlighted in Table 5:

- Furniture & Home Furnishings Stores
- Electronics & Appliance Stores
- Building Material & Garden Equipment & Supplies Dealers
- Food & Beverage Stores
- Health & Personal Care Stores, Childcare
- Restaurants and Other Eating and Drinking Establishments
- Clothing, Clothing Accessories, Shoe and Jewelry Stores
- Sporting Goods
- Hobby Stores
- Financial Institutions
- Medical, Insurance, and other Professional Services
- Book Stores
- Music Stores

- Pet Stores and Supplies
- General Merchandise Stores
- Fitness Centers
- Financial Institutions and Professional Services
- Home Services such as Laundromats, Cleaning Services, and Home Repair
- Other Similar Retail and Service Businesses


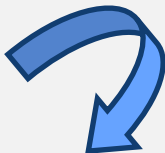

Other types of investments in the downtown are listed in **Implementation Matrix A** which documents a wide range of streetscape, beautification, infrastructure and other potential investments – some of which, while not beneficiaries of direct UEZ funding – serve to complement the UEZ Plan goal. In addition, as parking and traffic congestion are key issues in the downtown area, these items are also discussed in detail in Priority D.

PRIORITY B: RETAIL CORRIDOR DEVELOPMENT AND REDEVELOPMENT

There are many key commercial corridors within the Lakewood Urban Enterprise Zone. These corridors, like the downtown, are in need of streetscape investments, infrastructure improvements and new commercial investment that serves to add new businesses in the corridors, but also to retain existing businesses.



IMPLEMENTATION MATRIX B FOR RETAIL CORRIDOR DEVELOPMENT AND REDEVELOPMENT

PLAN STRATEGY	PROJECT PRIORITY	IMPLEMENTATION APPROACHES AND RESOURCES
 <p>Enhance the Aesthetic Appearance of Key Commercial Corridors</p>	Near and Longer Term	<p>Enhance Welcome Signage and Landscaping as People and Motorists enter the UEZ and Lakewood Township Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ TAP Program • CDBG Funding • Lakewood Township • NJ DOT Local Aid Program <p>Enhance Street Lighting, Sidewalks and other Infrastructure and Public Safety Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ TAP Program • NJ DOT Safe Streets to Transit Program • NJ DOT Safe Streets to Schools Program • U.S. DOT Safe Streets and Routes for All Program • Electric Utility Grants • NJ Board of Public Utilities (BPU) <p>Enhance Business Signage and Promote Access Improvements to Existing Businesses Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Low Interest Loan Program • Bank Foundations • Local and County Governments/DOTs • NJ DOT TAP Program • North Jersey Transportation Planning Authority
 <p>Promote Retail and Service Retention in the Corridors</p>	Near and Longer Term	<p>Enhance Marketing and Outreach to Attract New Business and Commercial Investment Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Lakewood UEZ Program • Chamber of Commerce • NJ Business Action Center • The Reinvestment Fund • Local Initiatives Support Corporation (LISC) • NJ Division of Travel & Tourism/Visit NJ <p>Create a Business Retention Program that Outlines Tools to Help Retain Existing Business Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Low Interest Loan Program • Bank Foundations • Small Business Assistance Centers/Universities • Lakewood UEZ Loan Programs
 <p>Recruit New Businesses on Vacant and Underused Properties</p>	Near and Longer Term	<p>Reduce or Eliminate Vacant and Abandoned Buildings Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Lakewood UEZ Loan Programs • NJ Community Capital • NJ Local Property Acquisition Grant Program • Local Initiatives Support Corporation, (LISC) • NJ EDA Local Property Acquisition Program

Partners and Approaches

Many of the same partnerships that would aid in downtown revitalization are also relevant in aiding the UEZ in the retail and economic revitalization of the commercial corridors in Lakewood. These include transportation organizations such as the NJ DOT, the US DOT, the North Jersey Transportation Planning Authority, and agencies of county and local government. Lakewood Township can play a key role in applying for many of the grant programs and sources of grant funding outlined in the matrix. A comprehensive inventory of vacant or abandoned properties followed by acquisition and redevelopment strategies (NJ EDA Programs) offers one possible redevelopment strategy.

Business Typologies and Investment Targets

The commercial corridors in Lakewood can accommodate larger and more diverse businesses than can the downtown area. Examples include:

- Retail and Service Establishments as Outlined in Priority Area A
- Entertainment Venues and Businesses
- Motor Vehicle Sales and Repair Facilities
- Indoor/Outdoor Recreation Centers
- Gasoline and Service Stations
- Supermarkets
- Public Institutions and Facilities
- Mixed Use Development Projects
- High End Office and Commercial Space

PRIORITY C: NEW BUSINESSES RECRUITMENT IN THE UEZ PROGRAM

UEZ boundaries were modified to capture areas of Lakewood where new retail and commercial activity has expanded significantly. This priority seeks to expand the number of businesses that are active participants in the UEZ Program. This requires a Zone wide effort. In today's social media world, Facebook, Linked-In and other social media venues can be used to target eligible businesses in the Urban Enterprise Zone. But it does not take the place of personalized outreach and recruitment. Integral to this priority, UEZ officials seek to expand the business outreach effort to enroll as many eligible businesses as possible in the UEZ Program.



IMPLEMENTATION MATRIX C FOR NEW BUSINESS RECRUITMENT IN THE UEZ PROGRAM

PLAN STRATEGY	PROJECT PRIORITY	IMPLEMENTATION APPROACHES AND RESOURCES
 <p>Media Outreach and Engagement</p>	Near Term	<p>Amend the UEZ Website to Promote the Engagement of New Business Recruits Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • UEZ Program Funding • Bank Foundations
	Near Term	<p>Develop a Social Media Campaign aimed at Lakewood Businesses in the UEZ, including Spanish and other Minority Businesses (Spanish Language outreach) Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • UEZ Program Funding • Bank Foundations • Verizon Foundation eGrants
	Near Term	<p>Develop a Traditional Public Advertising Campaign to include Area Signage, Posters and Flyers Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • UEZ Program Funding • Lakewood Chamber of Commerce
	Longer Term	<p>Create a Marketing Consortium of Representatives from Local and Regional Organizations Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ Business Action Center • Lakewood Chamber of Commerce • Ocean County Economic & Community Development
 <p>In-Person Business and Minority Recruitment Efforts</p>	Near and Longer Term	<p>Expand One on One Visits to Individual Store Owners and Minority Interests Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Local Colleges and Universities • NJ Business Action Center • NJ Business Assistance Center • UEZ Program Staff and Board
	Near and Longer Term	<p>Public Presentations at Chamber Events and other Venues Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • UEZ Staff and Board Members • UEZA Staff and Board Members

Partners and Approaches

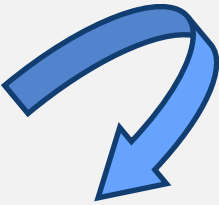
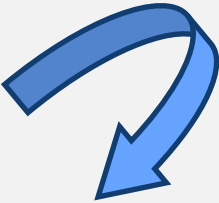
The desire to recruit new business participants in the Lakewood UEZ Program offers a great opportunity to assemble a marketing collaborative comprised of chamber, local government, UEZ, and marketing professionals that would coordinate and implement a marketing strategy that touts the benefits of UEZ participation for both the community at large and the local businesses. The Ocean County Economic and Community Development Department might be recruited to assist in this effort. The State UEZA could also be a participant that could offer important testimonials from other communities outlining the benefits of the UEZ.

PRIORITY D: IMPROVE TRAFFIC CIRCULATION, PROVIDE FOR NEW PARKING OPPORTUNITIES, AND REDUCE CONGESTION

As is the case with downtown revitalization, recruiting new business depends on enhancing the environment for business development. One of the key challenges is traffic congestion which makes it very difficult to access UEZ businesses, find parking, and navigate the downtown is the level of traffic and associated congestion.



IMPLEMENTATION MATRIX D FOR ADDRESSING TRAFFIC AND CIRCULATION ISSUES IN THE UEZ

PLAN STRATEGY	PROJECT PRIORITY	IMPLEMENTATION APPROACHES AND RESOURCES
 <p>Mitigate Traffic Congestion in the Downtown and Enhance Traffic Circulation</p>	Near Term	<p>Apply for funding from the NJ Transportation Authority for a Traffic Circulation and Congestion Mitigation Study Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • North Jersey Transportation Planning Authority • Ocean County Road Department • NJ DOT Local Aid • Lakewood Township • UEZ Program
		<p>Consider Signage that Promotes Through Traffic and Avoids Motorists Using Downtown Arteries Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ DOT • Ocean County Commissioners/Public Works • Lakewood Township
 <p>Enhance Parking Access in the Township and Especially Downtown to Enhance Access to UEZ Businesses</p>	Near and Longer Term	<p>Promote Better Directional Signage and Flow of Traffic Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ Local Aid Resource Center • U.S. DOT Safe Streets and Routes for All Program
	Near and Longer Term	<p>Identify and Acquire Lots to Create New Downtown Parking Opportunities Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ DOT TAP Grant • NJ DOT Design Assistance Program • UEZ Funding • CDBG Program • NJ EDA Local Property Acquisition Program <p>Consider Modifying Parking Hours in the UEZ Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Lakewood Chamber of Commerce • Local Businesses • Township of Lakewood • Lakewood Police Department

PRIORITY E: LINK NEW BUSINESS OPPORTUNITIES AND JOB EXPANSION AT THE MUNICIPAL AIRPORT AND THE INDUSTRIAL PARK WITH NEW JOBS FOR LAKEWOOD RESIDENTS

The new UEZ map made adjustments in the Zone boundary to accommodate those areas of the Township where new business activity is occurring. There are also neighborhoods where unemployment is high and where there can be connections between business development and job opportunities. One of the principal areas where significant business growth is occurring and where new job opportunities exist includes large tracts of land in the southeastern portion of Lakewood, surrounding the Lakewood Business Park, the Cedarbridge Corporate Campus, and the Lakewood Municipal Airport.

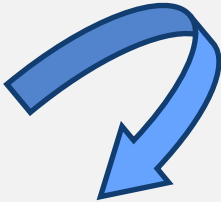
Transportation was mentioned in both the responses to the municipal surveys and in the stakeholder outreach as an important issue in getting unemployed and underemployed residents to new job opportunities. There are multiple ride sharing and public transportation options for residents of Lakewood. Ocean County operates transit programs. There are ride sharing programs available, and New Jersey Transit operates multiple routes from the Lakewood Bus Terminal. Ways to expand service to reach minority and transit dependent populations should be explored.

The Township also operates a transit shuttle that serves multiple locations within the UEZ, as shown by the example of the L Bus Route Map on page 46. There are multiple routes and stops on the Lakewood Shuttle System. A complete schedule of routes and stops can be found at: [Lakewood shuttle updated Bus Routes May 2023.pdf](https://lakewoodnj.gov/files/2023/05/Lakewood-shuttle-updated-Bus-Routes-May-2023.pdf) (lakewoodnj.gov)

Beyond the bus routes themselves, additional information to promote the awareness of these routes and heighten safety such as brochures, bus shelters, laminated outdoor route maps might help to advance the use of bus services.



IMPLEMENTATION MATRIX E FOR BUSINESS EXPANSION AND JOB OPPORTUNITY AT THE AIRPORT AND INDUSTRIAL/BUSINESS PARK LOCATIONS

PLAN STRATEGY	PROJECT PRIORITY	IMPLEMENTATION APPROACHES AND RESOURCES
 <p>Link New Business Development Clusters with Job Opportunities (All areas within the UEZ Map)</p>	Near and Longer Term	<p>Attract New Retail and Service Businesses and Expand Existing Commerce at Key Development Nodes and Corridors Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Lakewood UEZ Program • Chamber of Commerce • NJ Business Action Center • The Reinvestment Fund • Local Initiatives Support Corporation (LISC) • NJ Capital Access Fund • U.S. EDA Public Facilities Funding
	Near and Longer Term	<p>Assist Businesses and Underserved and Minority Populations Obtain the Job Training Skills to Compete for New Jobs and Employment Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • The Comcast Foundation • NJ Department of Labor • Ocean County Workforce Development Program (ESL Classes) • Bank Foundations
	Near and Longer Term	<p>Link New Development Nodes with Public Transit Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • Ocean County Ride Sharing Programs • New Jersey Transit Scheduling and Route Modifications • Lakewood Township Shuttle • UEZ Promotional Materials • Workforce Development Board
	Longer Term	<p>Provide Bus Shelters at Key Locations Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • NJ Transit • U.S. DOT Safe Streets and Routes for All Program • North Jersey Transportation Planning Authority • Ocean County
	Near and Longer Term	<p>Enhance Access to Transit Schedules and Route Information Funding/Partnership Examples:</p> <ul style="list-style-type: none"> • North Jersey Transportation Planning Authority • NJ Transit • Lakewood Township • Bank Foundations

Partners and Approaches

Transit dependent neighborhoods, such as that where there is a high concentration of Hasidic/Yiddish-speaking residents, will require additional attention and potential modification of service schedules to help ensure that the service demands of that community are being met. Getting residents trained to work at the new corporate and other enterprises opening at the airport and the local business parks requires collaboration with the NJ Department of Labor, the NJ Business Action Center, the Ocean County Workforce Development Board and the various businesses and industries moving into these locations. Programs exist to train workers and provide incentives to business to hire local workers as new job opportunities arise. The County's WDB Program can provide a great umbrella through which to establish and coordinate a systematic approach to this issue.

Transit expansion, ride sharing programs, and other initiatives to promote linkages between neighborhoods that are underserved and areas where new jobs are being created, also need to be coordinated closely with the job training programs.

