



Appendices



**Appendix A:
CEDS Resolution and
Committee Member Roster**

**STATE OF NEW JERSEY
COUNTY OF HUNTERDON**

RESOLUTION

Resolved:

WHEREAS, the Hunterdon County Board of Chosen Freeholders recognizes the importance of the County's economic future and wishes to bring together the public and private sectors to create a roadmap to strengthen the County's economic future; and

WHEREAS, in June 2013, Hunterdon County received a \$75,000 grant from Together North Jersey, a regional consortium that is creating a Regional Plan for Sustainable Development for the 13-county North Jersey Transportation Planning Authority (NJTPA) region, to fund a USEDA-compliant County Comprehensive Economic Development Strategy (CEDS); and

WHEREAS, in August 2013, Award Planning LLC was selected as the lead consultant, with support from Picovision and Traffic Planning & Design (TPD) to develop the CEDS report for Hunterdon County; and

WHEREAS, a kick-off meeting was held on September 10, 2013, to introduce the project and its consultants to the public; in September the consultants issued Hunterdon County and began gathering background data to establish a base line analysis for the CEDS project; and

WHEREAS, in compliance with the US Economic Development Authority (USEDVA), a Strategy Committee, comprised of public officials, community leaders and private sector representatives, is responsible for review and comment of the initial draft CEDS and provides a recommendation to accept the Final Draft CEDS; and

WHEREAS, an Executive Committee has been selected from the Full CEDS Strategy Committee and is charged with providing the guiding force for development of the CEDS and will assist in identifying and prioritizing the goals and objectives of the CEDS plan.

NOW, THEREFORE, BE IT RESOLVED, that the Hunterdon County Board of Chosen Freeholders hereby approves the following individuals to the Hunterdon County Comprehensive Economic Development Strategy (CEDS) Committee and that a subset of the Strategy Committee will also serve as the Executive Committee:

- J. Matthew Hall, Freeholder, Director
- John W. King, Freeholder, Deputy Director
- Suzanna Lacey, Freeholder
- John E. Lanza, Freeholder
- Robert D. Watson, Freeholder
- Paul Walker, Mayor, Berthels Township
- Erica Edwards, Mayor, Northampton Borough
- Warren Cooper, Mayor, Northtown Borough
- Janice Kosack, Mayor, Clinton Town
- Craig Orban, Mayor, Parson Township

- John Anderson, JCP&L
- Jodi Bauer, Raritan Valley Community College
- Rickie Berghen, Flemington F-15
- Susan Blew, Hunterdon County Agricultural Development Bd.
- Frank J. Bell, Hill, Land Use and Facilities Management Director
- Michael Cameron, Mayor, Swoy, Carleton, Grant & Sowell, PA
- Liam Dunn, Urban Hotel
- George Dicker, Teconlux
- Carol Gortner, New Jersey State Department
- Jack Gull, Healthymed/Diverseed Health
- David DeVincenzo, Mayor, Lambertville City
- Steven GDB, ENZM HI
- Bonnie Duncan, United Way
- William Pignus, Esq., Law Office of William Pignus, LLC
- David Harkness, Hunterdon Medical Center Foundation
- Eric Habel, Integrated Circuit Systems
- Carol Hochman, Hunterdon County Planning Board
- Jim Hyman, Skopwood Valley Bank
- Edward Kuzmicki, Standard, Kuzmick & Co.
- Alan MacPherson, Union Hill
- Caroline McVicker, Economic Development Consultant
- Katherine Mizer, Hunterdon County Playbook
- Joe Moore, The Ridge at Duck Block
- Chris Preshin, Hunterdon County Chamber
- Jim Rauscher, ConnyLink
- Tara Stoddert, HART, Generator Information Services
- Jennifer Stone, Director, Hunterdon County Department of Human Services
- Chris Stock, Hunterdon Medical Center Foundation
- Ridder P. Wain, Prudner and CEO, Hunterdon Healthcare System
- Wesley Caputo, President, Greystone of Hunterdon County

SECTION	SECTION	SECTION	SECTION	SECTION	SECTION
Administrative Items					
Item to this Board Meeting					
Administrative Actions					
Other Local Business					
General Public Comments					

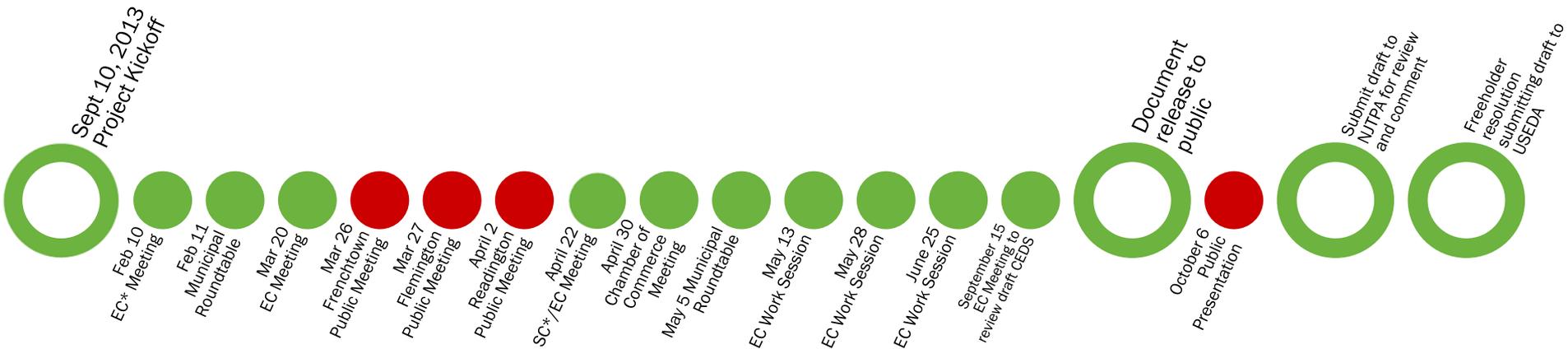
Adopted September 18, 2014


Denise B. Doolan, Clerk

Appendix B: CEDS Process Timeline & Committee Meeting Agendas

Timeline

Sept 10, 2013	Kickoff/Press Event	Apr 2, 2014	Readington Public Meeting
Sept 30, 2013	Southern County Tour	Apr 22, 2014	Strategy and Executive Meeting
Oct 2, 2013	Northern County Tour	Apr 30, 2014	Chamber Meeting (for Business Members)
Nov-Dec 2013	Background Research	May 5, 2014	Municipal Meeting (for Developers)
Jan-July 2014	Interviews/Focus Groups	May 13, 2014	Executive Meeting
Feb 10, 2014	Executive Meeting	May 28, 2014	Strategy and Executive Meeting
Feb 11, 2014	Municipal Meeting	June 25, 2014	Strategy and Executive Meeting
Mar 20, 2014	Executive Meeting	Sep 15, 2014	Strategy Meeting
Mar 26, 2014	Frenchtown Public Meeting	Oct. 6, 2014	Public Presentation
Mar 27, 2014	Flemington Public Meeting	Dec. 16, 2014	Submission to USEDPA



*EC: Executive Committee
 SC: Strategy Committee

Project Kickoff Press Event



Robert G. Walton, Director
 J. Matthew Holt, Deputy Director
 John W. King, Freeholder
 George B. Melick, Freeholder
 William G. Mennen, Freeholder

The Board of Chosen Freeholders County of Hunterdon State of New Jersey

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 PO Box 2900
 Flemington, New Jersey 08822-2900
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Hunterdon County To Kick Off New Economic Development Initiative
 Tuesday, September 10th, 3:00 PM
 2nd Floor Courtroom, Historic Hunterdon County Courthouse
 71 Main Street, Flemington

The Board of Chosen Freeholders of Hunterdon County invites you to join them as they announce the launch of the Hunterdon County Comprehensive Economic Development Strategy (CEDS), a new project to strengthen Hunterdon County's economy.

Planning for economic development has never been a higher priority for the residents and businesses of Hunterdon County. Changing demographics, land use, preservation, business migration, transportation and a host of other factors around the country, state and region are creating a new and challenging economic landscape.

The CEDS will create a road map to assist in identifying investment priorities, introducing potential funding sources, and developing the means to measure economic impacts. The CEDS will guide development of a strong workforce, a better transportation network, improved infrastructure and other key factors critical to making Hunterdon more economically competitive while protecting its quality of life.

The Board of Chosen Freeholders is eager to share this exciting news with you and other important members of the community. An upcoming workshop to create the County's first-ever economic development action plan will be announced in the very near future. You are encouraged to be involved in this vital process that will shape Hunterdon County's economic future.

Please join the Hunterdon County Board of Chosen Freeholders and its staff on Tuesday, September 10, as we take this first, but ever important step on this journey to a more prosperous future for Hunterdon County. We look forward to seeing you there!

