

Passaic County, New Jersey Comprehensive Economic Development Strategy

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Prepared for:

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In partnership with:



About Camoin Associates

Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. We specialize in real estate development feasibility and the economic and fiscal impact of public and private investments. Through the services offered, Camoin Associates has had the opportunity to serve EDOs and local and state governments from Maine to Texas; corporations and organizations that include Lowes Home Improvement, FedEx, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$600 million.

Our reputation for detailed, place-specific, and accurate analysis has led to projects in twenty states and garnered attention from national media outlets including *Marketplace* (NPR), *Forbes* magazine, and *The Wall Street Journal*. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter @camoinassociate and on Facebook.

About Maser Consulting

Maser Consulting P.A. is a privately owned, multi-disciplined, engineering firm with a unique balance of public and private sector experience. Headquartered in Red Bank, NJ, Richard M. Maser, PE, PP, CME, President and Chief Executive Officer, established Maser Consulting in 1984. Over its history, the firm has consistently been recognized nationally by Engineering News Record as one of its Top 500 Design Firms and by NJBIZ Magazine as one of New Jersey's Finest.

Today, Maser Consulting employs over 500 professionals situated throughout the nation and has a nationally diversified project portfolio. These pro-active and responsive professionals provide our clients with, clear communication and coordination, cost-effective and efficient leadership, advanced technologies, and a comprehensive approach throughout the entire course of a project.

Maser Consulting is firmly committed to providing our clients with professional services that are on time and within budget. Our project management approach implements established procedures that were developed to embody sound project management practices, are used throughout the corporate enterprise, and are paramount to our successful project completion.

About Millennium Strategies

Millennium Strategies, LLC is a grant writing and economic development firm with experience securing grants from a variety of public and private sources. We can help revitalize local downtowns with a number of economic development tools including Special Improvement Districts and feasibility studies. Additionally, we aggressively seek alternative financial options and private funding for our clients' projects. Throughout the entire process, our clients are kept up to date on every applicable opportunity available in funding and economic development initiatives.

In a climate of shrinking tax bases, aging infrastructure and reduced funding opportunities, your organization needs to separate itself from the competition. We offer you a professional results-oriented approach to put your grant application ahead of the pack and capitalize on the funding opportunities available.

We strive to deliver our clients alternative funding streams to move your community, organization, and business forward. Collectively, our team shares over 25 years of service in the public sector at the highest levels of local, county, state, and federal governments. We understand how the system works and can leverage our experience to address your community's needs. Each client is given individual attention to identify local projects, determine the best sources of funding, and aggressively tap divergent resources to complete your projects.

ACKNOWLEDGEMENTS

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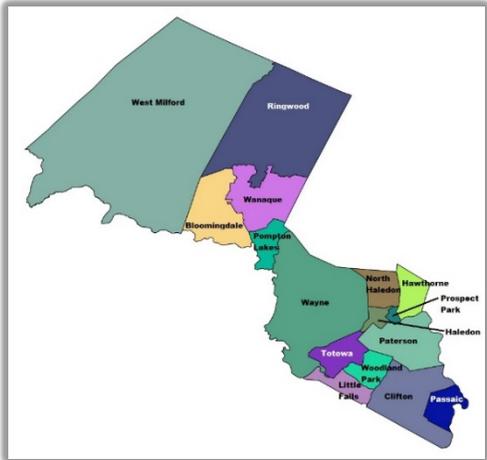
Attachments

- A – Economic Base Analysis
- B – Relevant Cluster Analysis
- C – SWOT Analysis
- D – Interview List
- E – Focus Group List and Themes
- F – Pre- and Post-Irene Impact Analysis
- G – Priority Project List
- H – Business Continuity Disaster Plan for County
- I – FEMA Hazus Model Report
- J – EDA Requirement List
- K – Glossary of Terms



Executive Summary

As with all communities throughout the United States, Passaic County has experienced the effects of the recent national economic crisis, which has put a significant damper on economic development activity in recent years. The County has also suffered economically from both Hurricane Irene and Superstorm Sandy, which caused damage but also softened demand for commercial and residential property as well as business activity. Despite these trials, the County retains its strengths as a population center in close proximity to New York City with a mix of urban and non-urban land use patterns. It has a sizable workforce, great mass transportation options, and excellent post-secondary educational institutions in and around the County.