Business Typologies and Investments at Airport and Business Parks in the UEZ

Business Typologies in these target areas include retail and personal service enterprises, but focus more heavily on larger businesses at locations such as the business and industrial parks. These typologies include but are not limited to:

- Commercial Office Space
- Warehousing
- Logistics and Distribution Facilities
- Technology, Pharma and R&D Facilities
- Wholesale Operations
- Light Manufacturing
- Repair and Servicing Operations
- Assembly Operations
- Mixed Use Development Projects



PROJECT MAP AND KEY INVESTMENT LOCATIONS

The UEZ Project Map identifies the target areas within the proposed Lakewood Urban Enterprise Zone where the various priorities outlined in this plan are aimed. As can be seen on this map, there are four key target areas. That does not mean that other areas of the Zone are excluded from UEZ programs and initiatives. Rather, these are areas that have been identified for priority consideration based on the needs of the population, the challenges being faced by the business community, and the impact of other issues such as traffic, or deteriorated infrastructure.



Priority Area 1: Downtown

This is the area defined by the UEZ as the heart of downtown and the target area for making UEZ funded and other investments in infrastructure, streetscape enhancements, town square improvements and other related projects.

Priority Area 2: The Commercial Corridors

These areas are key arteries to downtown Lakewood and also represent significant areas of commercial activity and employment. They share many of the needs exhibited by the downtown and are also prime locations for new business recruitment and redevelopment.

Priority Area 3: Minority/Hasidic/Yiddish-speaking Neighborhood(s)

In addition to new business investment, this target area is representative of others in the UEZ, which are in need of additional transportation, job training, English as a Second Language, and other investments that promote enhanced economic and community development. The Hasidic/Yiddish-speaking community has referenced the need for bus shelters which would also benefit a wide range of residents in the UEZ.

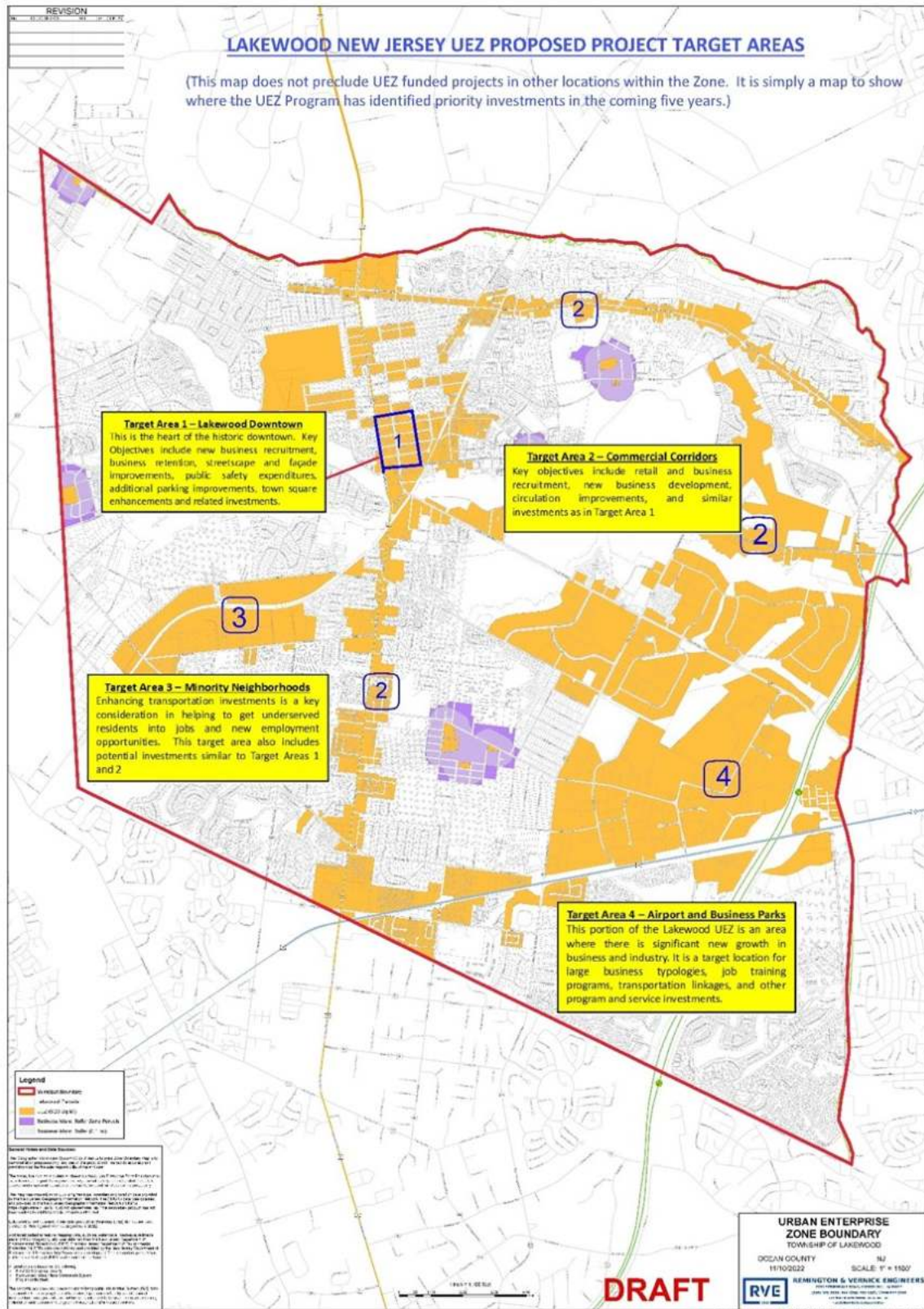
Priority Area 4: The Lakewood Airport and Business Parks

This rapidly expanding venue for new development, including higher skilled and technology-driven businesses is the prime area in Lakewood for driving new opportunities for labor force training and investments.

A map showing these priority areas can be found on the following page. A larger version of the map can be found in the Appendix.



PRIORITY INVESTMENT AREAS WITHIN THE LAKEWOOD URBAN ENTERPRISE ZONE



SUMMARY AND NEXT STEPS

The Lakewood UEZ Plan has been advertised for public comment, including that of regional and/or statewide minority interests. It has also been placed on the Lakewood UEZ website for a 30-day, open public comment period. Public comments received are included as an appendix to this document.

In addition, the draft plan was submitted to the New Jersey Urban Enterprise Zone Authority for its review, comment and approval. Again, changes required by the UEZA have been incorporated in the final plan and are referenced in the appendix.

This Urban Enterprise Zone Plan goes beyond the minimum requirements of the New Jersey UEZ Guidelines. Not only have project priorities been identified, but principal target areas have been mapped. In addition, prospective partners and examples of funding sources to complement any UEZ financing have been outlined in a series of matrices.

A revised UEZ boundary map has been drafted and included in this plan. The map was prepared with considerable outreach to the general public and local businesses. The revised area of the Lakewood UEZ is no larger than the previous (2011) Zone. Residential neighborhoods and rights-of-way were eliminated to allow the Zone boundaries to include areas of the community where there has been new and significant business activity.

Business typologies have been identified within the revised Zone in each of the four target areas and for each of the four key priorities outlined for the coming five years of the Zone's operation.

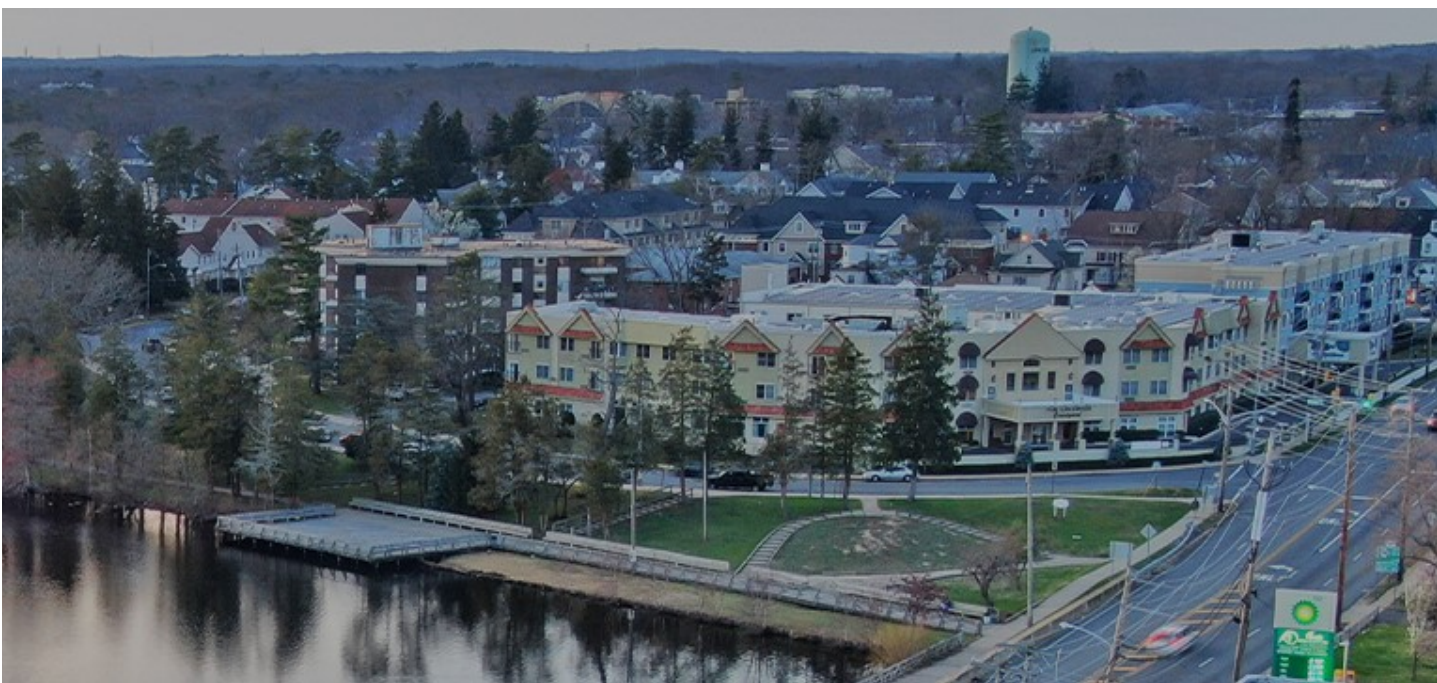
COORDINATION WITH OTHER PLANNING OPPORTUNITIES

There are a number of other planning programs that focus on downtown and neighborhood revitalization which can complement the work of the UEZ. These include:

- ***Main Street New Jersey.*** The Main Street New Jersey Program is a Main Street America™ Coordinating Program which works with communities in NJ to provide on- and off-site technical assistance and training in downtown revitalization and management.
- ***The NJ DCA Neighborhood Preservation Program.*** This program provides direct financial and robust technical assistance to municipalities based on DCA-approved NPP Implementation Plans within approved mixed-use NPP Districts.
- ***The NJ DCA NRTC Program (Neighborhood Revitalization Tax Credit Program).*** The Neighborhood Revitalization Tax Credit Program (NRTC) provides business entities a 100 percent tax credit for funds provided to nonprofit entities carrying out comprehensive revitalization plans
- ***The Regional Foundation Planning Program.*** The Regional Foundation is committed to supporting organizations that build more vibrant, equitable, economically viable neighborhoods hand-in-hand with members of their community.

These are examples of programs that can support the goals of the UEZ in partnership with Lakewood Township and other eligible non-profit organizations.

The Lakewood Development Corporation, which manages the Urban Enterprise Zone Program, has done an outstanding job of recruiting business and investing in Zone improvements to advance economic development and the quality of life for Lakewood residents and businesses. This plan advances that excellent track record and provides a strategy that will advance the Lakewood Urban Enterprise Zone Program as among the best programs statewide.



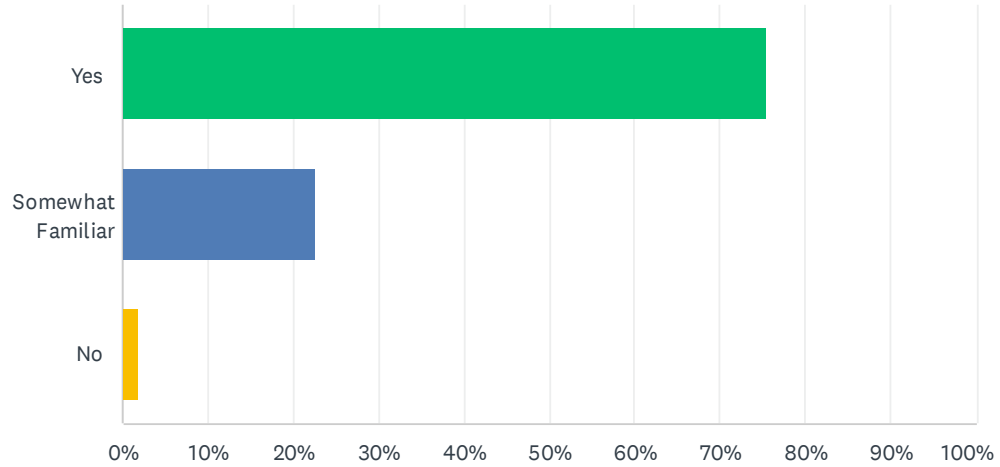
APPENDIX PAGE 1

Community Survey Results



Q1 Are you familiar with the Urban Enterprise Zone Program in Lakewood?