Please RSVP to the Division of Planning Services at 908-788-1490 or planning@co.hunterdon.nj.us. You can also contact us for more information or to add your name to the email distribution list for upcoming events. It is county policy to provide reasonable accommodations for individuals with disabilities with advance notice of need. If an accommodation is needed, please contact, Josie Glynn, 908-788-1490.

Stakeholder Interviews Summary

The following findings are associated with interviews conducted with Hunterdon County stakeholders (e.g., local business representatives, higher-education officials, government leaders, and civic group leaders) during the period of December 2013 through July 2014. Each interviewee offered his or her perspective regarding prospective proposed development/expansion activities, business development opportunities, existing regulatory challenges, perspectives on the available labor force, and the county's perceived and real competitive disadvantages and advantages. In support of the Hunterdon County CEDS, the findings can be grouped into six sub-topics: general business climate, labor quality and depth, transportation, tax and regulatory, marketing, and other.

General Business Climate

- Municipalities have divergent views on economic development and growth. For example, while Lambertville has been very supportive of business, many of the rural municipalities have resisted any development of scale. Flemington is commonly seen as an area needing investment/revitalization.
- There is fear that the full effects of the recession have not yet been felt and that large employers will continue layoffs into the future, prompting concern over future living wage employment prospects for county residents.
- Although the recession and major storms (for example, super storm Sandy) created difficulties, there is a degree of optimism coming out of the recession; spending is up slightly, as is tourism.
- Hunterdon County is at an economic crossroads. County officials and residents need to acknowledge that the county may lose more large employers beyond Merck. Although Merck's decision to move was a business decision, Hunterdon County can help shape future economic events if it is prepared.
- There is a void of support for economic development and workforce development in Hunterdon County.
- Hunterdon County is a bedroom community. People spend their money elsewhere.
- It is necessary to repurpose vacant industrial space. There is a surplus of retail space as well, either vacant or underutilized. Downtown centers need to fill vacancies.
- Large employers leaving the county will have a ripple effect throughout the economy; if people are not working in Hunterdon County, they will also not be spending as much money in the county.
- Donations to and memberships in cultural organizations decreased with the economic downturn. Hotels have seen a decrease in business and social clients. There is less business travel in general, which may be a permanent change.
- Floriculture has struggled mainly due to the economic downturn and bad weather. Agriculture has been declining in Hunterdon County, but is picking up now, especially for niche farms. Horse and hay farms are still struggling, however. The horse industry in New Jersey is also in decline.
- The manufacturing sector has generally had an easier time weathering the economic downturn than other sectors mentioned above.

Stakeholder Interviews Summary

Labor Quality and Depth

- The quality of workers in Hunterdon County is generally good.
- Some businesses are challenged with employee turnover (especially in lower-paying sectors). Further, employee soft skills can be lacking.
- The depth of the labor pool is lacking (and has always been an issue).
 - As an employer in the county, trying to hire for certain jobs can be painful as the labor pool is quite small.
 - As Hunterdon County is generally wealthy, a section of the lower-wage labor pool is missing. This includes children, who are more likely to participate in after-school activities as opposed to having part-time jobs.
 - Attending college is still expected of most children; many parents in Hunterdon County went to college and want their children to go as well. Hunterdon County is highly educated and young people are expected to pursue college and not a career in the trades. This is a hard perception to counteract.
 - Young people are more mobile now. They are more likely to go to school somewhere outside of Hunterdon County and stay there, or to move out of the county for a job near the types of housing they can afford and the service and entertainment amenities they want.
 - Hunterdon County does not have a skilled manufacturing labor force. Businesses will be sold on coming to Hunterdon County if there is a skilled labor pool, and if people are learning the necessary skills in school. Industry should be telling education what it needs in terms of workforce skills.

- There need to be more jobs to attract younger people to Hunterdon County (such as high tech industry jobs). Many people noted the importance of attracting and holding the “twenty-something” cohort.
- Many people in Hunterdon County are well-educated, but there is a dearth of local jobs available for these people.
- There is a strong link between the ability to retain employees (at all pay levels) and the county’s relatively high cost of living. This will increasingly become a challenge for employers. The high cost of living is a hiring block.
- Finding blue collar and manufacturing workers is a great challenge. The workforce tends to be older. Younger hires have weaker work ethics and lack basic math, reading, and computer skills. There is interest in having schools develop programs to enable students to enter manufacturing.
- The medical sector does well recruiting physicians and nurses, but has difficulty recruiting staff with multi-lingual skills. This also goes for lower-level staff, since they cannot generally afford to live here.

Transportation

- Transportation access and mobility are major weaknesses in Hunterdon County. The county needs improved and expanded transportation infrastructure as part of its economic development strategy.
- Transit services are “bleak at best” in terms of availability.
- Transportation financing should come from a variety of sources, and long-term county-level coordination and commitment are needed. It is important to be not only project-oriented, but program-oriented as well.

Stakeholder Interviews Summary

- Counties poised for growth generally have a variety of transportation options, but Hunterdon County has a car-centric culture. There need to be more mass transit options, such as buses, shuttles, and other services that focus on getting riders through the “last mile.”
- Traffic pressure has increased on county and local roads. Route 31 is already congested and will face increased pressure. Route 31 needs to be more than a traditional highway; there need to be facilities for people who want to walk and bike to their destinations.
- The growth in lower wage, service-level jobs means that there will be more people without access to cars or the ability to afford one. This will be a challenge for people to reach their places of employment. Adequate clustering at business centers is important; some transportation issues are mitigated when people live closer to their places of work.
- The burden of providing transportation falls on the Hunterdon County Department of Human Services since Hunterdon County is one of two counties in New Jersey without local NJ Transit buses. There is a tremendous burden on the county and the transportation system, overall.
- Mass transit focuses on people going to Newark and New York; there is not much in the way of intra-county transportation. The current shuttle system is too slow and inconvenient to be worthwhile for most transit riders.
- While there are some transit services in Hunterdon County, they do not run often and are generally inconvenient.
- The dispersion of employment and housing in Hunterdon County makes it difficult to find concentrations of people large enough to warrant mass transit.
- A park and ride would make Hunterdon County a more attractive place to live and work.
- A number of employers noted that they cannot hire people who do not own cars. People who do not own cars must pay high taxi fares to get around when and where transit services are not available.

Tax and Regulatory

- The *county* is generally viewed favorably from a tax and regulatory standpoint, but there are problems with the State of New Jersey (and federal regulations to some extent).
- The main regulatory roadblock cited in the county is local zoning boards. One participant noted that there is “nothing but trouble” from zoning officers. There is consensus on this issue from various interviewees. The biggest zoning board problems exist in the small towns.
- Many redevelopment sites require rezoning. Some towns work with applicants, while others are not as amenable. The county should help facilitate these rezonings.
- Passing developer projects through the planning and zoning boards is “the worst.” Even when a project is approved, the proper inspectors are not always available, and there is a lack of accountability. A friendly environment for developers is needed.
- Real estate taxes are too high and are driving seniors out of the county.

Stakeholder Interviews Summary

- There are state-level complaints about exorbitant insurance requirements and Department of Environmental Protection (DEP) restrictions.
- Zoning laws and challenges to right-to-farm laws, which can be prohibitively expensive for farmers to fight, are major hurdles for the agriculture sector.
- Farmers face onerous reporting requirements (to the agriculture board, township, health board, etc.). Engineer reviewing requirements are pricey and unnecessary.
- The diversity of Hunterdon County's municipalities as well as home rule are roadblocks. Permitting and review could be done on a county-wide basis with more consistency and uniformity.
- Agriculture will dwindle in Hunterdon County in fifteen to twenty years if requirements do not become friendlier to farmers. High fees and legal costs are not viable for small farms.
- There needs to be a full-time staffer working on marketing and tourism for Hunterdon County. The Hunterdon County Cultural & Heritage Commission leaves large amounts of grant money on the table due to lack of full-time staff. Most counties have at least one full-time staffer in this role.
- There need to be more connections between attractions. Hunterdon County could make a program of events throughout the year, or link sites for a day of site visits. The open artist studios day in the southern part of the county is an example of this.
- Friday night fireworks are highly regarded and popular.
- Many people in Hunterdon County do not know what events are going on in their own backyards. It is worthwhile to advertise inside the county as well as outside.
- Different types of advertising need to be utilized to reach different audiences (radio, print, online, etc.).
- Businesses in support of agritourism are still a relatively hidden gem.

Marketing

- The county does very little to market itself. Hunterdon County does not know what it wants to be, and is not well-defined (is it a destination for recreation, tourism, technology, biotech, entrepreneurship?).
- Lambertville, Flemington, and Clinton attract visitors from outside of Hunterdon County. The river towns attract visitors from Pennsylvania, but only if people are "in the know."
- There should be a tourism or farm belt in Hunterdon County. The Monmouth County arts corridor is a good model.
- There is much "siloing" by the various town centers; they do not work together to market the county and region.
- Marketing is lacking for hotel packages that would draw people to the area.
- It has been difficult to coordinate and encourage people to think in a regional context when it comes to marketing.
- Turnover and lack of staff is a problem for marketing. There is interest in having a full-time staffer to coordinate tourism marketing.

Stakeholder Interviews Summary

- The Poconos, Atlantic City, and other such places market heavily and poach customers.
- Hunterdon County cannot rely on the state for marketing funding. It may be possible to partner with neighboring counties for marketing.

Other

- One of the main strengths of Hunterdon County is its excellent quality of life.
- There are few recreational opportunities for children (for example, no movie theater), and limited opportunities for adults (regarding liquor licenses, bars, restaurants, etc.).
- Providing suitable (affordable) housing for everyone is very important.
- Many studies do not capture the average struggles of people who are “treading water.” There is less disposable income in Hunterdon County because of the high cost of living.
- Families and households with children are important to the local economy. Hunterdon County is turning into a “senior citizen community.” Some people do not want more children in Hunterdon County because they believe school taxes will increase, but in fact, many businesses are dependent on families, and the decline in families has been bad for business.
- The rural aspect of Hunterdon County is a positive, but Hunterdon County also needs to support its downtown centers.

- There will need to be a focus on how to repurpose large corporate and industrial locations.
- A lot of housing may go vacant in the near future as baby boomers age out. There is a dearth of people waiting to buy these houses.
- The cost of living is significant in driving people out of the county. Many people move to Pennsylvania/the Lehigh Valley.
- The family success center in Hunterdon County serves more people than any other center in the state. It covers people who earn too much to be eligible for other aid. The greatest needs are housing-related (including utilities, repairs, etc.).
- The average profile of a struggling Hunterdon County family is older adults and senior citizens who have trouble affording housing. They do not qualify for social services because they earn too much, but still struggle. They are generally “working poor.”
- The number of births and deliveries performed in Hunterdon County has been declining since a peak in 2002. The declining birth rate will impact schools as well as businesses and jobs in Hunterdon County that relate to infants and children.
- The costs of housing and living are very high in Hunterdon County and have led to younger people leaving the county, as well as those in retirement relocating out of the county. This is a critical issue that needs to be addressed.

Stakeholder Interviews Summary

INTERVIEWEES

Jon Cifelli, Unionville Vineyards
Joe Colalillo, Shop Rite of Hunterdon County
Jack Cust, Diamond Nation
Megan Jones-Holt, Flemington BID
John King, Hunterdon County Freeholder
Joel Moore, the Ridge at Back Brook Golf Course
Chris Phelan, Hunterdon County Chamber of Commerce
Tara Shepherd, HART Commuter Information Services
Richard Trent, Merck
Dan Whitaker, Lambertville Station

Economic Development Panel

George Ditzler, TeamLinkHR
William Flahive, Hunterdon County Chamber of Commerce
Melissa Harrison, Milford Merchants Association
Megan Jones-Holt, Flemington BID
John King, Hunterdon County Freeholder
Suzanne Lagay, Hunterdon County Freeholder
Chris Phelan, Hunterdon County Chamber of Commerce
Page Stiger, Hunterdon County Planning Board
Bob Zelle, County Agricultural Development Committee

Social Services Panel

Bonnie Duncan, United Way of Hunterdon County
Lesley Gabel, Hunterdon Prevention Resources
Carol Hoffmann, Hunterdon County Planning Board
Jennifer Shore, Department of Human Services

Large Corporation Discussion

George Roksvaag, Hunterdon Healthcare System

Education Panel

Jacki Belin, Raritan Valley Community College
Rich Bergacs, North Hunterdon High School
Carol Hoffmann, Hunterdon County Planning Board
Kim Metz, Hunterdon County Polytech
Sandy Seidorf, North Hunterdon School Board

Utilities and Infrastructure Panel

John Anderson, Jersey Central Power & Light
John Cesare, CenturyLink
Stephen Dilts, CH2M Hill
Phil Greiner, Hunterdon County Planning Board
Rania Kort, OIT: State Broadband
Sandy Nye, OIT: State Broadband
Tara Shepherd, HART Commuter Information Services

Hospitality and Tourism Panel

Ian Church, Beaver Brook Country Club
Carol Cronheim, Assistant Secretary of State
Marjorie Frankel Nathanson, Hunterdon Art Museum
Eileen Morales, Red Mill Museum
Chris Phelan, Hunterdon County Chamber of Commerce
Michelle Satanik, Holiday Inn
Tara Shepherd, HART Commuter Information Services

Manufacturing Panel

Andrew Borkin, Hunterdon County Planning Board
Ira Pitel, Magna Power Electronics, Inc.
Eileen Smith, Custom Alloy

Stakeholder Interviews Summary

Agriculture Panel

Susan Blew, Oak Grove Farm

Bill Bowlby, Hunterdon County Agriculture Development Board (CADB)

Spiros Hionis, Hionis Greenhouse

Peter Hionis, Hionis Greenhouse

Carol Hoffmann, Hunterdon County Planning Board

Ken Novak, Hunterdon County Planning Board and hay farmer

Liz Schmid, Hunterdon County Agriculture Development Board (CADB)

Earl Steves, Max Spann advisory board

Nina White, Bobolink Dairy & Bakehouse

Diversity and Aging Panel

Gabriela Bonnavent, Hunterdon County YMCA

Ken Bogen, Hunterdon County Planning Department

Linda Bryant, Hunterdon Medical Center, Center on Aging

Father Joseph Kabili, St. Magdalen Church

Suzanne Lagay, Hunterdon County Freeholder

Susan Lax, Hunterdon Helpline

Laine Nauman, Hunterdon County Senior Services

Jen Shore, Hunterdon County Human Services

Executive Committee Meeting Agenda: February 10, 2014

Comprehensive Economic Development Strategy (CEDS)

Executive Committee Meeting

February 10, 2014, 5-7PM

Echo Hill Lodge, 42 Lilac Drive, Flemington

Welcoming Remarks: Freeholder Deputy Director John King, Freeholder Suzanne Lagay

Introduction of Consultant Team: Sue Dziamara, Director of Planning
Todd Poole, Managing Principal, 4ward Planning
Amy Pivak, Project Manager, 4ward Planning

Presentation by Todd Poole, 4ward Planning

- Introduction of 4ward Planning Organization
- Overview of CEDS Initiative
- Key Findings to Date
- Completion Schedule
- Emerging Strategic Recommendations

Explanation of Executive Committee's Role (Todd Poole)

- Purpose & Role of the Executive Committee
- Relation to other Project Committees & Groups
- Future Committee Meetings

Discussion

Concluding remarks (Todd Poole)

- Final Comments
- Next Steps

Municipal Meeting Agenda: February 11, 2014

Comprehensive Economic Development Strategy (CEDS)
Municipal Roundtable – February 11, 2014, 5-7PM
Hunterdon County Complex, Building #1, Assembly Room
314 State Route 12, Flemington

Welcoming Remarks: Freeholder Deputy Director John King, Freeholder Suzanne Lagay

Introduction of Consultant Team: Sue Dziamara, Hunterdon County Director of Planning
Todd Poole, Managing Principal, 4ward Planning
Amy Pivak, Project Manager, 4ward Planning

Presentation by Todd Poole, 4ward Planning
Brief Introduction of 4ward Planning Organization
Overview of CEDS Initiative
Key Findings to Date
Completion Schedule
Emerging Strategic Recommendations

Discussion

Concluding remarks (Todd Poole)
Final Comments
Next Steps

Executive Committee Meeting Agenda: March 20, 2014

Comprehensive Economic Development Strategy (CEDS)
Executive Committee Meeting
March 20, 2014, 6-8PM
Route 12 County Complex, Building #1, Flemington

1. Welcoming Remarks and Introductions: Freeholder Deputy Director John King, Freeholder Suzanne Lagay
2. Analysis: Where are we?: Todd Poole, Managing Principal, 4ward Planning
 - Key Findings from Study Analyses
 - SWOT analysis
 - Emerging Strategic Recommendations
 - Discussion
3. Vision Statement: Where do we want to be? (Todd Poole)
 - Identification of Goals and Objectives
 - Goal Prioritization
 - Break-Out Session
 - Discussion
4. Action Plan: How do we get there? (Todd Poole)
 - Role of Committee members
5. Next Steps, Questions & Wrap-up

Frenchtown Public Meeting Notes: March 26, 2014

This meeting focused on Hunterdon County's river communities (Frenchtown, Milford, Stockton, and Lambertville). Selected comments from the meeting are presented below.

Meeting participants noted that the river communities are more than just tourist communities and a collection of restaurants and lodging facilities. They also offer other business opportunities and a high quality of life for people who wish to move there.