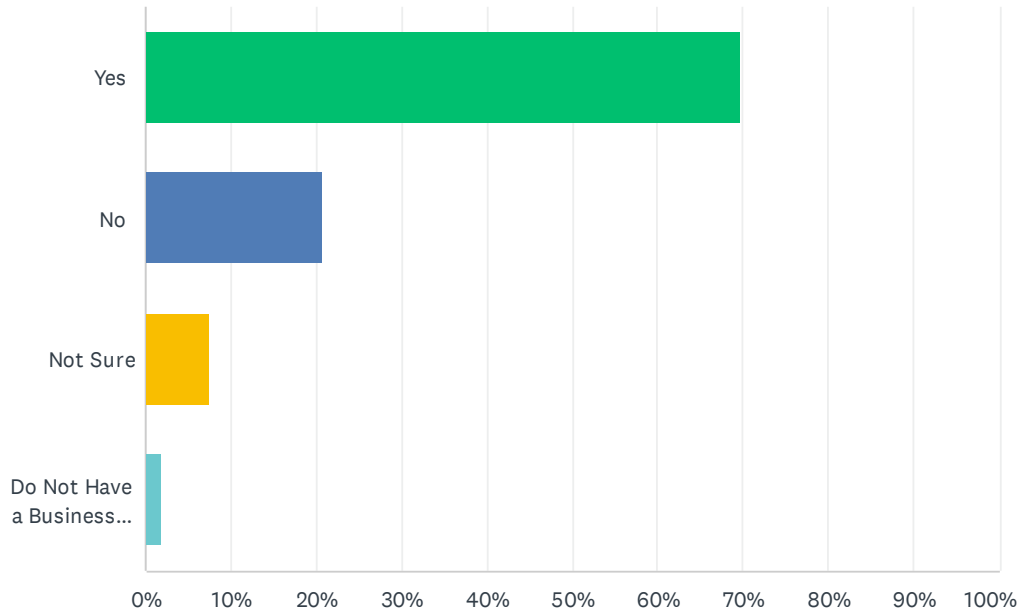
Answered: 53 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	75.47% 40
Somewhat Familiar	22.64% 12
No	1.89% 1
TOTAL	53

Q2 If you are affiliated with a business, is your business currently in the Urban Enterprise Zone?

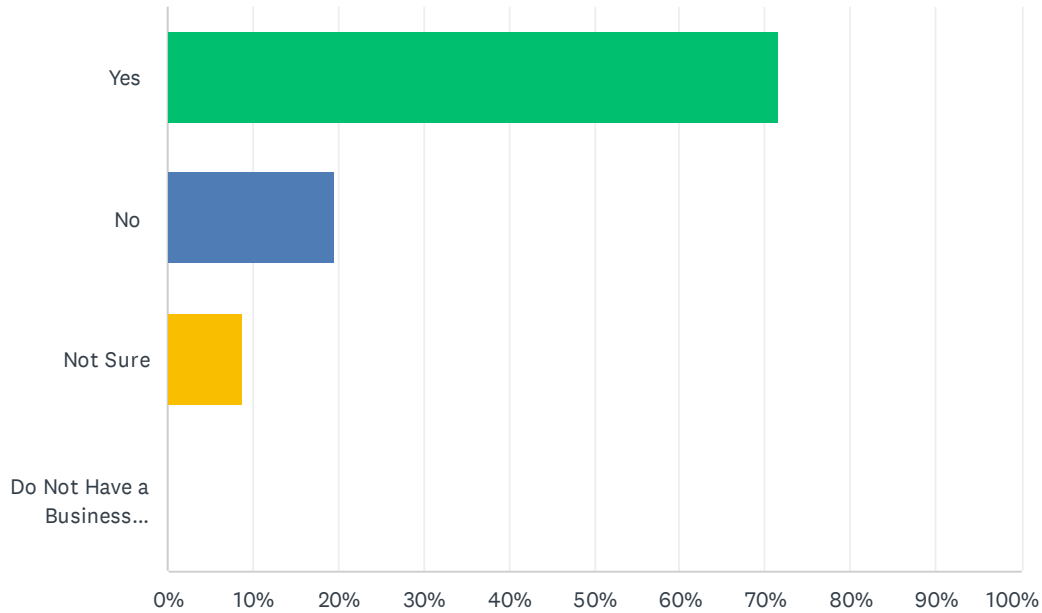
Answered: 53 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	69.81%	37
No	20.75%	11
Not Sure	7.55%	4
Do Not Have a Business Affiliation	1.89%	1
TOTAL		53

Q3 If you answered yes, is your business a registered participant in the UEZ Program?

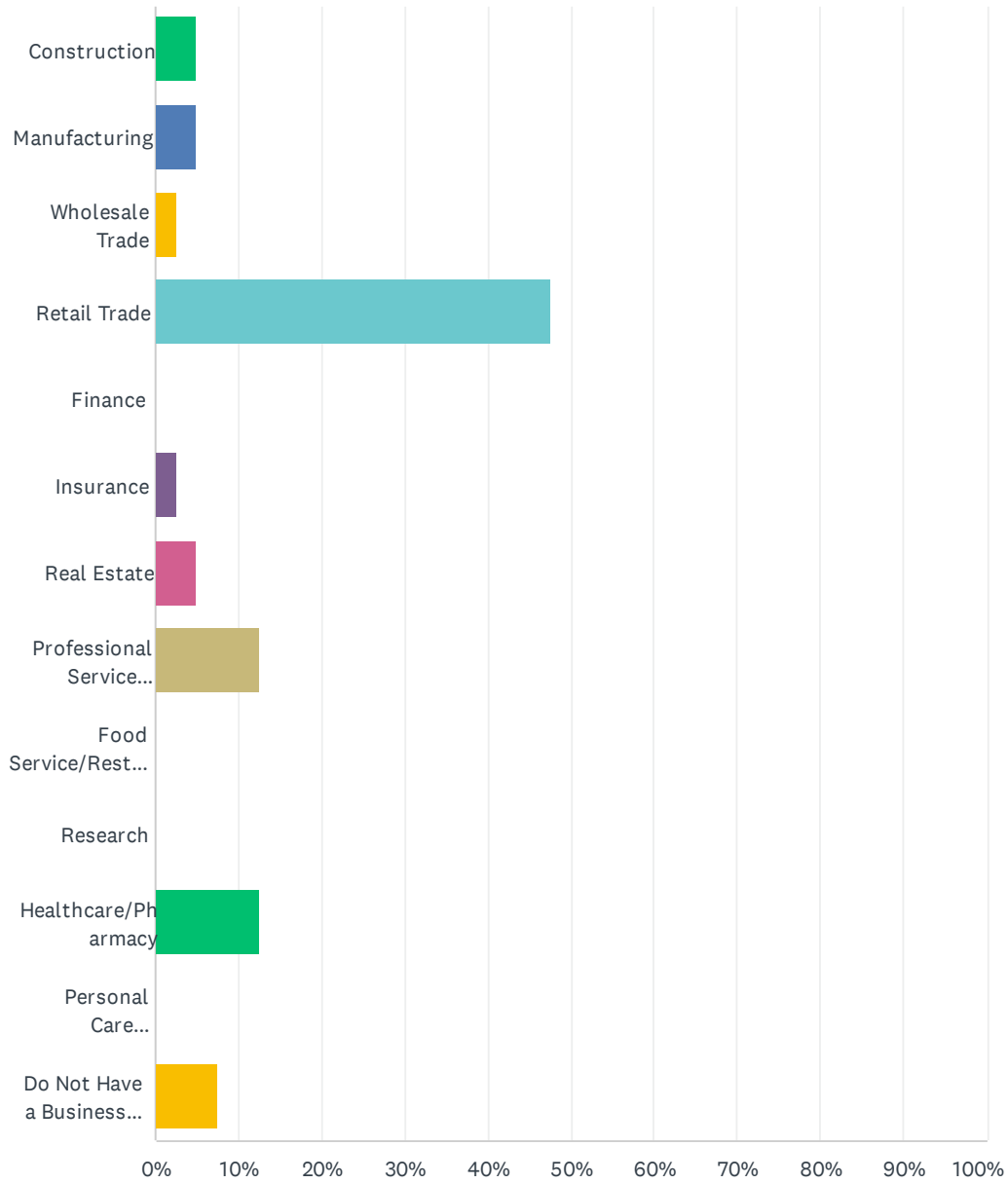
Answered: 46 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	71.74%	33
No	19.57%	9
Not Sure	8.70%	4
Do Not Have a Business Affiliation	0.00%	0
TOTAL		46

Q4 If you are affiliated with a business, what is the general nature of your business?

Answered: 40 Skipped: 13

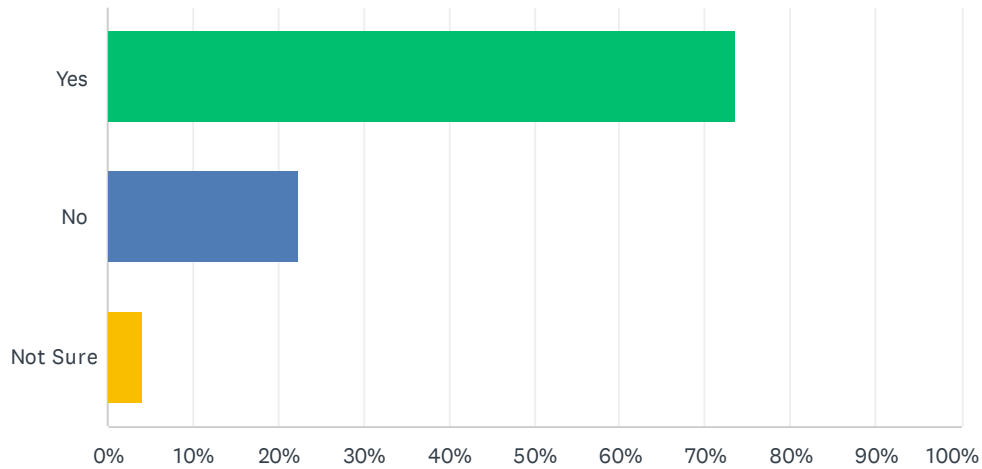


Lakewood Township Urban Enterprise Zone Plan Survey

ANSWER CHOICES	RESPONSES	
Construction	5.00%	2
Manufacturing	5.00%	2
Wholesale Trade	2.50%	1
Retail Trade	47.50%	19
Finance	0.00%	0
Insurance	2.50%	1
Real Estate	5.00%	2
Professional Service (lawyer, accountant, physician, etc.)	12.50%	5
Food Service/Restaurant	0.00%	0
Research	0.00%	0
Healthcare/Pharmacy	12.50%	5
Personal Care (beautician, nail salon, gym/fitness, etc.)	0.00%	0
Do Not Have a Business Affiliation	7.50%	3
TOTAL		40

Q5 If you are a business owner, is your clientele comprised mostly of Lakewood residents or do you get a significant amount of patronage from individuals outside of the Township?

Answered: 49 Skipped: 4



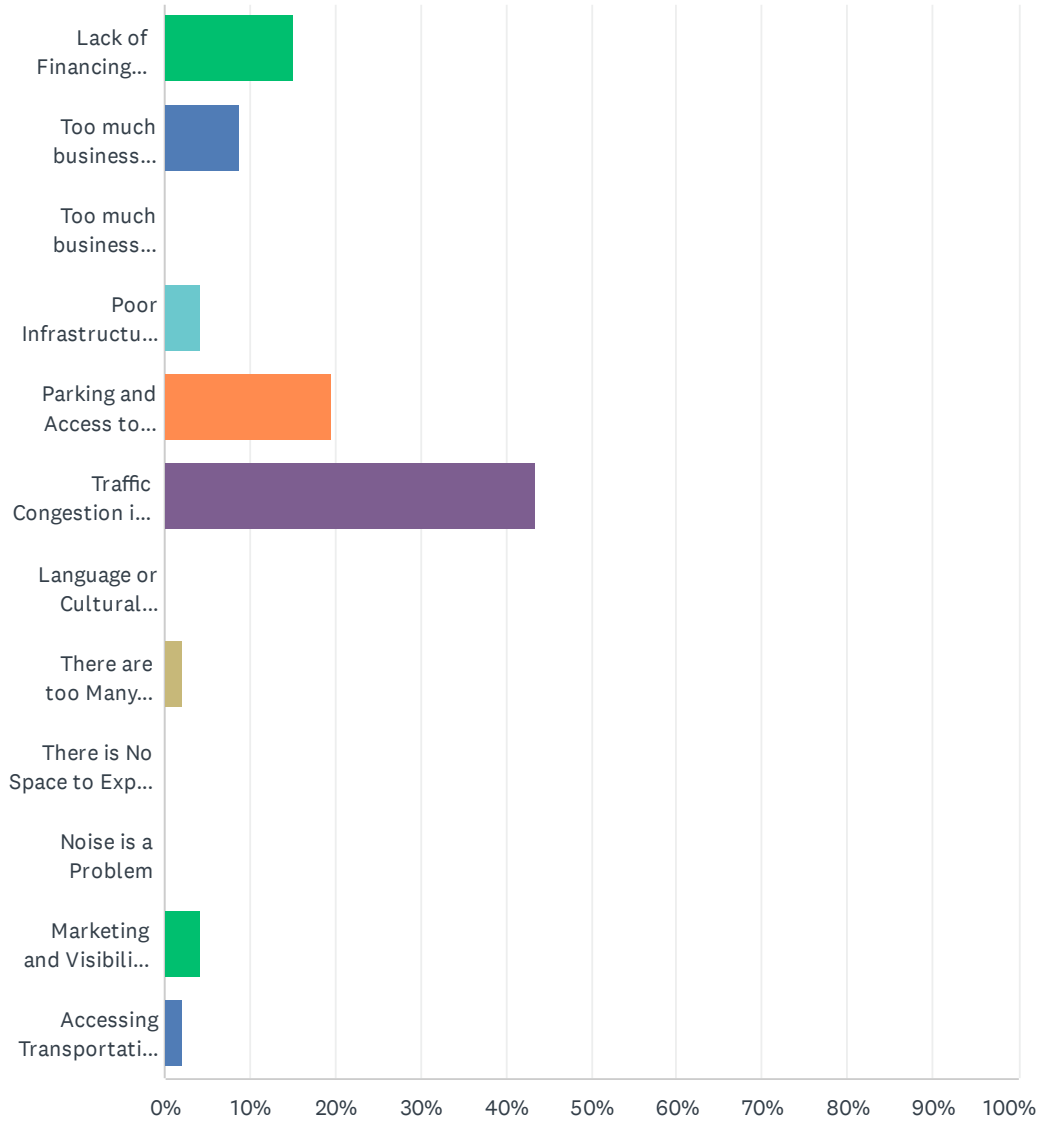
ANSWER CHOICES	RESPONSES	
Yes	73.47%	36
No	22.45%	11
Not Sure	4.08%	2
TOTAL		49

Q6 Regardless if you are or are not a business person, are there any new businesses that if located in Lakewood might complement or enhance your own business or add to the economic vitality of the Urban Enterprise Zone? If so, please identify that type of business:

Answered: 11 Skipped: 42

Q7 In your opinion, what are the principal challenges that the Urban Enterprise Zone faces today?