There are a number of older buildings that can and should be repurposed for residential and/or business use. Building does not always need to be new.

The farm-to-table movement and sustainable businesses are influencing the area. It is necessary to figure out a way to bring more of that activity to the river towns.

Participants commented that more local officials need to be educated about the trends presented by the CEDS consultant team.

A circulator or small bus that can bring workers and residents back and forth along the river is needed so as to mitigate congestion.

It was noted that the Bucks County area does a better job of marketing to tourists than does Hunterdon County. A better marketing effort is needed for all of the river towns.

Lack of parking remains a problem in these communities. Increased public transportation can help ease this.

Certain recent state policies (such as the one which prohibits camping in the Bowman's Tower park) have hurt tourism in the area. It is necessary to address these types of policy decisions with the state, as they have negative economic consequences if left in place.

The river communities cannot continue to plan and operate in isolation. They need to start collaborating on a number of economic issues.

It is necessary to attract more small manufacturers to occupy vacant buildings.

Many of the manufacturers and other higher wage businesses have left New Jersey due to higher taxes. It should be assumed that they are not coming back.

Frenchtown Public Meeting

Dot-mocracy

Meeting attendees were invited to participate in a “dot-mocracy” exercise. Issues pertaining to various topics were suggested, and attendees prioritized these issues. Results are provided here.

Housing

Top tier issue:

- more affordable housing

Second tier issues:

- quality housing for the 60-80 age group
- repurpose and reuse of existing buildings
- live-workplace
- housing mix
- *Other issues:* flooding, section 8, quality housing for the 20-30 age group, zoning changes

Utilities/infrastructure

Top tier issues:

- county “intervention”/support for assistance to drive legislative issues
- proper purposing of fallow land

Second tier issues:

- county “intervention”/support for needed infrastructure changes
- county “intervention”/support for project advocacy
- *Other issues:* partnerships: heritage, identify strengths in utilities/infrastructure, cost of lost opportunities

Workforce/industry

Top tier issue:

- identify industries to attract

Second tier issues:

- infill redevelopment/adaptive reuse
- business creation “centers”/municipal information sessions
- *Other issues:* job creation, wired towns, incubators for “makers”

Transportation

Top tier issues:

- more shuttle services
- parking in general

Second tier issues:

- inter-municipal routes
- connectivity
- clean transportation
- *Other issues:* bike lanes, more parking at Clinton, share the road – safety, incomplete intersections

Tourism/recreation/agriculture

Top tier issues:

- farms - small farming preservation
- parks
- tourism board

Second tier issues:

- strategic leadership champions/tourism council (co-level)
- marketing/communication (intra-county, inter/intra-state)
- hotel tax distribution
- cycling/biking designation
- canoe/tubing access
- *Other issues:* rail line to/through river towns, flood systems council, culture/arts/heritage partnerships, cycling/biking routes, attraction complex (sports, arts, business incubator)

Flemington Public Meeting Notes: March 27, 2014

This meeting focused on Hunterdon County's town centers. Selected comments from the meeting are presented below.

Once children leave for college, they generally do not come back to Hunterdon County. Some may want to come back, but need affordable places to live.

There is a trend of people living in smaller residences. In general, millennials do not want as much living space, as they are not home as often and do not accrue as many objects.

Government offices in a town center are a double-edged sword. On one hand, these businesses generate activity and foot traffic and act as an anchor. However, a high concentration of these types of businesses that close at 5 pm results in a lack of vitality during evenings and weekends.

New transportation services should be "rubber" (forms of transportation on wheels, such as buses) and not rail, at least until there is further density. Buses are more adaptable to change, and routes can be updated as population concentrations or popular destinations change over time. Rail is more expensive and difficult to implement and alter. Buses and bus rapid transit (BRT) are recommended. Reliable, frequent service is key to enticing people to use public transportation. A dual strategy of BRT as well as adequate rail service to Philadelphia and New York City are recommended. The river towns need more transportation connections as well.

More bicycle lanes are needed in Hunterdon County. They appeal to millennials and low-income workers. Bicycle and pedestrian planning should be part of a multi-tiered transportation strategy.

There have been difficulties due to the recent period (last 25 years or so) of sprawling development in the county. Hunterdon County lacks the critical population necessary for mass transit. So as to encourage a critical mass, development should be focused in town centers.

Hunterdon County will need more liquor licenses in order to become livelier.

Towns may be working at cross-purposes. Outlying areas allow sprawling development, which may divert people from concentrating in town centers.

Suburban-style big box stores are not problematic since the specialty retail in town centers is its own draw.

Local officials should make the permitting process easier, streamlined, and more efficient. Additionally, municipalities with town centers should implement proper zoning to welcome development.

Cultural heritage tourism, the largest segment of the tourism industry, is appealing in Hunterdon County, given the age groups who are drawn to this tourism are prevalent in the county.

Flemington Public Meeting Dot-mocracy

Meeting attendees were invited to participate in a “dot-mocracy” exercise. Issues pertaining to various topics were suggested, and attendees prioritized these issues. Results are provided here.

Workforce/training

Top tier issues:

- undocumented workforce
- relationship of jobs to housing to transportation
- college presence in county

Second tier issues:

- create industry for transportation
- training program in county for needed industry jobs
- trade apprenticeships
- *Other issues:* dearth of anchor corps/businesses, business retention strategies

Housing

Top tier issues:

- green space to housing ratio
- greater density for housing (character/culture)

Second tier issues:

- mixed-income housing/pathway housing
- downtown/upstairs housing
- micro units
- *Other issues:* hotels/B&Bs, artist live-work housing, workforce housing

Transportation

Top tier issues:

- bus routes (more/any)
- modern parking solutions
- rail
- bike/pedestrian improvements

Second tier issues:

- road congestion
- pedestrian amenities
- connectivity from town centers to greenway/employment/schools
- *Other issues:* enhancements, corporate incentives (car-pooling)

Tourism/recreation/agriculture

Top tier issues:

- entertainment venues
- downtown theaters
- youth-oriented activities

Second tier issues:

- community gardens
- art houses
- social places (youth)
- public art
- community centers
- pool hall
- artist live/work housing
- *Other issues:* walking tours, rehearsal space, bowling/roller rink, non-chain restaurants, marketing, velodrome, pop-up stores, more ethnic restaurants, store fronts for CSAs

Flemington Public Meeting Dot-mocracy (continued)

Infrastructure/utilities

Top tier issues:

sewer capacity
town center access
pedestrian safety
zoning

Second tier issues:

“buried” wires - utilities
connectivity
night lighting in parks

Other issues: outdoor art, year-round CSA-like capability, boutique food stores

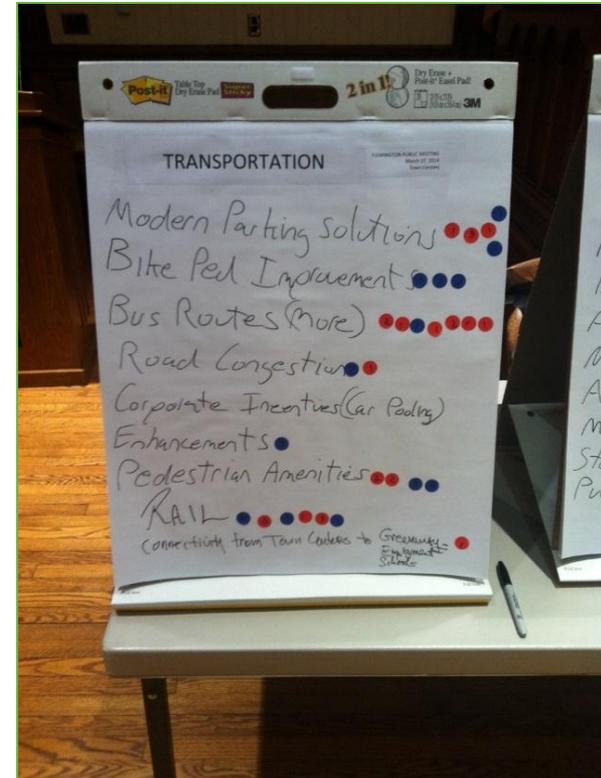
Policy

Top tier issue:

- marketing

Second tier issue:

- inter-community cooperation



A dot-mocracy board at the Flemington public meeting

Readington Public Meeting Notes: April 2, 2014

This meeting focused on Hunterdon County's corporate campuses. Selected comments from the meeting are presented below.

The decision regarding what to do with the Merck property could be used as an example to other corporations with large properties. A good model could encourage corporations to work with Hunterdon County in advance of relocating.

Hunterdon County needs to play to its strengths, including its rural character.

Zoning and permitting can be a contribution to a public-private partnership. More than anything else, developers want certainty. It is important that developers see the county and municipalities as friendly places to do business.

Somerset County, and in particular Somerville, is the cut off point for public transportation, and transit services generally do not extend into Hunterdon County. As such, rail service to Somerville should be reintroduced.

There is an issue of incomplete interchanges in the Borough of Lebanon. This is problematic in that large buildings located in the area cannot find tenants due to these incomplete interchanges. As a result, the borough suffers.

Transportation is an important issue related to loss of jobs.

The education process regarding proper zoning for development and job growth is important.

Readington Public Meeting

Dot-mocracy

Meeting attendees were invited to participate in a “dot-mocracy” exercise. Issues pertaining to various topics were suggested, and attendees prioritized these issues. Results are provided here.

Transportation

Top tier issues:

- park and ride space/lots
- complete interchanges
- increase bus service for centers

Second tier issues:

- one seat ride on Raritan Valley Line - peak hours/all the time
- more train service
- *Other issues:* transit to RVCC, South Bridge line from Somerville

Housing

Top tier issues:

- focus on older rail towns
- more adaptive reuse

Second tier issues:

- more multi-family housing
- TOD opportunities
- *Other issues:* COAH regulations and uncertainty

Education of local officials and residents

Top tier issues:

- consistent leadership
- create a welcoming environment for developers

Second tier issues:

- programs state can offer
- consistent leadership
- *Other issues:* education of local officials and residents, how to get the word out

Workforce and training

Top tier issues:

- expansion of Polytech and RVCC
- more technical (vocational) training
- flexibility in training

Second tier issues:

- clarity of goals/vision
- better math training
- focus on low paid (skilled) workers
- *Other issues:* need to fill future demand, demystify the college experience

Local zoning

Top tier issue:

- rezone for more mixed use

Second tier issues:

- increase density - assist in more transit opportunities
- coordination with county
- *Other issues:* density in centers – preserves rural nature

Strategy Meeting Agenda: April 22, 2014

Comprehensive Economic Development Strategy (CEDS)
Strategy/Executive Committee Meeting
April 22, 2014, 6:30-8:30PM
Freeholder Meeting Room, Main Street, Flemington

1. Welcome: Deputy Director Freeholder John King, Freeholder Suzanne Lagay
2. Project update: Todd Poole, Managing Principal, 4ward Planning
 - *Feedback from public engagement meetings*
 - *Draft vision statement*
 - *Prioritizing goals and objectives*
3. Brainstorming Session: local projects
 - *Explanation of funding sources and projects supported (examples shared)*
 - *Participants generate specific project ideas*
 - *Discussion*

Next Steps: *Action Plan: Next steps on how we get there?*

Questions & Wrap-up

Hunterdon County Chamber of Commerce Meeting Agenda: April 30, 2014

Hunterdon County Chamber
Comprehensive Economic Development Strategy (CEDS)
April 30, 2014, 8:00 – 10:00 AM
Raritan Township Municipal Building, Flemington

1. Welcome: Chris Phelan, Chamber President & CEO
Mayor Craig O'Brien, Raritan Township
Deputy Director Freeholder John King
Freeholder Suzanne Lagay
2. Project update: Freeholder John King, Deputy Director
 - Handout: Complete, Discuss
3. Discussion Topics
 - *Business Retention/Job Retention & Creation*
 - *Entrepreneurs/What jobs/industries would sync with yours and complement your business?*
 - *What resources today would help your business?*
 - *What types of improvements would allow your business to expand?*
 - *What gives you hope?*
4. Next Steps
 - Handout: Return
5. Questions & Wrap-up

Hunterdon County Chamber of Commerce Meeting Notes: April 30, 2014

This meeting was geared towards Hunterdon County's business community. Selected comments from the meeting are presented below.

- More bio-technology and research and development jobs are needed which requires a skilled, younger workforce. The retail market is saturated within the county.
- Municipalities need to make infill projects more attractive for developers.
- It is difficult for a small business to pay premium wages and at the same time maintain competitiveness in a global market.
- Outreach efforts are essential to attract businesses.
- It is essential that all levels of government show their support of business development through mechanisms such as tax abatements and identification of areas for development and redevelopment.
- A welcoming environment is needed to attract development.
- There is need for sustained dialog with municipal leaders.
- It is cheaper to hire contract workers than salaried workers with benefits
- There is a strong commuter deterrent due to high transportation and housing costs
- There are limited social activities available for younger workers – they need to travel outside county.
- Transportation options do not match the schedules for many workers who use transit
- Increased housing density in centers is appropriate to protect rural areas.
- Identify opportunities for live/work connectivity
- Townships need to be more pro-active from a business perspective
- Towns are creating too many challenges for developers
- Towns have used 'defensive' zoning for years
- Need to encourage infill at shovel ready sites

Developer Panel Discussion Agenda: May 5, 2014

Comprehensive Economic Development Strategy (CEDS)
May 5, 2014, 7:30 – 9:30 AM
Route 12 County Complex, Building #1 Assembly Room, Flemington
(314 State Route 12, Flemington)
Municipal Elected and Appointed Officials

7:30 – 7:45 Registration & Welcome: Deputy Director Freeholder John King, Freeholder Suzanne Lagay

7:45 – 8:00 Project update: Freeholder John King, Deputy Director

8:00 – 8:20 Panel Discussion: *Issues to Consider when Locating Development*
Michael Allen Seeve, President, Mountain Development
NAIOP Trustee and current NJ Chapter President
Dan Duggan, Director, Business Development, Bohler Engineering
Christopher Gaffney, Group President, Toll Brothers, Inc.

8:20 – 8:50 Panel Q&A: *How do we get to win-win?*

8:50 – 9:20 Discussion Topics

What is the cost of doing business in your municipality?

Does your municipality want to develop? If so, what do you want to attract?

- *What can the County do to help facilitate your municipal goals?*
- *What do you see as the County's role moving forward?*

9:20 – 9:30 Next Steps & Wrap-up

Developer Panel Discussion Notes: May 5, 2014

This meeting was geared towards developers with interest in Hunterdon County. Selected comments from the meeting are presented below.

Developer Panel Q&A session with Stakeholder attendees

Q – What infrastructure do we need to support development?

A – Picking the appropriate location for development is critical. A lot of preliminary development decisions are based on existing infrastructure. This includes proximity to major arterials (for example Routes 22, 202, 31, etc.). Expanding congested road networks to decrease commute time, cooperation among municipalities, recreational facilities, quality schools, supermarkets and retail centers.

Q – How do townships and municipalities attract Millennials?

A – You need a hook, a PR campaign and a methodology that is attractive. Millennials want viable connections between where they live, work and recreate. Corporate environments need to be collaborative and technology driven.

Q – How do we develop relationships with a business developer?

A – Express your enthusiasm for the project. Get your message out. Attack your weaknesses. And change the development paradigm of Hunterdon County.

Q – At what point in the process does the developer choose not to go any further?

A – Initial construction costs and upfront costs. One major deterrent during the development process is the risk of partial occupancy after a building is completed. It is very expensive for an owner to *carry* a building that is not fully occupied.

Q – How do we reduce upfront costs?

A – Upfront costs make up approximately 20 percent of the total project. Therefore, zoning issues need to be consistent throughout the municipality. Streamlining the application process, even if it is only on a preliminary basis, dramatically decreases upfront costs

Q – In terms of redevelopment, do multiple lots create obstacles even if the entitlement issues are taken care of?

A – It is a problem if one owner does not want to sell.

Q – How can municipalities and townships abandon a reactionary approach towards new development and instead adopt a proactive one?

A – New development starts with collaboration between the developer and municipality, including the developer's willingness to cover the upfront costs of gathering feedback and figuring out what works. Municipalities and townships need to update their master plans, which can help solve development obstacles.