Answered: 46 Skipped: 7



Lakewood Township Urban Enterprise Zone Plan Survey

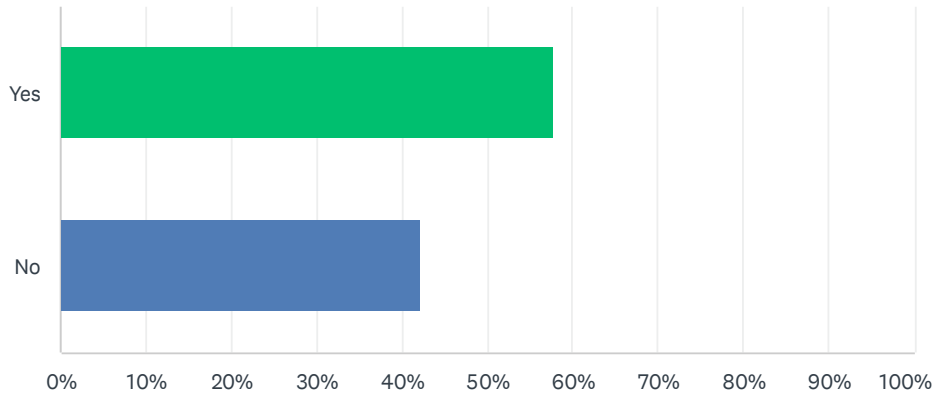
ANSWER CHOICES	RESPONSES	
Lack of Financing Opportunities	15.22%	7
Too much business competition locally	8.70%	4
Too much business competition regionally	0.00%	0
Poor Infrastructure in the Zone	4.35%	2
Parking and Access to Businesses in the Zone is a Problem	19.57%	9
Traffic Congestion is a Problem	43.48%	20
Language or Cultural Barriers Makes Doing Business Difficult	0.00%	0
There are too Many Regulations	2.17%	1
There is No Space to Expand Businesses or Services	0.00%	0
Noise is a Problem	0.00%	0
Marketing and Visibility of the Zone Needs to Expand	4.35%	2
Accessing Transportation for Business Patrons is Challenging	2.17%	1
TOTAL		46

Q8 Are there specific types of investments for which you would like to see the Lakewood Urban Enterprise Zone Funding used?

Answered: 16 Skipped: 37

Q9 Would you be interested in receiving information on the Urban Enterprise Zone Program?

Answered: 45 Skipped: 8



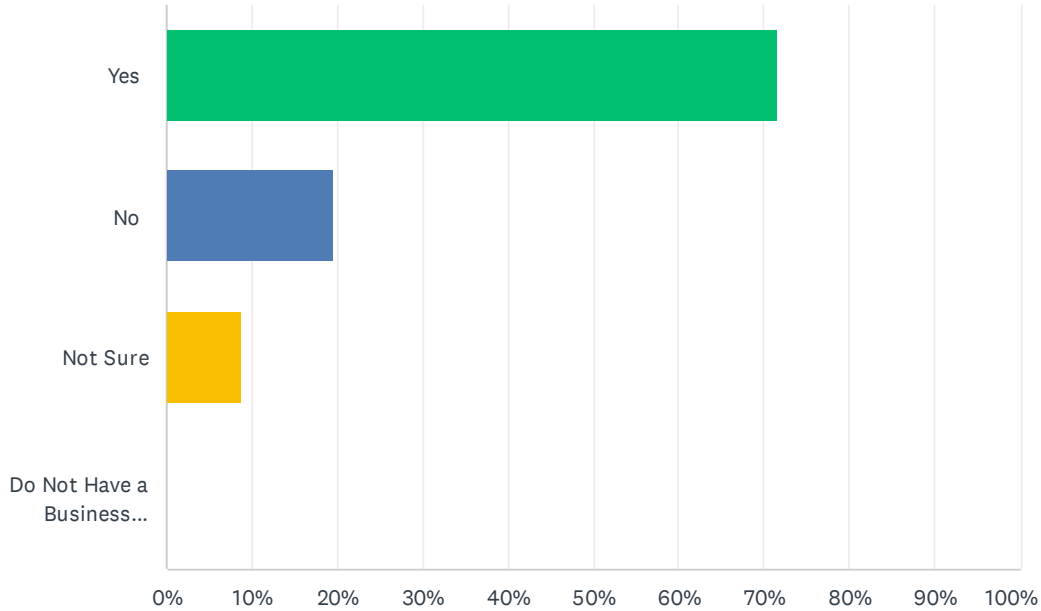
ANSWER CHOICES	RESPONSES	
Yes	57.78%	26
No	42.22%	19
TOTAL		45

Q10 Are there any comments or questions that you have that might enhance the viability of the Urban Enterprise Zone?

Answered: 11 Skipped: 42

Q3 If you answered yes, is your business a registered participant in the UEZ Program?

Answered: 46 Skipped: 7

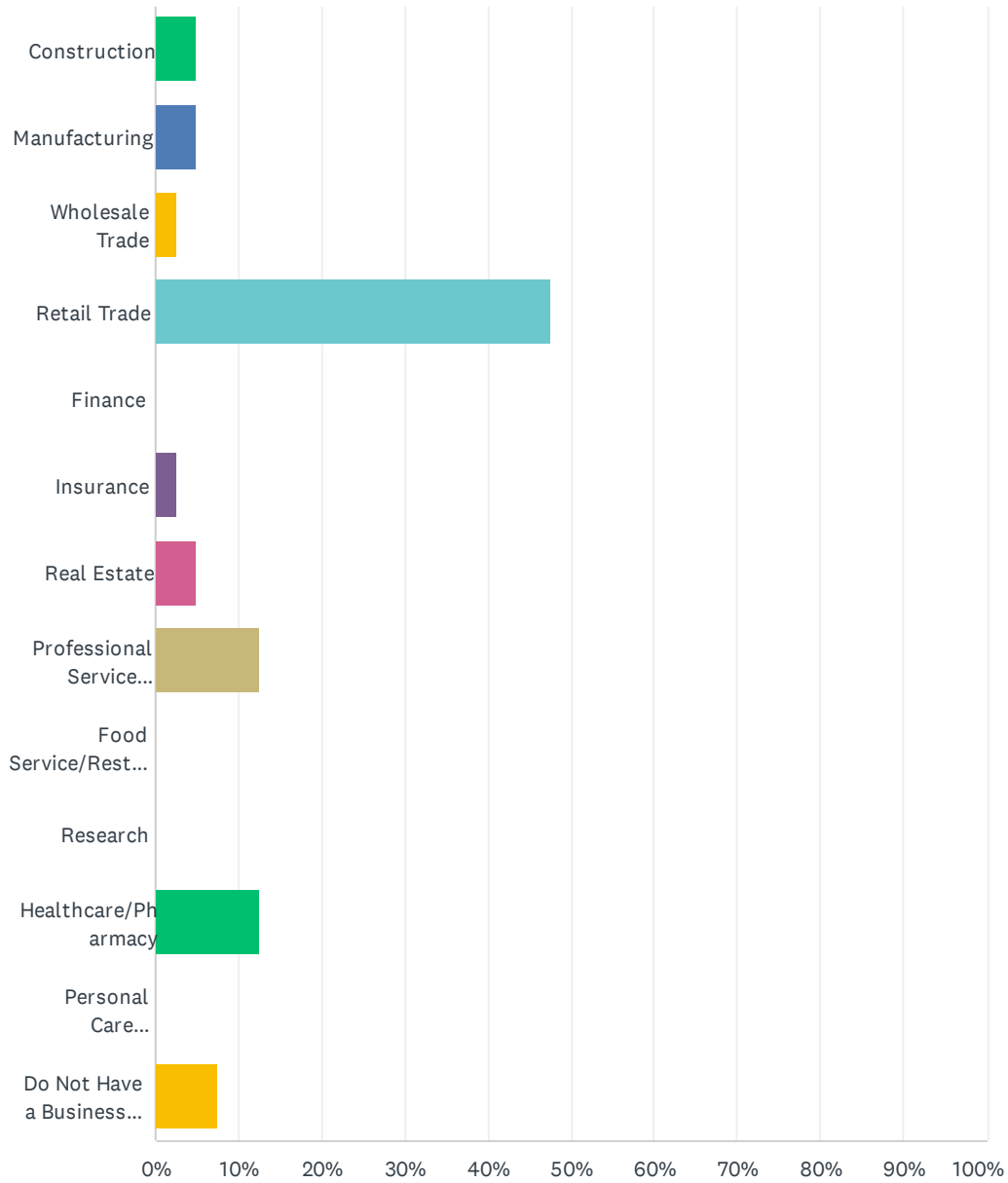


ANSWER CHOICES	RESPONSES	
Yes	71.74%	33
No	19.57%	9
Not Sure	8.70%	4
Do Not Have a Business Affiliation	0.00%	0
TOTAL		46

#	IF YOU ANSWERED NO OR NOT SURE, WHY NOT?	DATE
1	Out of area	1/24/2024 2:43 PM
2	Because I work out of my house which isn't in the UEZ Zone	1/23/2024 3:30 PM
3	It was but didn't renew on time	1/23/2024 1:38 PM
4	Not sure	1/23/2024 1:05 PM
5	Would like to to join	1/23/2024 1:04 PM

Q4 If you are affiliated with a business, what is the general nature of your business?

Answered: 40 Skipped: 13



Lakewood Township Urban Enterprise Zone Plan Survey

ANSWER CHOICES	RESPONSES	
Construction	5.00%	2
Manufacturing	5.00%	2
Wholesale Trade	2.50%	1
Retail Trade	47.50%	19
Finance	0.00%	0
Insurance	2.50%	1
Real Estate	5.00%	2
Professional Service (lawyer, accountant, physician, etc.)	12.50%	5
Food Service/Restaurant	0.00%	0
Research	0.00%	0
Healthcare/Pharmacy	12.50%	5
Personal Care (beautician, nail salon, gym/fitness, etc.)	0.00%	0
Do Not Have a Business Affiliation	7.50%	3
TOTAL		40

#	OTHER (PLEASE SPECIFY)	DATE
1	Senior non profit	1/25/2024 4:51 PM
2	Education and professional services	1/25/2024 9:16 AM
3	trucking and related companies	1/24/2024 1:13 PM
4	Promotional Video	1/24/2024 1:11 PM
5	Nonprofit/education	1/23/2024 7:56 PM
6	Senior Center	1/23/2024 5:43 PM
7	Energy Conservation	1/23/2024 1:37 PM
8	Mortuary	1/23/2024 1:04 PM
9	Marketing	1/23/2024 12:28 PM
10	After Auto Repair	1/23/2024 12:25 PM
11	charity	1/23/2024 12:17 PM
12	Higher Education	1/16/2024 10:15 AM

Q6 Regardless if you are or are not a business person, are there any new businesses that if located in Lakewood might complement or enhance your own business or add to the economic vitality of the Urban Enterprise Zone? If so, please identify that type of business:

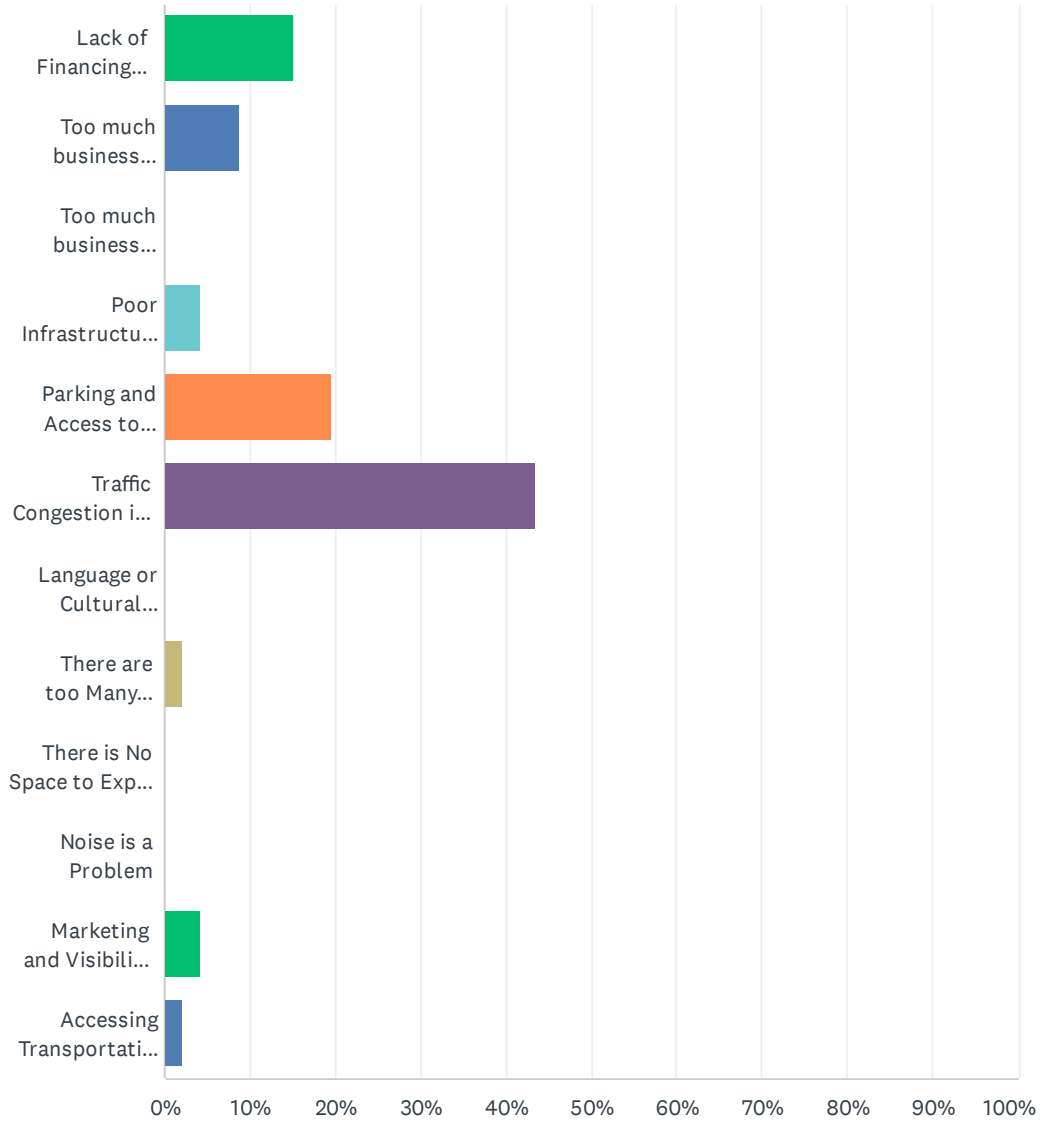
Answered: 11 Skipped: 42

downtown

#	RESPONSES	DATE
1	senior center	1/29/2024 12:19 AM
2	Kosher food establishments; coffee shop; supermarket	1/25/2024 9:16 AM
3	No.	1/24/2024 2:40 PM
4	no	1/24/2024 1:13 PM
5	no	1/23/2024 11:31 PM
6	Anything positive that brings people into the downtown, whether a business or nonprofit use, would enhance the UEZ by revitalizing the downtown.	1/23/2024 7:56 PM
7	another Spanish supermarket or restaurant	1/23/2024 5:45 PM
8	Transportation	1/23/2024 5:43 PM
9	Don't know	1/23/2024 3:30 PM
10	Coffee shop downtown	1/23/2024 3:13 PM
11	affordable storage/warehousing	1/23/2024 1:27 PM

Q7 In your opinion, what are the principal challenges that the Urban Enterprise Zone faces today?

Answered: 46 Skipped: 7



Lakewood Township Urban Enterprise Zone Plan Survey

ANSWER CHOICES	RESPONSES	
Lack of Financing Opportunities	15.22%	7
Too much business competition locally	8.70%	4
Too much business competition regionally	0.00%	0
Poor Infrastructure in the Zone	4.35%	2
Parking and Access to Businesses in the Zone is a Problem	19.57%	9
Traffic Congestion is a Problem	43.48%	20
Language or Cultural Barriers Makes Doing Business Difficult	0.00%	0
There are too Many Regulations	2.17%	1
There is No Space to Expand Businesses or Services	0.00%	0
Noise is a Problem	0.00%	0
Marketing and Visibility of the Zone Needs to Expand	4.35%	2
Accessing Transportation for Business Patrons is Challenging	2.17%	1
TOTAL		46

#	OTHER (PLEASE SPECIFY)	DATE
1	homeless area	1/29/2024 12:19 AM
2	And accessing transportation	1/25/2024 4:51 PM
3	to many schools	1/24/2024 1:13 PM
4	The downtown is the heart of the zone and it needs revitalization and to bring in more people/customers/wholesome atmosphere	1/23/2024 7:56 PM
5	high cost of advertising,	1/23/2024 4:59 PM
6	Don't know	1/23/2024 3:30 PM
7	Traffic unlicensed practice.	1/23/2024 1:04 PM
8	almost all of the above	1/23/2024 12:31 PM

Q8 Are there specific types of investments for which you would like to see the Lakewood Urban Enterprise Zone Funding used?

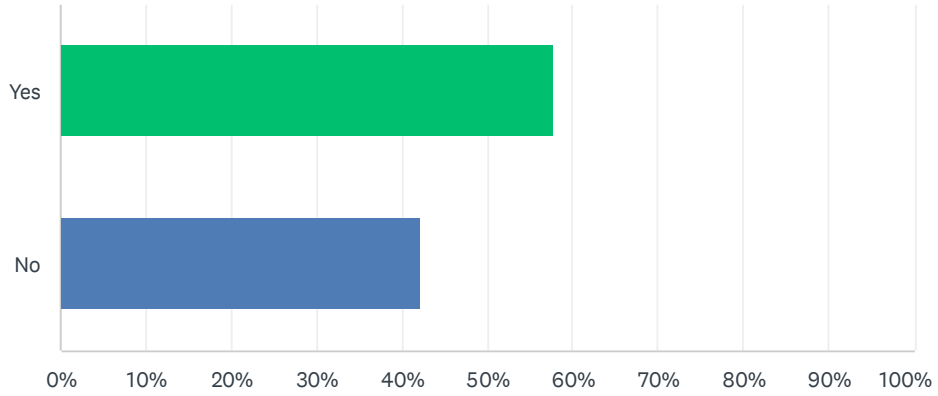
Answered: 16 Skipped: 37

downtown downtown area **properties** support **grants**
advertising

#	RESPONSES	DATE
1	senior center	1/29/2024 12:19 AM
2	Bring people to downtown by supporting businesses in the downtown area.	1/25/2024 4:51 PM
3	Parking garage	1/25/2024 9:16 AM
4	Traffic Relief. It is the #1 issue in this community. Is ruins the quality of life for everyone.	1/24/2024 2:40 PM
5	conference center	1/24/2024 1:13 PM
6	To build up downtown	1/24/2024 1:11 PM
7	Grants/investments for healthcare industry	1/23/2024 10:44 PM
8	Revitalize properties in the downtown area, support the redevelopment costs for old properties that create an air of decay, and support uses that bring people back to the downtown area.	1/23/2024 7:56 PM
9	Advertising and Marketing.	1/23/2024 5:43 PM
10	ongoing business education and networking events, more grants like the technology and advertising grants,	1/23/2024 4:59 PM
11	Don't know	1/23/2024 3:30 PM
12	Walking police patrol downtown	1/23/2024 3:13 PM
13	capital improvement	1/23/2024 1:27 PM
14	Marketing and advertising grants would be so so helpful!	1/23/2024 1:10 PM
15	Programs for advertising, property and equipment upgrades as well as employee retention .	1/23/2024 1:04 PM
16	Property Beautification	1/23/2024 12:25 PM

Q9 Would you be interested in receiving information on the Urban Enterprise Zone Program?

Answered: 45 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	57.78%	26
No	42.22%	19
TOTAL		45

Q10 Are there any comments or questions that you have that might enhance the viability of the Urban Enterprise Zone?

Answered: 11 Skipped: 42

park program businesses

#	RESPONSES	DATE
1	Encourage businesses that will bring foot traffic back to downtown.	1/25/2024 4:51 PM
2	Very very poor lighting in the evening. Also: Too many vagrants hanging out on the streets.	1/25/2024 9:16 AM
3	industrial park should not be a place for schools-industry only, and outside trucks are parking on side streets overnight in the park.	1/24/2024 1:13 PM
4	thank you!	1/24/2024 10:23 AM
5	Don't know	1/23/2024 3:30 PM
6	I'm very happy to see activity regarding the UEZ	1/23/2024 3:13 PM
7	low or zero interest loans for remodeling, renovations, expansion of stores and businesses, would be a help. And accessible, not with extremely narrow thresholds and parameters that most businesses do not meet.	1/23/2024 1:27 PM
8	Thank you for administering this program.	1/23/2024 1:00 PM
9	I am grateful to the program. I have been using the program for a while.	1/23/2024 12:25 PM
10	Take into consideration the community you serve. our enrollment was terminated due to the re-registration came out to be during the jewish holidays & by the time we got around to it, it got denied. No extension was offered.	1/23/2024 12:21 PM
11	continue the great work.....shia lowenger is a superstar	1/23/2024 12:17 PM

APPENDIX PAGE 2

Existing and Proposed UEZ Boundary Maps



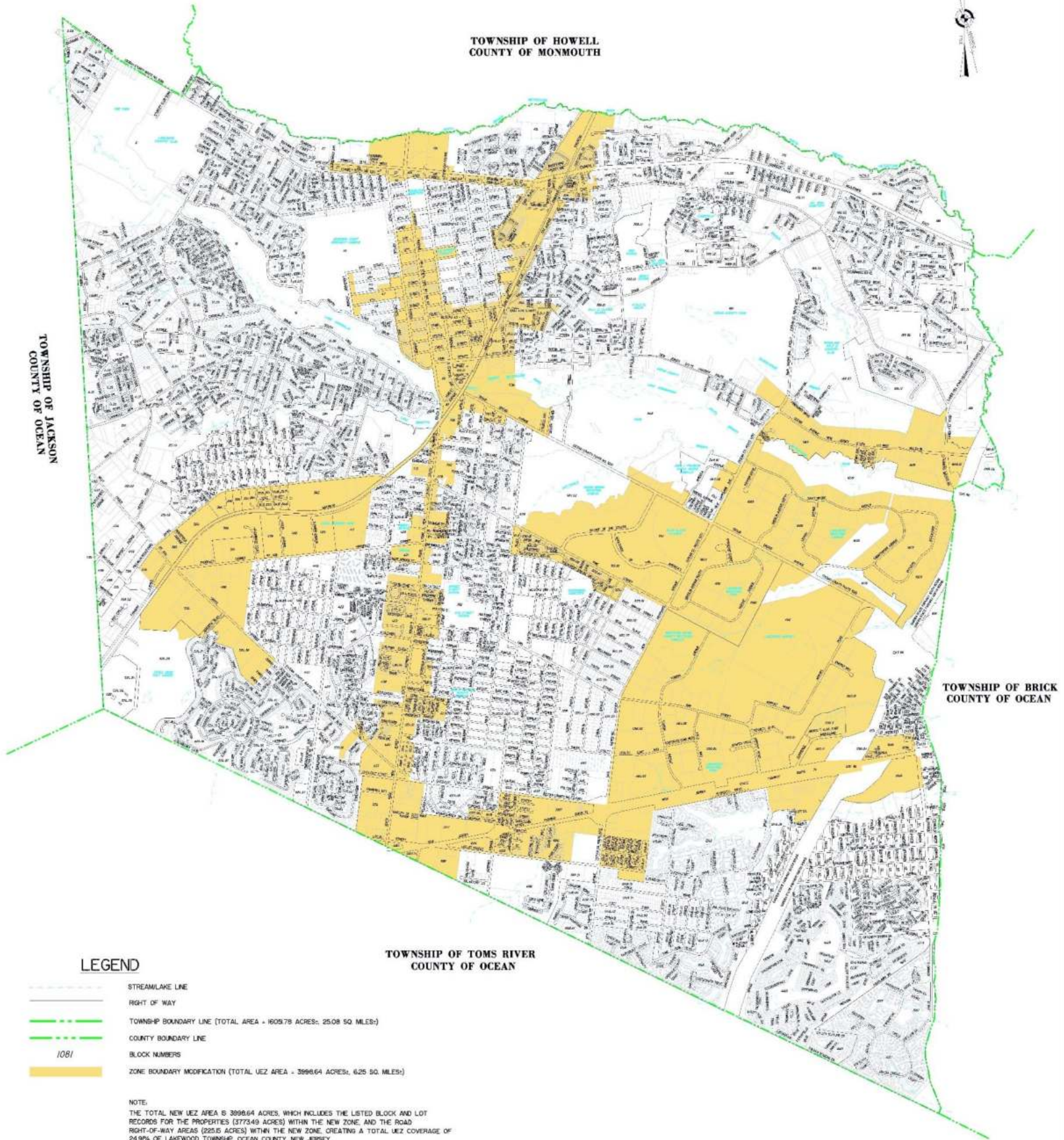
MAP OF THE EXISTING LAKEWOOD URBAN ENTERPRISE ZONE BOUNDARIES

FEBRUARY 2024



LAKEWOOD DEVELOPMENT CORPORATION

URBAN ENTERPRISE ZONE BOUNDARY MODIFICATION



LEGEND

- STREAMLAKE LINE
- RIGHT OF WAY
- TOWNSHIP BOUNDARY LINE (TOTAL AREA - 1609.79 ACRES; 25.08 SQ MILES)
- COUNTY BOUNDARY LINE
- BLOCK NUMBERS
- ZONE BOUNDARY MODIFICATION (TOTAL UEZ AREA - 3996.64 ACRES; 6.25 SQ. MILES)

NOTE:
THE TOTAL NEW UEZ AREA IS 3996.64 ACRES, WHICH INCLUDES THE LISTED BLOCK AND LOT RECORDS FOR THE PROPERTIES (777349 ACRES) WITHIN THE NEW ZONE AND THE ROAD RIGHT-OF-WAY AREAS (225.5 ACRES) WITHIN THE NEW ZONE, CREATING A TOTAL UEZ COVERAGE OF 24.9% OF LAKEWOOD TOWNSHIP, OCEAN COUNTY, NEW JERSEY