Executive Committee Meeting Agenda: May 13, 2014

Comprehensive Economic Development Strategy (CEDS)
Executive Committee Meeting
May 13, 2014, 6-8PM
Hunterdon County Historic Courthouse, Flemington

1. Welcoming: Deputy Director Freeholder John King, Freeholder Suzanne Lagay

2. Todd Poole, Managing Principal, 4ward Planning
 - Review Draft Goals and Objectives
 - Presentation/Prioritizing of Strategies (Matrix)

3. Questions & Wrap-up

Strategy and Executive Committee Meeting Agenda: May 28, 2014

Comprehensive Economic Development Strategy (CEDS)
Executive/Strategy Committee Meeting – Work Session (Part 2)
May 28, 2014, 6:00-8:00PM
Route 12 County Complex, Building #1, Assembly Room

1. Welcome: Deputy Director Freeholder John King, Freeholder Suzanne Lagay
 - Status assessment
 - Our Vision
 - Defining tonight's work
2. Group Discussion
 - Finalize Goals and Objectives
 - Discuss Potential Projects
3. Project update: Todd Poole, Managing Principal, 4ward Planning
4. Next Steps:
 - Meeting Date for Reports (Tentative June 25 and July 23)
5. Questions & Wrap-up

Strategy and Executive Committee Meeting Agenda: June 25, 2014

Comprehensive Economic Development Strategy (CEDS)
Executive/Strategy Committee Meeting – Work Session (Part 3)
June 25, 2014, 6:00-8:00PM
Route 12 County Complex, Building #1, Assembly Room

1. Welcome: Deputy Director Freeholder John King, Freeholder Suzanne Lagay
 - Defining tonight's work objectives
2. Review of Final Goals and Objectives
3. Break-Out Sessions
 - Discuss & Prioritize Potential Projects (6:30-7:15PM)
4. Full Committee Discussion of Potential Projects (7:15-7:45PM)
5. Project Next Steps & Wrap-up: Todd Poole, Managing Principal, 4ward Planning
 - Finalize Project List & Develop Performance Metrics
 - Presentation of Draft CEDS Report to CEDS Committee (July 23)
6. Questions & Wrap-up

Diversity and Aging Focus Group: July 23, 2014

Comprehensive Economic Development Strategy (CEDS)
July 23, 2014, 2:00-3:00PM
Route 12 County Complex, Planning Board Conference Room
Diversity and Aging Population Focus Group

1. Introductions
2. Summary of the County CEDS Project –Freeholder Suzanne Lagay
3. Discussion Topics - Diversity
 - Quality of Life
 - Workforce Development
 - Transportation
 - Other
4. Discussion Topics – Aging Population
 - Quality of Life
 - Economic
 - Transportation
 - Other
5. Wrap-Up

Minority and Under-Represented Groups Focus Group Notes

Points arising in the Diversity and Aging Focus Group discussion are summarized here.

Regarding transportation, there is a need for expanded outreach concerning options for the county's Latino population, in particular the county's LINK system. Many new immigrants who have poor English communication skills need to be educated concerning biking and pedestrian safety rules. Also, undocumented workers are often fearful of using public transit and most are only willing to pay cash. It is important to communicate that it is safe for undocumented individuals to use the county's transit system. Lastly, there is need for an aggressive information and marketing campaign for users of the system. The county, through the Department of Human Services, is currently performing a survey to determine the transportation needs of the senior population. The results of the current LINK Survey are critical to determine the future for potential expansion of the paratransit/shuttle services provided by the county.

There is currently a high demand for English literacy services for immigrant groups. There are long waiting lists for literacy services available within the county.

There is a need for improved cultural training within local Police departments. Other agencies, non-profits, and corporations need additional cultural competency training as well.

Expansion of the current level of Pro-Bono legal assistance is needed for the Latino community.

Local zoning currently restricts communal living, but this is one of the economically viable ways for some of the work force population to afford housing.

The county needs to retain its elderly population. Seniors in Hunterdon County generally prefer to live at home. Assisted living is very expensive. Quite a few of the county's elderly population live with their empty nester children.

Health care aide certification programs are not filling up. This is possibly due to limited transportation access for potential Health Care Aides who do not have auto access.

Strategy and Executive Committee Meeting Agenda: September 15, 2014

Comprehensive Economic Development Strategy (CEDs)
Executive/Strategy Committee Meeting
September 15, 2014, 6:00-8:00PM
Route 12 County Complex

1. Welcome: Deputy Director Freeholder John King, Freeholder Suzanne Lagay
2. Project update: Sue and Ken
 - Comments – Executive Committee responsibilities – ongoing participation
 - Schedule/timeline
 - Polling of individual executive members' comments (general and specific)
3. Press event/public presentation – Thursday, September 18, 4PM, Historic Courthouse
 - Executive Committee input – what is our message?
4. Review public presentation – Todd and Amy
5. Questions & Wrap-up

**Appendix C:
Results from RVCC and
Chamber of Commerce
Surveys**

RVCC Survey Summary

Approximately 2,200 students from Hunterdon County attend Raritan Valley Community College, and 244 of these students took this survey developed to solicit input from younger residents. The 18-19 (20%), 20-21 (25%), and 30+ (30%) age groups have the highest response rate with 65 percent of respondents being female. Top locations of respondents include Flemington, Readington, and Clinton Township.

Ninety percent of students surveyed drive their own vehicle to RVCC. Over half of the respondents work part-time in Hunterdon County and plan to enroll in a four year college or university within the next two years. Seventy percent anticipate earning an associates degree. Half of respondents are employed part-time, one-quarter are employed full-time, and the remaining quarter are not employed.

Students who planned to enroll in a college or university out of state were asked if they would return to Hunterdon County after obtaining their degree. Fifty percent responded that they are not sure, and when asked the reason for not returning, popular responses were lack of job opportunities and housing choices.

“Cost of living” ranks highest at 80 percent among reasons not to live in Hunterdon County, followed by “job opportunities” and “housing choice.”

There is a 50% tie to return to Hunterdon County after graduation. This is due to the fact that a 30+ female population already lives in single family housing within the county. RVCC students request additional social/outdoor activities, festivals, movie theatres, more job opportunities, and housing choices.

- 40% of respondents think Hunterdon County provides good housing choices
- 60% of respondents said Hunterdon County provides some employment opportunities
- 40% of respondents who plan on attending a 4 year college said they would return to Hunterdon County due to cost of living. 50% said they were not sure they would return at all
- 30% of respondents said they plan on working for a large corporation
- 80% of respondents said they prefer to work on site
- 45% of respondents said they prefer a maximum of 30 minutes commuting to work
- 50% of respondents indicated they want to live in a small single family house
- 90% of respondents want to own their own home
- 65% of respondents ideal location would be in a country/rural area
- 65% of respondents said Hunterdon County provides a good quality of life

Movie theaters, special events/festivals and outdoor adventure activities make up the majority of things that students want to see more of in Hunterdon County

RVCC Survey Questions

Questions included in the RVCC survey are provided below.

Gender

- Male
- Female

Age

- 15-17
- 18-19
- 20-21
- 22-24
- 26-28
- 29-30
- 30 or older

Do you live with?

- Parents/Other Family Members
- Roommate(s)
- Alone

What form of transportation do you primarily use?

- Drive/Own vehicle
- Drive/Borrow vehicle
- Carpool/Ride with friends
- Link Bus
- Bicycle
- Walk
- Other

Are you currently employed?

- Full-time
- Part-time
- Seasonal
- Not employed

Are you working within Hunterdon County?

- Yes
- No

What Hunterdon town do you live in?

- Alexandria
- Bethlehem
- Bloomsbury
- Califon
- Clinton
- Clinton Twp
- Delaware
- East Amwell
- Flemington
- Franklin
- Frenchtown
- Glen Gardner
- Hampton
- High Bridge
- Holland
- Kingwood
- Lambertville
- Lebanon Borough
- Lebanon Twp
- Milford
- Raritan Twp
- Readington
- Stockton
- Tewksbury
- Union

RVCC Survey Summary

YOUR COLLEGE EXPERIENCE

Are you a...

- Full-time student
- Part-time student

Do you anticipate earning your Associates Degree and graduating from Raritan Valley Community College?

- Yes
- No
- Not sure

After graduating from RVCC, do you expect to work for?

- Large Corporation
- Small Business
- Government/Schools
- Non-Profit
- Own business/self-employed
- Don't know/not sure

What factors would influence your decision to live in Hunterdon County after graduating from RVCC? (please list by rank)

- Cost of Living
- Job Opportunities
- Housing Choices
- Commute/Travel time
- Social/Rec Opportunities

After graduating from RVCC, do you plan to stay and/ or return to Hunterdon County?

- Yes
- No
- Not sure

If Yes, in terms of housing choices, do you think Hunterdon County will provide...

- Good opportunities
- Some opportunities
- Few opportunities
- Don't know/Not sure

If Yes, in terms of employment, do you think Hunterdon County will provide...

- Good opportunities
- Some opportunities
- Few opportunities
- Don't know/Not sure

If No, what are the reasons you would not return?

- Too Expensive
- Limited Job Opportunities
- Limited Social Opportunities
- Limited Housing Choices
- Prefer Urban/City Enviro.

Do you plan to transfer to a 4 year college or university within the next 2 years?

- Yes
- No
- Not sure

RVCC Survey Summary

If you plan to attend a 4 year college or university, do you anticipate the school will be located...

- In New Jersey
- Out of State
- Not sure

If you plan to attend a college or university within New Jersey, do you anticipate you will...

- Live "at home" with Parents/Other Family members
- Live on campus
- Live w/roommates near campus
- Not sure

If you plan to attend a college or university in New Jersey, what do you think is the likelihood that you will return to Hunterdon County after graduation?

- Very likely
- Not very likely
- Highly unlikely
- Somewhat unlikely
- Not sure

If you plan to attend a college or university out of state, what do you think is the likelihood that you will return to Hunterdon County after graduation?