REVISIONS	

CHARLES E. ADAMSON NJ PROFESSIONAL LAND SURVEYOR LIC. NO. 42627 DATE: _____

SOURCE:
TAX PARCEL STREET, HIGHWAY & MUNICIPAL BOUNDARY DATA OBTAINED FROM OCEAN COUNTY DEPARTMENT OF PLANNING
TAX PARCELS TAKEN FROM CURRENT TAX MAPS AS PROVIDED BY THE TOWNSHIP OF LAKEWOOD TAX ASSESSORS OFFICE
WETLANDS DATA DERIVED FROM NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION
ZONING DATA DERIVED FROM ZONING MAP COMPOSED BY SPIDALL ENGINEERING, INC. LAST ADOPTED MAY, 30 2008
ALL POSITIONS ARE BASED ON THE FOLLOWING:
NAD 83 BROADBENT DATUM
NEW JERSEY STATE PLANE COORDINATE SYSTEM
ENGLISH FEET UNITS

URBAN ENTERPRISE ZONE BOUNDARY MODIFICATION TOWNSHIP OF LAKEWOOD

OCEAN COUNTY NEW JERSEY
19101 1" = 100' DATE: 01/17/2024
CHARLES E. ADAMSON NJ PROFESSIONAL LAND SURVEYOR LIC. NO. 42627

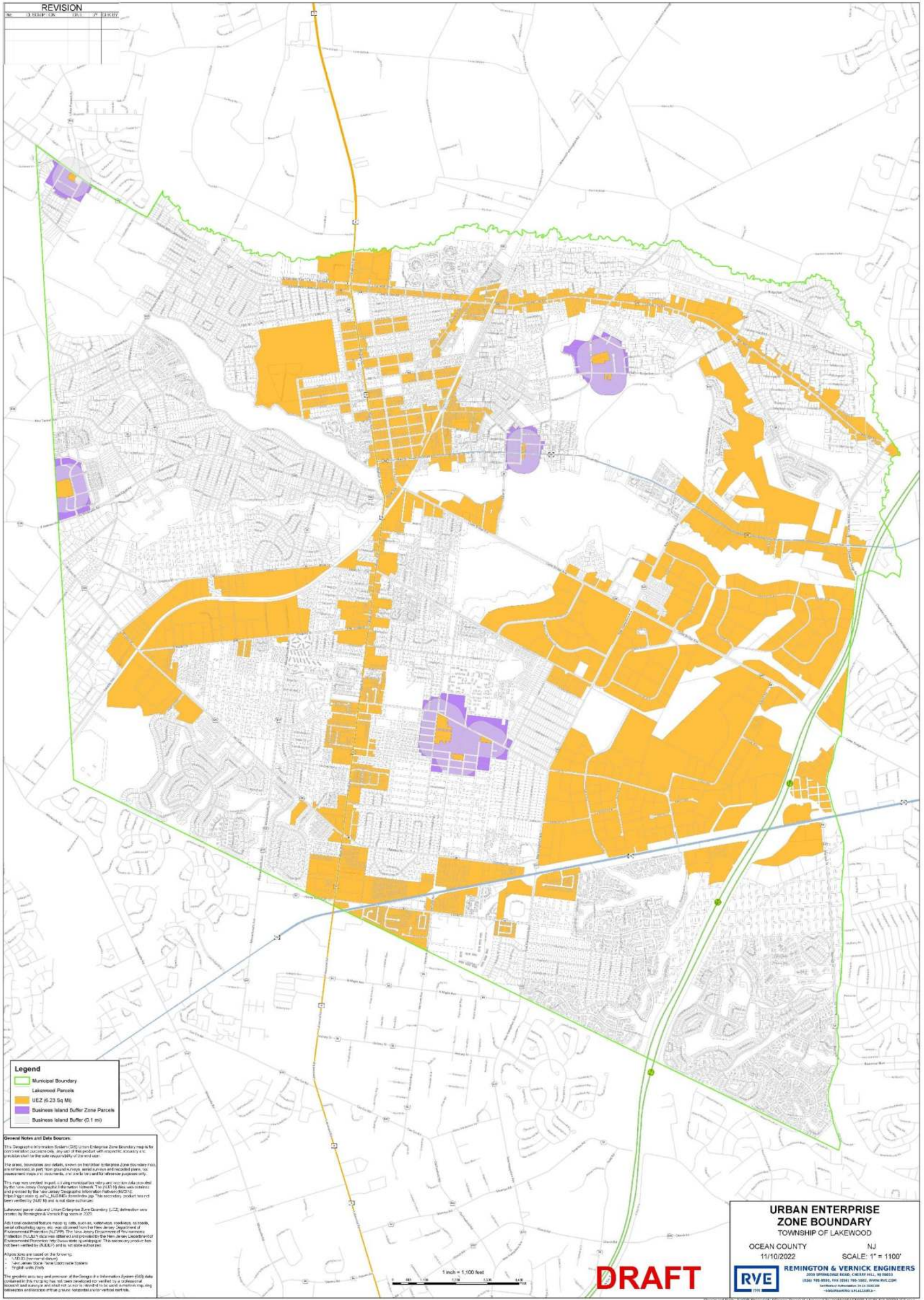


REMINGTON, VERNICK & VENA ENGINEERS
3 JOCCAMA BOULEVARD SUITE 2, OLD BRIDGE, NJ 08857
(732) 955-8000, FAX (732) 959-2895
WEB SITE ADDRESS: WWW.RVVE.COM



MAP OF THE PROPOSED LAKEWOOD URBAN ENTERPRISE ZONE BOUNDARIES

FEBRUARY 2024



APPENDIX PAGE 3

Documentation of Adherence to UEZ Guidelines



RESOLUTION# 2023- 0 \,

RESOLUTION OF THE TOWNSHIP OF LAKEWOOD, COUNTY OF OCEAN, STATE OF NEW JERSEY, AUTHORIZING THE SUBMISSION OF REQUEST TO THE URBAN ENTERPRISE ZONE AUTHORITY TO PUBLISH A REQUEST FOR PROPOSALS FOR PROFESSIONAL SERVICES TO DEVELOP A 5-YEAR ZONE PLAN

WHEREAS, the Township of Lakewood was awarded designation as an Urban Enterprise zone effective November 1, 1994, meeting the qualifying criteria as an urban-depressed city with unemployment rates exceeding the State's averages; and

WHEREAS, per Section 9 of P.L.1983, c.303, sub-section C.52:27H-68 of the New Jersey State Urban Enterprise Zone law, Preliminary zone development plan, the municipal governing body shall cause a preliminary zone development plan to be formulated, either by a zone development corporation or by the governing body, with the assistance of those officers and agencies of the municipality as the governing body may see fit; and

WHEREAS, a municipality with a zone development plan that was approved more than five years prior to the effective date of P.L.2021, c.197, the governing body of the municipality shall submit an updated preliminary zone development plan pursuant to this section; and

WHEREAS, per sub-section C.52:27H-68 b. (I) of the UEZ law, The governing body of a municipality may request from the UEZ Authority an amount not to exceed 10 percent of the municipality's zone assistance fund allocation or \$125,000, whichever is greater, to fund, in whole or in part, the costs associated with formulating a preliminary zone development plan, which amount the governing body may use to pay employees, or to retain a consultant, to formulate the plan; and


WHEREAS, the Township of Lakewood intends to submit a Letter of Request to the New Jersey Urban Enterprise Zone Authority (UEZA) requesting authorization to publish a public notice of Request for Proposal (RFP) to receive proposals from qualified professionals to assist in developing Lakewood UEZ's 5-Year Zone Development Plan: and

WHEREAS, per the permitted amount stated in the UEZ law, the amount requested to hire the planning professional will not exceed **TEN PERCENT (10%)** of Lakewood UEZ's Zone Assistance Fund allocation for fiscal year 2023 or **ONE HUNDRED AND TWENTY-FIVE THOUSAND DOLLARS (\$125,000.00)**, whichever is greater.

NOW, THEREFORE, BE IT RESOLVED, by the Township Committee in the Township of Lakewood, State of New Jersey does hereby approve submission of a submission of a Letter of Request to the UEZA to authorize the publishing of a public notice of Request for Proposal (RFP) to receive proposals from qualified professionals to assist in developing Lakewood UEZ's 5-Year Zone Development Plan.

CERTIFICATION

I, Lauren Kirkman, Township Clerk of the Township of Lakewood, do hereby certify that the above is a true copy of a Resolution duly adopted by the Township Committee of the Township of Lakewood in the County of Ocean at its meeting held on **May 18, 2023**



Lauren Kirkman RMC, CMR
Township Clerk

Budget Category	Lakewood UEZFunds	Municipal Funds	101a1 Budget: Lakewood UEZ and Municipal	Other Funds* Describe Below	Federal Funds	Total Budget: All Funds
Municipal Services						
Salaries/Fringe	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Project						
Construction	\$0	\$0	\$0	\$0	\$0	\$0
Acquisition	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Professional Services	\$125,000	\$0	\$125,000	\$0	\$0	\$125,000
Administration	\$0	\$0	\$0	\$0	\$0	\$0
Loans	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Marketing	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$125,000	\$0	\$125,000	\$0	\$0	\$125,000
% of Total Project	100.0%	0.0%	100.0%	0.0%	0.0%	100.0%

RESOLUTION 22-08-3

A Resolution of the Lakewood Development Corporation Authorizing Submission of a Letter of Request to the UEZA to Obtain Authorization to Publish a Request for Proposal for Professional Assistance in Developing a 5-Year Zone Development Plan

WHEREAS, the Township of Lakewood was awarded designation as an Urban Enterprise zone effective November 1, 1994, meeting the qualifying criteria as an urban-depressed city with unemployment rates exceeding the State's averages; and

WHEREAS, per Section 9 of P.L.1983, c.303, sub-section C.52:27H-68 of the New Jersey State Urban Enterprise Zone law, Preliminary zone development plan, the municipal governing body shall cause a preliminary zone development plan to be formulated, either by a zone development corporation or by the governing body, with the assistance of those officers and agencies of the municipality as the governing body may see fit; and

WHEREAS, a municipality with a zone development plan that was approved more than five years prior to the effective date of P.L.2021, c.197, the governing body of the municipality shall submit an updated preliminary zone development plan pursuant to this section; and

WHEREAS, per sub-section C.52:27H-68 b. (I) of the UEZ law, The governing body of a municipality may request from the UEZ Authority an amount not to exceed 10 percent of the municipality's zone assistance fund allocation or \$125,000, whichever is greater, to fund, in whole or in part, the costs associated with formulating a preliminary zone development plan, which amount the governing body may use to pay employees, or to retain a consultant, to formulate the plan; and

WHEREAS, the Lakewood Development Corporation intends to submit a Letter of Request to the New Jersey Urban Enterprise Zone Authority (UEZA) requesting authorization to publish a public notice of Request for Proposal (RFP) to receive proposals from qualified professionals to assist in developing Lakewood UEZ's 5-Year Zone Development Plan: and

WHEREAS, per the permitted amount stated in the UEZ law, the amount requested to hire the planning professional will not exceed **TEN PERCENT (10%)** of Lakewood UEZ's Zone Assistance Fund allocation for fiscal year 2023 or **ONE HUNDRED AND TWENTY-FIVE THOUSAND DOLLARS (\$125,000.00)**, whichever is greater.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Trustees of the Lakewood Development Corporation does hereby direct the submission of a Letter of Request to the UEZA to authorize the publishing of a public notice of Request for Proposal (RFP) to receive proposals from qualified professionals to assist in developing Lakewood UEZ's 5-Year Zone Development Plan.

I **HEREBY CERTIFY** that the above is a true copy of a Resolution duly adopted by the Board of Trustees of the Lakewood Development Corporation Lakewood, County of day of August, 2022.

Moshe Zev Weisberg, Secretary/Treasurer
David Klein, Secretary Designee



231 THIRD STREET MUNICIPAL
BUILDING LAKEWOOD, NJ 08701
732.364.2500

MEMO

TO: Members of the Authority
FROM: David Klein, Executive Director/Zone Administrator
DATE: April 24, 2023
RE: Approval to submit RFP for 5-Year Plan
Cc:

In compliance with N.J. Stat. 52:27H-68, the Township of Lakewood/Lakewood Development Corp. is requesting to submit a Request for Proposals (RFP) for a consultant to assist the Lakewood UEZ in creating a 5-year zone development plan. A copy of the RFP is submitted herein for approval by the Authority or recommended modifications along with resolutions from the Township of Lakewood. The Lakewood UEZ is also requesting the use of Zone Assistance Funds in an amount not to exceed \$125,000 for the plan development.



REQUEST FOR PROPOSALS

Creation of 5-Year Development Plan

Deadline for Submission:

Return Proposals to:

Township of Lakewood
Lakewood Development Corporation
Attn: David Klein, Executive Director
231 3rd Street
Lakewood NJ 08701
(732) 364-2500 Ext. 5976
dklein@lakewoodnj.gov

REQUEST FOR PROPOSALS

5-YEAR DEVELOPMENT PLAN

FOR TOWNSHIP OF LAKEWOOD, NEW JERSEY URBAN ENTERPRISE ZONE

The Township of Lakewood, NJ is seeking proposals from qualified consultants to provide services in creating a 5-year Development Plan for its Urban Enterprise Zone Program.

Introduction

The Township of Lakewood is one of 32 designated Urban Enterprise Zones encompassing 37 municipalities in the State of New Jersey. The Urban Enterprise Zone (UEZ) Program, enacted in 1983, is an Affiliate of the Department of Community Affairs. The program's charter is to foster an economic climate that revitalizes designated urban communities and stimulates their growth by encouraging businesses to develop and create private sector jobs through public and private investment.

To accomplish its charter, business incentives are provided to certified zone businesses through a 50% reduced sales tax collection on certain retail sales, and sales tax exemptions on a limited amount of qualified business purchases. In addition, a portion of the sales taxes collected in Urban Enterprise Zone communities are given back as Zone Assistance Funds (ZAF) that can be utilized in the community for projects that will meet the goals and objectives set out in the 5-year Development Plan.

Project Overview

The Township of Lakewood is seeking a qualified consultant to prepare a 5-year development plan as required by the recently enacted amended UEZ legislation. The zone development plan will set forth the boundaries of the enterprise zone and include findings of fact concerning the economic and social conditions existing in the enterprise zone, and the municipality's policy and intentions for addressing these conditions, and may include proposals respecting:

- (1) Utilizing the powers conferred on the municipality by law for the purpose of stimulating investments and economic development of the zones;
- (2) Utilizing State assistance through the provisions of P.L.1983, c.303 (C.52:27H-60 et seq.) relating to State tax benefits and enterprise zone assistance funds;
- (3) Securing the involvement in, and commitment to, zone economic development by private entities, including zone neighborhood associations, voluntary community organizations supported by residents and businesses in the zone;
- (4) Utilizing the powers conferred by law to revise municipal planning and zoning ordinances and other land use regulations as the pertain to the zone, in order to enhance the attraction of the zone to prospective developers;
- (5) Increasing the availability and efficiency of support services, public and private, generally used by and necessary to the efficient functioning of commercial and industrial facilities in the area, and the extent to which the increase or improvement is to be provided and financed by the municipal government or by other entities.

The development plan will be submitted to the local government body for approval and will then be submitted to the New Jersey Urban Enterprise Zone Authority for approval.

Scope of Services

The consultant will work with City staff to develop a 5-year roadmap for the UEZ to follow in order to achieve its goals and objectives in stimulating growth and redevelopment within its boundaries. The plan should include the following elements:

I. INTRODUCTION, COMMUNITY OVERVIEW, AND PLAN DEVELOPMENT PROCESS

- A. Introduction of the Municipality's UEZ Community
- B. Regional and Municipal Setting/Location of the Existing UEZ with Map
- C. Economic and Social Conditions in the Enterprise Zone Community
 - 1. Unemployment
 - 2. Economic Conditions
 - a) Municipal Distress Index
 - b) Supply and Demand Market Analysis
 - 3. Income and Poverty
 - 4. Educational Attainment
 - 5. Housing Characteristics
 - 6. Workforce Characteristics
- D. Process of Plan Development
 - 1. Community Organization Outreach (including minority outreach)
 - 2. Business Outreach (including minority outreach)
 - 3. Survey of residents and business on what they would like to see in the UEZ

II. UEZ MILESTONES, ACCOMPLISHMENTS, AND BENEFITS

- A. Description of UEZ Previous Projects
- B. Impacts from Zone Sales Tax Act
- C. Summary of Zone Benefits and Uses from Past Projects

III. UEZ ECONOMIC DEVELOPMENT VISION, GOALS AND OBJECTIVES

- A. Vision for the UEZ
- B. Economic Goals and Objectives
- C. Coordination with Other Plans and Programs
 - 1. County and Regional Plans and Programs
 - 2. Municipal Programs and Special Development Designations (Opportunity Zones, Areas in Need of Redevelopment, Main Street, Empowerment Zones, etc.)
 - 3. State Agencies (NJEDA, NJRA, etc.)
- D. Proposed Changes to UEZ Boundaries w/justification
 - 1. Expansion of no more than 10%
 - 2. Spider legs can be eliminated
- E. Major Initiatives for next 5 years
 - 1. Loan programs for construction or rehabilitation
 - 2. Redevelopment initiatives/projects

3. Façade grants
4. Improvement of public infrastructure
5. Training programs
6. Special Events
7. Cleaning and Maintenance of Commercial Corridors
8. Planning and Professional Services

IV. **MARKETING AND IMPLEMENTATION**

- A. Existing and Proposed Partnerships and Their Roles in Marketing and Implementation
- B. Other Funding and Implementation Resources
- C. Proposed UEZ Program Structure and Budget Outline
 1. Proposed Operational Structure with Program Controls
 2. Preliminary Budget Framework
 - a. Proposed Projects with Total Budget
 - b. Public Safety (not to exceed 25% of funding)
 - c. Administration Expenses (not to exceed 10% of funding)
- D. Timeline for Implementation
- E. Outline of Proposed Metrics and Measurements of Success

V. **SUMMARY AND NEXT STEPS**

- A. Local and Municipal Approvals as needed
- B. Approvals by NJ DCA/Zone Authority
- C. Authorization and Implementation

Proposal Requirements

Proposals should include the following information:

1. **Approach** - describing how the respondent will accomplish the scope of work and requirements as listed herein.
2. **Qualifications** - showing how the respondent's firm and assigned team members are qualified to provide the scope of work and requirements as listed herein.
3. **Project Schedule** - showing key task target dates (including surveys, community meetings, public meetings and staff team meetings) and estimated task duration.
4. **Fees** – for the entire scope of services with a total “not to exceed” amount listed. Provide and itemized breakdown of proposed cost for each service and hourly rates for all team members to the project. The City reserves the right to negotiate the services and cost based upon support from internal staff.

Questions

Contact David Klein, Executive Director/UEZ Coordinator, via email at dklein@lakewoodnj.gov or call 732.364.2500 ext. 5976

UEZA AUTHORIZATION TO PROCEED

From: Slaughter, James [DCA] <James.Slaughter@dca.nj.gov>
Sent: Friday, August 4, 2023 4:43 PM
To: David Klein
Subject: RE: [External] 5-year plan - RFP

David,

We agree.

James

From: David Klein <dklein@lakewoodnj.gov>
Sent: Friday, August 4, 2023 4:04 PM
To: Slaughter, James [DCA] <James.Slaughter@dca.nj.gov>
Cc: Fusco, Joseph [DCA] <Joseph.Fusco@dca.nj.gov>; Zayas, Joyce [DCA] <Joyce.Zayas@dca.nj.gov>
Subject: Re: [External] 5-year plan - RFP

Hi again James,

I just listened to your voicemail, this is my understanding: Since we are self funding we are permitted to post the RFP and receive proposals from vendors. We can then award the contract to the vendor, produce the 5 year plan, and when complete, we can then submit the completed document to staff for review and then if satisfactory it will go to the board for their review and approval.

--

David N. Klein
Executive Director
Lakewood Development Corp.
231 Third Street, Second Floor
Lakewood NJ 08701
732.364.2500 X 5976
Web: [Lakewood UEZ Webpage](#)

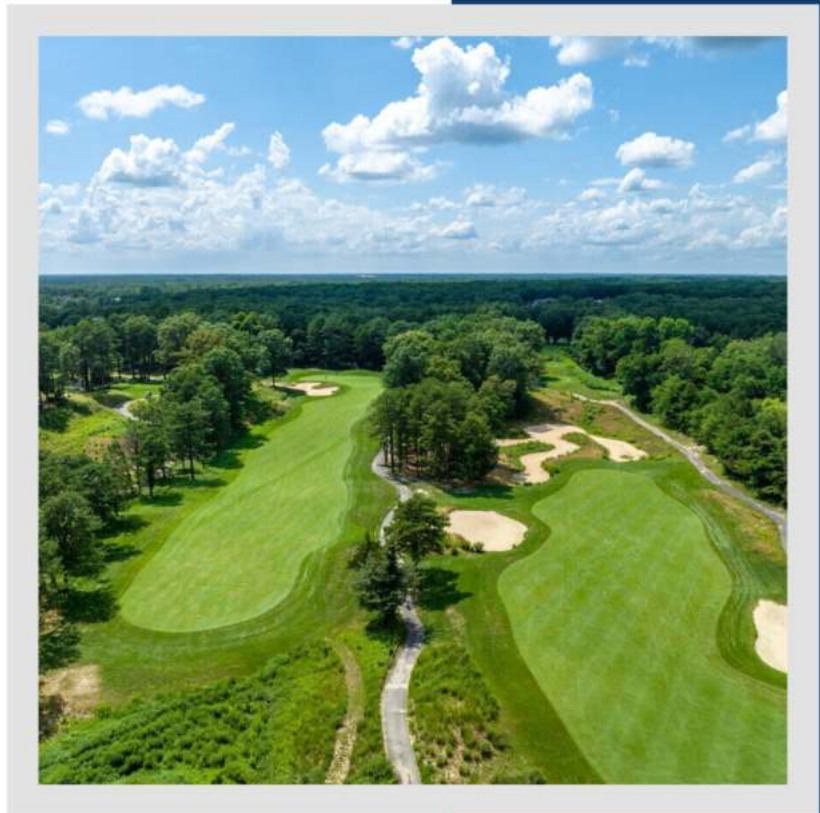


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APPENDIX PAGE 4

Supporting Data





Executive Summary

Polygon 4
Area: 7 square miles

DATA WITHIN THE UEZ ONLY

Prepared by Esri

Population

2010 Population	22,587
2020 Population	30,838
2023 Population	32,083
2028 Population	32,937
2010-2020 Annual Rate	3.16%
2020-2023 Annual Rate	1.23%
2023-2028 Annual Rate	0.53%
2023 Male Population	50.1%
2023 Female Population	49.9%
2023 Median Age	25.4

In the identified area, the current year population is 32,083. In 2020, the Census count in the area was 30,838. The rate of change since 2020 was 1.23% annually. The five-year projection for the population in the area is 32,937 representing a change of 0.53% annually from 2023 to 2028. Currently, the population is 50.1% male and 49.9% female.

Median Age

The median age in this area is 25.4, compared to U.S. median age of 39.1.

Race and Ethnicity

2023 White Alone	80.4%
2023 Black Alone	3.1%
2023 American Indian/Alaska Native Alone	0.4%
2023 Asian Alone	0.7%
2023 Pacific Islander Alone	0.0%
2023 Other Race	9.8%
2023 Two or More Races	5.5%
2023 Hispanic Origin (Any Race)	14.4%

Persons of Hispanic origin represent 14.4% of the population in the identified area compared to 19.4% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 50.2 in the identified area, compared to 72.1 for the U.S. as a whole.

Households

2023 Wealth Index	60
2010 Households	5,254
2020 Households	6,964
2023 Households	7,266
2028 Households	7,491
2010-2020 Annual Rate	2.86%
2020-2023 Annual Rate	1.31%
2023-2028 Annual Rate	0.61%
2023 Average Household Size	4.37

The household count in this area has changed from 6,964 in 2020 to 7,266 in the current year, a change of 1.31% annually. The five-year projection of households is 7,491, a change of 0.61% annually from the current year total. Average household size is currently 4.37, compared to 4.38 in the year 2020. The number of families in the current year is 5,546 in the specified area.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 data into 2020 geography.



Executive Summary

Polygon 4
Area: 7 square miles

Prepared by Esri

Mortgage Income

2023 Percent of Income for Mortgage 56.4%

Median Household Income

2023 Median Household Income \$52,673

2028 Median Household Income \$57,742

2023-2028 Annual Rate 1.85%

Average Household Income

2023 Average Household Income \$86,417

2028 Average Household Income \$97,507

2023-2028 Annual Rate 2.44%

Per Capita Income

2023 Per Capita Income \$20,848

2028 Per Capita Income \$23,582

2023-2028 Annual Rate 2.50%

GINI Index

2023 Gini Index 46.4

Households by Income

Current median household income is \$52,673 in the area, compared to \$72,603 for all U.S. households. Median household income is projected to be \$57,742 in five years, compared to \$82,410 for all U.S. households

Current average household income is \$86,417 in this area, compared to \$107,008 for all U.S. households. Average household income is projected to be \$97,507 in five years, compared to \$122,048 for all U.S. households

Current per capita income is \$20,848 in the area, compared to the U.S. per capita income of \$41,310. The per capita income is projected to be \$23,582 in five years, compared to \$47,525 for all U.S. households

Housing

2023 Housing Affordability Index 38

2010 Total Housing Units 5,666

2010 Owner Occupied Housing Units 1,480

2010 Renter Occupied Housing Units 3,770

2010 Vacant Housing Units 412

2020 Total Housing Units 7,668

2020 Vacant Housing Units 704

2023 Total Housing Units 7,959

2023 Owner Occupied Housing Units 2,442

2023 Renter Occupied Housing Units 4,824

2023 Vacant Housing Units 693

2028 Total Housing Units 8,155

2028 Owner Occupied Housing Units 2,649

2028 Renter Occupied Housing Units 4,842

2028 Vacant Housing Units 664

Socioeconomic Status Index

2023 Socioeconomic Status Index 44.8

Currently, 30.7% of the 7,959 housing units in the area are owner occupied; 60.6%, renter occupied; and 8.7% are vacant. Currently, in the U.S., 58.5% of the housing units in the area are owner occupied; 31.7% are renter occupied; and 9.8% are vacant. In 2020, there were 7,668 housing units in the area and 9.2% vacant housing units. The annual rate of change in housing units since 2020 is 1.15%. Median home value in the area is \$494,093, compared to a median home value of \$308,943 for the U.S. In five years, median value is projected to change by 1.48% annually to \$531,633.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.
Source: U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 data into 2020 geography.