- Very likely
- Not very likely
- Highly unlikely
- Somewhat unlikely
- Not sure

After graduating from a college or university, do you expect to work for?

- Large Corporation
- Small Business
- Government/Schools
- Non-Profit
- Own business/self-employed
- Don't know/not sure

After graduating from a college or university, do you plan to stay and/or return to Hunterdon County?

- Yes
- No
- Not sure

If Yes, in terms of housing choices, do you think Hunterdon County will provide...

- Good opportunities
- Some opportunities
- Few opportunities
- Don't know/Not sure

If Yes, in terms of employment, do you think Hunterdon County will provide...

- Good opportunities
- Some opportunities
- Few opportunities
- Don't know/Not sure

If No, what are the reasons you would not return?

- Too Expensive
- Limited Job Opportunities
- Limited Social Opportunities
- Limited Housing Choices
- Prefer Urban/City Enviro.

RVCC Survey Summary

YOUR FUTURE PLANS

My ideal location would be?

- Country/Rural
- City/Urban
- Suburban

My ideal housing type would be...

- Large single-family house
- Small single-family house
- Apartment
- Condo/Townhouse
- Not sure

Long Term, I prefer...

- Own my home
- Rent a home
- Not sure

In terms of work arrangement, do you prefer to...

- Work on site
- Tele-work/work from home
- Proximate work site/satellite office

If you expect to work at an office, what would be the maximum time you would consider traveling to work?

- 15 minutes
- 30 minutes
- 45 minutes
- 1 hour or more

In terms of a social life and social activities, do you think Hunterdon County provides...

- Good opportunities
- Some opportunities
- Few opportunities
- Don't know/Not sure

In terms of quality of life, do you think Hunterdon County provides...

- Good opportunities
- Some opportunities
- Few opportunities
- Don't know/Not sure

Which of the following would you like to see more of? (choose three)

- Bars and restaurants
- Cultural and Performing Arts Center
- Movie Theatre
- Special Events and Festivals
- Outdoor/Adventure Activities
- Sporting Events
- Additional Retail Options

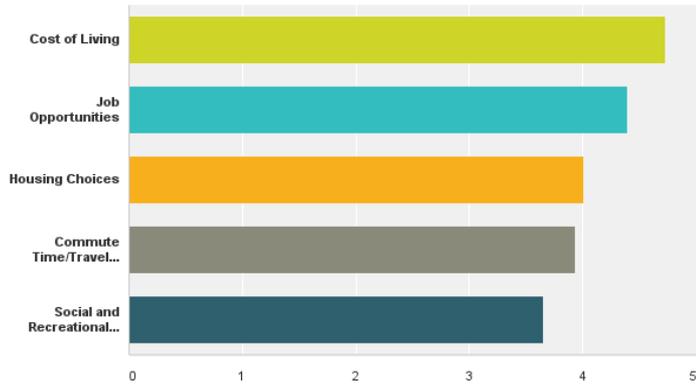
In terms of social activities... What would you be more likely to plan and/or do in the upcoming weekends?

- Stay in Hunterdon
- Go to Hoboken
- Go to Morristown
- Go to New Brunswick
- Go to New York
- Go to Philly
- Jersey Shore
- Other

Please provide any additional thoughts or comments:

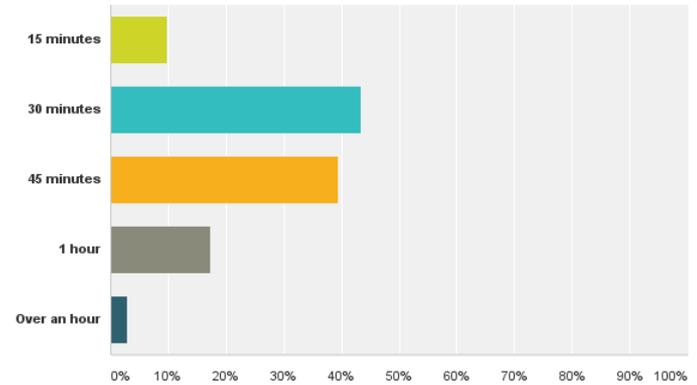
What factors would influence your decision to live in Hunterdon County after graduating from RVCC? (please list by rank)

Answered: 148 Skipped: 96



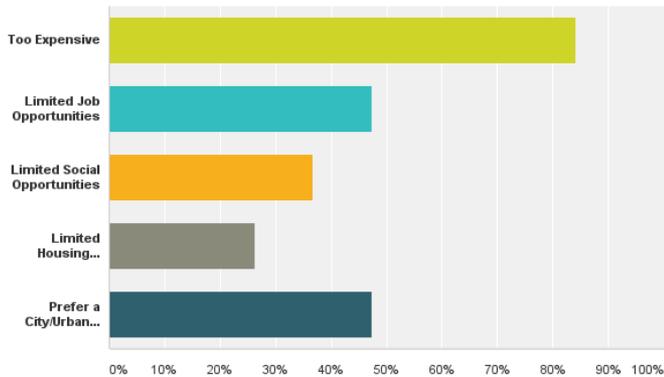
If you expect to work at an office, what would be the maximum time you would consider traveling to work?

Answered: 203 Skipped: 41



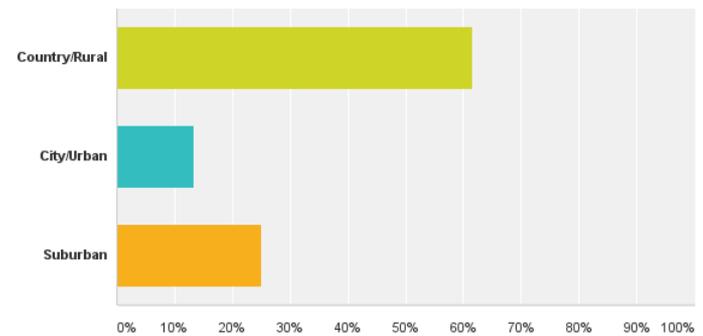
What are the reasons you would not return?

Answered: 19 Skipped: 225



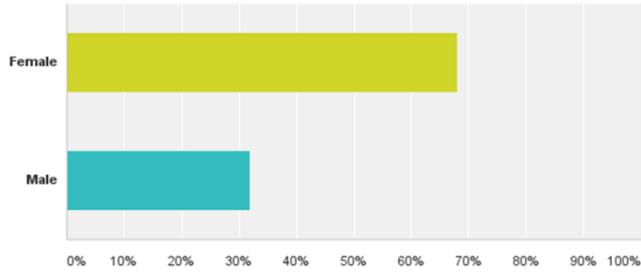
My ideal location to live would be:

Answered: 203 Skipped: 41



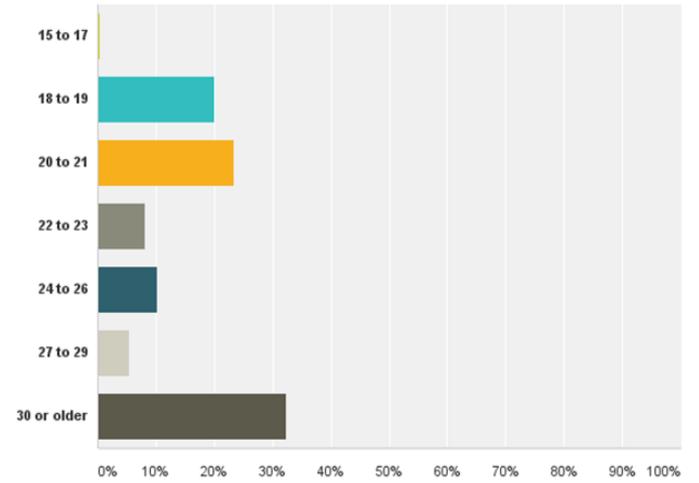
What is your gender?

Answered: 244 Skipped: 0



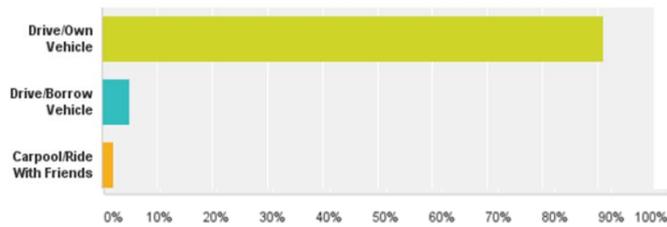
What is your age?

Answered: 244 Skipped: 0



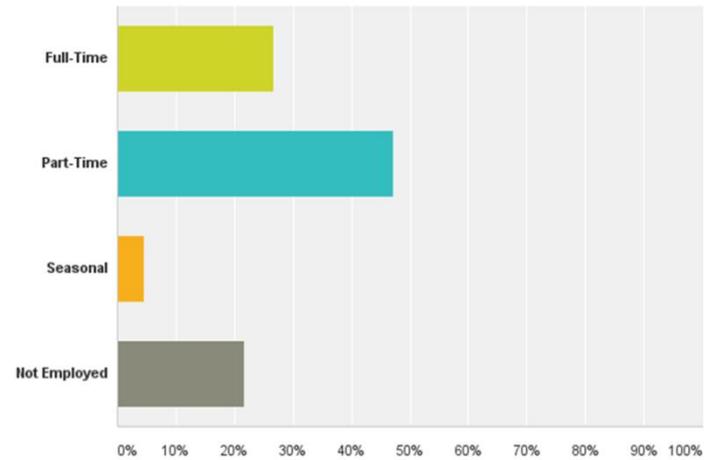
What mode of transportation do you primarily use?

Answered: 244 Skipped: 0



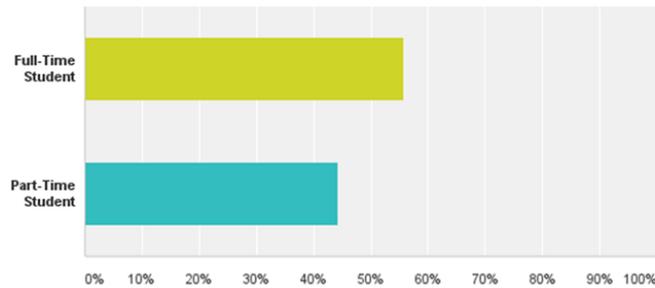
Are you currently employed?

Answered: 244 Skipped: 0



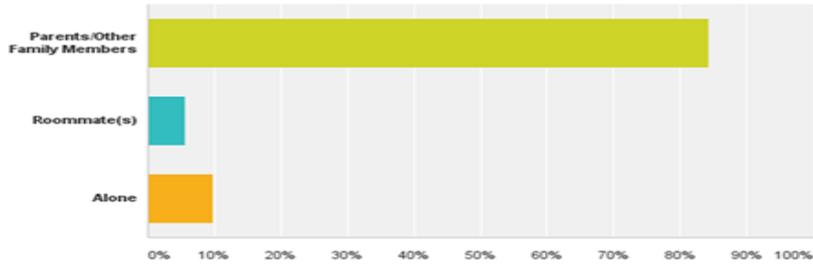
Are you a...

Answered: 235 Skipped: 9



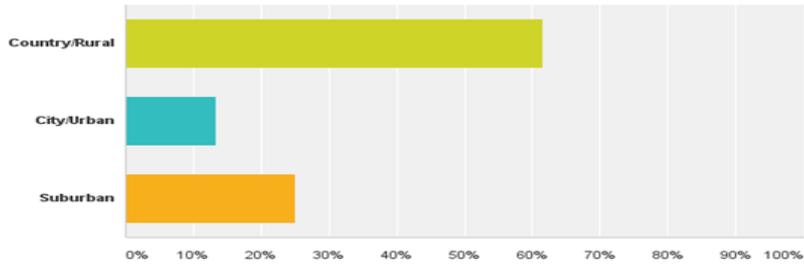
Do you live with?

Answered: 244 Skipped: 0



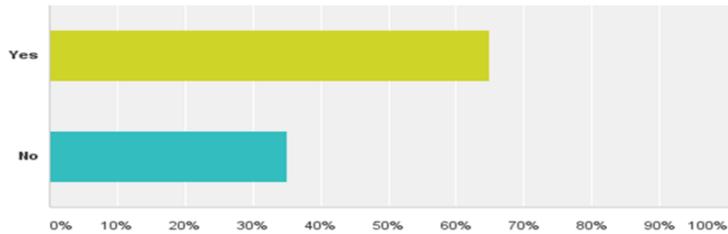
My ideal location to live would be:

Answered: 203 Skipped: 41



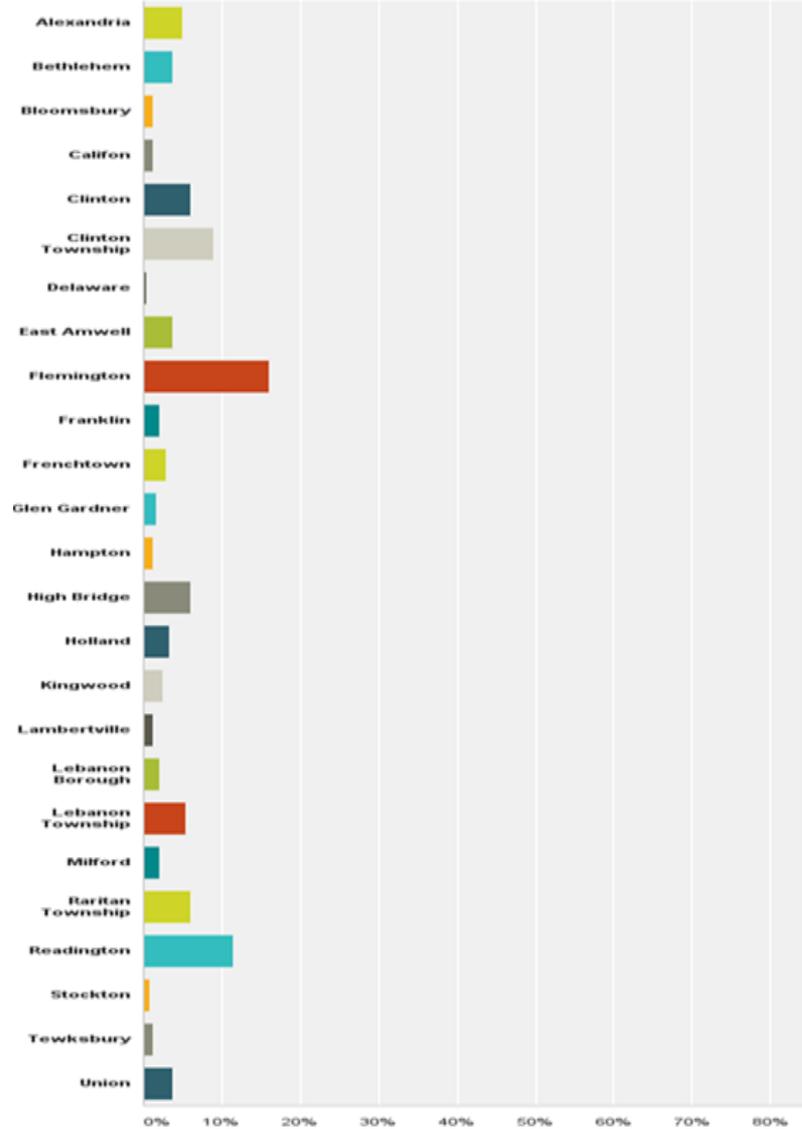
Are you working within Hunterdon County?

Answered: 191 Skipped: 53



What Hunterdon town do you currently live in?

Answered: 244 Skipped: 0



Chamber of Commerce CEDS Survey

The following questions were posed in the Chamber of Commerce survey provided to local business members.

1. Please list what you feel are the issues and opportunities that will grow jobs and increase private sector investment in your region:

2. Hunterdon will be a place where job growth and private sector investment is strengthened by:

3. Please rate the Importance of each of the following to your business:

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Highly Important	Somewhat Important	Not Important
Business Incentive & Capital	19 53%	14 39%	3 8%
Commuter Transportation	19 51%	11 30%	7 19%
Energy Efficiency	9 26%	20 57%	6 17%
Freight Infrastructure	7 21%	15 44%	12 35%
Higher Education	15 42%	20 56%	1 3%
Job Training	19 54%	11 31%	5 14%
K-12 Education	14 41%	16 47%	4 12%
Regulatory Predictability	21 57%	12 32%	4 11%
Renewable Energy	7 20%	16 46%	12 34%
Water & Sewer Infrastructure	17 49%	13 37%	5 14%

Chamber of Commerce CEDS Survey

4. Pick ONE. Which of the following has the greatest impact on your business?

	Number of Response(s)	Response Ratio
Labor/Workforce Quality-Availability	9	21.9%
Infrastructure	2	4.8%
Cost of Doing Business	15	36.5%
Regulation	11	26.8%
Other (please specify below)	2	4.8%
No Responses	2	4.8%
Total	41	100%

5. Should Hunterdon County focus efforts on any of the following industries?

*Top number is the count of respondents selecting the option.
Bottom % is percent of the total respondents selecting the option.*

	Yes	No
Agriculture	28 82%	6 18%
Life Science	25 76%	8 24%
Renewable Energy	23 74%	8 26%
Tourism	27 77%	8 23%
Transportation	28 85%	5 15%
Finance	23 74%	8 26%
Advanced Manufacturing	27 73%	10 27%
Healthcare	29 83%	6 17%
Education	26 87%	4 13%