Business Summary

Polygon 4
Area: 7 square miles

DATA WITHIN THE UEZ ONLY

Prepared by Esri

Data for all businesses in area

Total Businesses:	1,846
Total Employees:	18,960
Total Residential Population:	32,083
Employee/Residential Population Ratio (per 100 Residents)	59

by SIC Codes

	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture & Mining	16	0.9%	105	0.6%
Construction	91	4.9%	602	3.2%
Manufacturing	78	4.2%	1,763	9.3%
Transportation	45	2.4%	646	3.4%
Communication	17	0.9%	55	0.3%
Utility	1	0.1%	2	0.0%
Wholesale Trade	98	5.3%	1,155	6.1%

Retail Trade Summary

Home Improvement	22	1.2%	299	1.6%
General Merchandise Stores	13	0.7%	75	0.4%
Food Stores	56	3.0%	523	2.8%
Auto Dealers & Gas Stations	65	3.5%	631	3.3%
Apparel & Accessory Stores	53	2.9%	134	0.7%
Furniture & Home Furnishings	51	2.8%	321	1.7%
Eating & Drinking Places	69	3.7%	637	3.4%
Miscellaneous Retail	86	4.7%	427	2.3%

Finance, Insurance, Real Estate Summary

Banks, Savings & Lending Institutions	26	1.4%	172	0.9%
Securities Brokers	22	1.2%	225	1.2%
Insurance Carriers & Agents	21	1.1%	128	0.7%
Real Estate, Holding, Other Investment Offices	149	8.1%	853	4.5%

Services Summary

Hotels & Lodging	6	0.3%	83	0.4%
Automotive Services	55	3.0%	654	3.4%
Movies & Amusements	17	0.9%	204	1.1%
Health Services	128	6.9%	2,123	11.2%
Legal Services	21	1.1%	101	0.5%
Education Institutions & Libraries	56	3.0%	2,233	11.8%
Other Services	379	20.5%	3,500	18.5%

Government

	20	1.1%	880	4.6%
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Unclassified Establishments

	185	10.0%	429	2.3%
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Totals

	1,846	100.0%	18,960	100.0%
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Source: Copyright 2023 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2023.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

October 16, 2023



Business Summary

Polygon 4
Area: 7 square miles

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	3	0.2%	39	0.2%
Mining	0	0.0%	1	0.0%
Utilities	0	0.0%	0	0.0%
Construction	99	5.4%	693	3.7%
Manufacturing	91	4.9%	1,841	9.7%
Wholesale Trade	95	5.1%	1,197	6.3%
Retail Trade	325	17.6%	2,262	11.9%
Motor Vehicle & Parts Dealers	57	3.1%	591	3.1%
Furniture & Home Furnishings Stores	25	1.4%	148	0.8%
Electronics & Appliance Stores	15	0.8%	109	0.6%
Building Material & Garden Equipment & Supplies Dealers	22	1.2%	298	1.6%
Food & Beverage Stores	49	2.7%	450	2.4%
Health & Personal Care Stores	24	1.3%	174	0.9%
Gasoline Stations & Fuel Dealers	9	0.5%	40	0.2%
Clothing, Clothing Accessories, Shoe and Jewelry Stores	58	3.1%	150	0.8%
Sporting Goods, Hobby, Book, & Music Stores	42	2.3%	175	0.9%
General Merchandise Stores	24	1.3%	128	0.7%
Transportation & Warehousing	34	1.8%	445	2.3%
Information	36	2.0%	220	1.2%
Finance & Insurance	72	3.9%	537	2.8%
Central Bank/Credit Intermediation & Related Activities	26	1.4%	172	0.9%
Securities & Commodity Contracts	23	1.2%	226	1.2%
Funds, Trusts & Other Financial Vehicles	23	1.2%	139	0.7%
Real Estate, Rental & Leasing	144	7.8%	1,207	6.4%
Professional, Scientific & Tech Services	162	8.8%	1,555	8.2%
Legal Services	28	1.5%	160	0.8%
Management of Companies & Enterprises	17	0.9%	49	0.3%
Administrative, Support & Waste Management Services	65	3.5%	284	1.5%
Educational Services	57	3.1%	2,209	11.7%
Health Care & Social Assistance	181	9.8%	3,215	17.0%
Arts, Entertainment & Recreation	15	0.8%	197	1.0%
Accommodation & Food Services	79	4.3%	780	4.1%
Accommodation	6	0.3%	83	0.4%
Food Services & Drinking Places	73	4.0%	698	3.7%
Other Services (except Public Administration)	169	9.2%	920	4.9%
Automotive Repair & Maintenance	34	1.8%	125	0.7%
Public Administration	20	1.1%	878	4.6%
Unclassified Establishments	185	10.0%	429	2.3%
Total	1,846	100.0%	18,960	100.0%

Source: Copyright 2023 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2023.

Date Note: Data on the Business Summary report is calculated using Esri's Data allocation method which uses census block groups to allocate business summary data to custom areas.

October 16, 2023



Executive Summary

Lakewood township, NJ 2
Lakewood township, NJ (3402938550)
Geography: County Subdivision

Prepared by Esri

Lakewood town...

Population

2010 Population	92,933
2020 Population	135,158
2023 Population	142,772
2028 Population	147,587
2010-2020 Annual Rate	3.82%
2020-2023 Annual Rate	1.70%
2023-2028 Annual Rate	0.67%
2023 Male Population	49.4%
2023 Female Population	50.6%
2023 Median Age	26.3

In the identified area, the current year population is 142,772. In 2020, the Census count in the area was 135,158. The rate of change since 2020 was 1.70% annually. The five-year projection for the population in the area is 147,587 representing a change of 0.67% annually from 2023 to 2028. Currently, the population is 49.4% male and 50.6% female.

Median Age

The median age in this area is 26.3, compared to U.S. median age of 39.1.

Race and Ethnicity

2023 White Alone	83.0%
2023 Black Alone	2.7%
2023 American Indian/Alaska Native Alone	0.5%
2023 Asian Alone	0.6%
2023 Pacific Islander Alone	0.0%
2023 Other Race	8.1%
2023 Two or More Races	5.2%
2023 Hispanic Origin (Any Race)	12.3%

Persons of Hispanic origin represent 12.3% of the population in the identified area compared to 19.4% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 45.2 in the identified area, compared to 72.1 for the U.S. as a whole.

Households

2023 Wealth Index	75
2010 Households	24,313
2020 Households	31,850
2023 Households	33,485
2028 Households	34,683
2010-2020 Annual Rate	2.74%
2020-2023 Annual Rate	1.55%
2023-2028 Annual Rate	0.71%
2023 Average Household Size	4.21

The household count in this area has changed from 31,850 in 2020 to 33,485 in the current year, a change of 1.55% annually. The five-year projection of households is 34,683, a change of 0.71% annually from the current year total. Average household size is currently 4.21, compared to 4.19 in the year 2020. The number of families in the current year is 24,243 in the specified area.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 data into 2020 geography.



Executive Summary

Lakewood township, NJ 2
Lakewood township, NJ (3402938550)
Geography: County Subdivision

Prepared by Esri

Lakewood town...

Mortgage Income

2023 Percent of Income for Mortgage 48.0%

Median Household Income

2023 Median Household Income \$58,636

2028 Median Household Income \$64,860

2023-2028 Annual Rate 2.04%

Average Household Income

2023 Average Household Income \$94,490

2028 Average Household Income \$106,843

2023-2028 Annual Rate 2.49%

Per Capita Income

2023 Per Capita Income \$22,184

2028 Per Capita Income \$25,130

2023-2028 Annual Rate 2.53%

GINI Index

2023 Gini Index 43.8

Households by Income

Current median household income is \$58,636 in the area, compared to \$72,603 for all U.S. households. Median household income is projected to be \$64,860 in five years, compared to \$82,410 for all U.S. households

Current average household income is \$94,490 in this area, compared to \$107,008 for all U.S. households. Average household income is projected to be \$106,843 in five years, compared to \$122,048 for all U.S. households

Current per capita income is \$22,184 in the area, compared to the U.S. per capita income of \$41,310. The per capita income is projected to be \$25,130 in five years, compared to \$47,525 for all U.S. households

Housing

2023 Housing Affordability Index 44

2010 Total Housing Units 26,368

2010 Owner Occupied Housing Units 12,598

2010 Renter Occupied Housing Units 11,715

2010 Vacant Housing Units 2,055

2020 Total Housing Units 34,726

2020 Vacant Housing Units 2,876

2023 Total Housing Units 36,232

2023 Owner Occupied Housing Units 17,127

2023 Renter Occupied Housing Units 16,358

2023 Vacant Housing Units 2,747

2028 Total Housing Units 37,253

2028 Owner Occupied Housing Units 18,300

2028 Renter Occupied Housing Units 16,383

2028 Vacant Housing Units 2,570

Socioeconomic Status Index

2023 Socioeconomic Status Index 46.7

Currently, 47.3% of the 36,232 housing units in the area are owner occupied; 45.1%, renter occupied; and 7.6% are vacant. Currently, in the U.S., 58.5% of the housing units in the area are owner occupied; 31.7% are renter occupied; and 9.8% are vacant. In 2020, there were 34,726 housing units in the area and 8.3% vacant housing units. The annual rate of change in housing units since 2020 is 1.31%. Median home value in the area is \$468,864, compared to a median home value of \$308,943 for the U.S. In five years, median value is projected to change by 1.15% annually to \$496,428.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 data into 2020 geography.



Business Summary

Lakewood township, NJ
 Lakewood township, NJ (3402938550)
 Geography: County Subdivision

Prepared by Esri

Data for all businesses in area		Lakewood town...			
Total Businesses:		3,268			
Total Employees:		34,856			
Total Residential Population:		142,772			
Employee/Residential Population Ratio (per 100 Residents)		24			
	Businesses		Employees		
	Number	Percent	Number	Percent	
by SIC Codes					
Agriculture & Mining	30	0.9%	190	0.5%	
Construction	177	5.4%	1,097	3.1%	
Manufacturing	122	3.7%	2,680	7.7%	
Transportation	70	2.1%	978	2.8%	
Communication	25	0.8%	86	0.2%	
Utility	1	0.0%	3	0.0%	
Wholesale Trade	164	5.0%	1,826	5.2%	
Retail Trade Summary	679	20.8%	4,864	14.0%	
Home Improvement	40	1.2%	552	1.6%	
General Merchandise Stores	25	0.8%	129	0.4%	
Food Stores	79	2.4%	741	2.1%	
Auto Dealers & Gas Stations	103	3.2%	971	2.8%	
Apparel & Accessory Stores	85	2.6%	211	0.6%	
Furniture & Home Furnishings	85	2.6%	501	1.4%	
Eating & Drinking Places	109	3.3%	1,019	2.9%	
Miscellaneous Retail	153	4.7%	740	2.1%	
Finance, Insurance, Real Estate Summary	378	11.6%	2,411	6.9%	
Banks, Savings & Lending Institutions	42	1.3%	263	0.8%	
Securities Brokers	36	1.1%	344	1.0%	
Insurance Carriers & Agents	39	1.2%	223	0.6%	
Real Estate, Holding, Other Investment Offices	261	8.0%	1,581	4.5%	
Services Summary	1,234	37.8%	18,874	54.1%	
Hotels & Lodging	14	0.4%	176	0.5%	
Automotive Services	86	2.6%	1,891	5.4%	
Movies & Amusements	39	1.2%	477	1.4%	
Health Services	240	7.3%	3,662	10.5%	
Legal Services	39	1.2%	176	0.5%	
Education Institutions & Libraries	103	3.2%	6,289	18.0%	
Other Services	713	21.8%	6,203	17.8%	
Government	31	0.9%	1,040	3.0%	
Unclassified Establishments	357	10.9%	807	2.3%	
Totals	3,268	100.0%	34,856	100.0%	

Source: Copyright 2023 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2023.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

September 21, 2023



Business Summary

Lakewood township, NJ
 Lakewood township, NJ (3402938550)
 Geography: County Subdivision

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	4	0.1%	60	0.2%
Mining	1	0.0%	8	0.0%
Utilities	0	0.0%	0	0.0%
Construction	194	5.9%	1,329	3.8%
Manufacturing	142	4.3%	2,786	8.0%
Wholesale Trade	160	4.9%	1,899	5.4%
Retail Trade	538	16.5%	3,633	10.4%
Motor Vehicle & Parts Dealers	87	2.7%	897	2.6%
Furniture & Home Furnishings Stores	47	1.4%	269	0.8%
Electronics & Appliance Stores	23	0.7%	150	0.4%
Building Material & Garden Equipment & Supplies Dealers	39	1.2%	549	1.6%
Food & Beverage Stores	71	2.2%	631	1.8%
Health & Personal Care Stores	38	1.2%	278	0.8%
Gasoline Stations & Fuel Dealers	16	0.5%	74	0.2%
Clothing, Clothing Accessories, Shoe and Jewelry Stores	96	2.9%	238	0.7%
Sporting Goods, Hobby, Book, & Music Stores	76	2.3%	331	0.9%
General Merchandise Stores	45	1.4%	216	0.6%
Transportation & Warehousing	52	1.6%	681	2.0%
Information	64	2.0%	387	1.1%
Finance & Insurance	122	3.7%	856	2.5%
Central Bank/Credit Intermediation & Related Activities	42	1.3%	263	0.8%
Securities & Commodity Contracts	38	1.2%	348	1.0%
Funds, Trusts & Other Financial Vehicles	42	1.3%	245	0.7%
Real Estate, Rental & Leasing	249	7.6%	2,928	8.4%
Professional, Scientific & Tech Services	294	9.0%	2,733	7.8%
Legal Services	49	1.5%	268	0.8%
Management of Companies & Enterprises	24	0.7%	69	0.2%
Administrative, Support & Waste Management Services	129	3.9%	487	1.4%
Educational Services	107	3.3%	6,281	18.0%
Health Care & Social Assistance	324	9.9%	5,351	15.4%
Arts, Entertainment & Recreation	38	1.2%	476	1.4%
Accommodation & Food Services	130	4.0%	1,285	3.7%
Accommodation	14	0.4%	176	0.5%
Food Services & Drinking Places	116	3.5%	1,109	3.2%
Other Services (except Public Administration)	309	9.5%	1,762	5.1%
Automotive Repair & Maintenance	55	1.7%	188	0.5%
Public Administration	30	0.9%	1,038	3.0%
Unclassified Establishments	357	10.9%	807	2.3%
Total	3,268	100.0%	34,856	100.0%

Source: Copyright 2023 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2023.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

September 21, 2023

TOWNSHIP OF LAKEWOOD, NEW JERSEY



2024 URBAN ENTERPRISE ZONE PLAN

*Prepared by the Lakewood
Development Corporation*

Facilitated by



February 2024