Passaic County Municipalities

The purpose of this Comprehensive Economic Development Strategy (CEDS) plan is to bring together the public, non-profit and private sectors to establish a comprehensive framework for economic growth and revitalization in the County. The CEDS Plan is

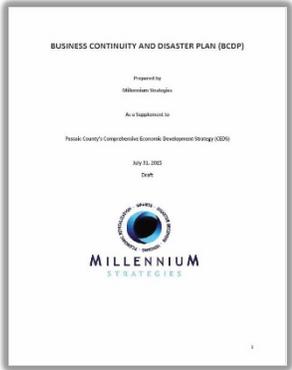
The CEDS Plan is designed to accelerate public/private investment, create job opportunities, advance regional competitiveness, and attract and retain skilled workforce participants.

designed to accelerate public/private investment, create job opportunities, advance regional competitiveness, and attract and retain skilled workforce participants. The Plan exploits, connects, and leverages the county’s strengths and resources, including key physical and innovation assets, which have been identified in a set of foundational studies and analyses.

Work Completed

In addition to the CEDS Plan itself, the Project Team also prepared:

- A Pre- and Post-Irene Business and Industry Inventory to provide a summary of the inventory of economic activity in Passaic County both before and after Hurricane Irene to determine the impacts,
- A Preliminary Risk Assessment report to assess the economic impacts that occurred in Passaic County as a result of Hurricane Irene, utilizing Hazus-MH 2.2, a powerful risk assessment tool created by FEMA, and
- A business continuity plan (BCP), which provides the resources and tools needed to plan for and respond to crises and is meant to be a guide for municipalities and businesses in Passaic County as they plan for future disasters, whether natural or manmade.





During the course of the CEDS planning process, we engaged a broad spectrum of stakeholders, with well over 40 interviews, focus groups, steering committee meetings and advisory group presentations. The process was informed by a wealth of information, including existing planning studies for the County and each of its municipalities, an Economic Base Analysis (see Attachment A), a Targeted Industry Analysis (see Attachment B), and a SWOT Analysis (see Attachment C). All of these sources and activities culminated in six major themes or “Goals” that the CEDS is meant to address, as shown below.

Framework to Support a Vibrant Community

The action plan of the CEDS is organized into the following six primary goals, the over-arching purpose of which is to enhance the economic vibrancy of Passaic County:

1. Maintain and improve infrastructure to support sustainable development.
2. Enhance Passaic County’s image as “open for business.”
3. Prepare the county’s workforce for present and future employment opportunities.
4. Support industry development through business attraction, retention, and expansion efforts.
5. Help communities and businesses prepare for and prevent losses from future major disaster events.
6. Improve sustainability and encourage brownfield redevelopment throughout the county.



Action Plan

These six primary goals were then translated into actions with specific associated sub-tasks, as shown below. Goals specific to individual municipalities were also identified, and are presented after the six primary county-wide goals. A full action plan matrix can be found beginning on page 37 of this CEDS Plan, complete with estimates of job creation, dollars of investment, lead stakeholder(s), timeframe, priority, and other information.

Goal 1 - Maintain and Improve Infrastructure to Support Sustainable Development	
Action No.	Actions and Sub-Tasks
1A	Upgrade Passaic County water and sewer infrastructure
	<ul style="list-style-type: none"> Work with local municipalities and public works officials to create a prioritized and ongoing inventory of water and sewer infrastructure replacement and repairs to be financed as funds are available.
1B	Upgrade the county's rail system
	<ul style="list-style-type: none"> Upgrade the county's freight system capacity (rail and bridges) to accommodate a minimum of 286,000 (lbs.) rail cars.
1C	Increase alternative transportation options throughout the county, in accordance with the Transportation Element of the Passaic County Master Plan
	<ul style="list-style-type: none"> Provide the opportunity for local residents to comment on the type of services and operations that they require and solicit suggestions on future transit service investments. Build a public transportation system (such as bus rapid transit or light rail) linking William Paterson University to population and commercial centers throughout the county. Enhance the Montclair-Boonton service from NYC to Passaic County to establish morning service to bring metro area workers into Passaic County. Increase transportation options connecting Passaic and Bergen counties including potential light rail project or bus rapid transit. Create a new Up-County Circulator bus service. Support Transit Oriented Development around light rail and other public transportation stops. (See Goal 4F) Support regional second passenger rail tunnel connecting New Jersey and New York City. Implement street design that accommodates all users (transit, pedestrians, cyclists, and motorized vehicles), in accordance with the Passaic County Complete Streets Policy.
1D	Upgrade and maintain Passaic County infrastructure
	<ul style="list-style-type: none"> Place utilities underground to reduce disruption during emergencies and improve the aesthetic of the county. Replace the Spruce Street bridge and fund other infrastructure upgrades as necessary.
1E	Complete a Fiber Optics Survey
	<ul style="list-style-type: none"> Complete a study to determine where fiber option access exists or needs improvement. Use this information to market to specific industries and/or fiber users.

Goal 1 - Maintain and Improve Infrastructure to Support Sustainable Development

Action No.	Actions and Sub-Tasks
1F	Implement a countywide building effort to improve community facilities
•	Implement a public works campaign that involves public institutions, private sector partners, and citizens to improve public parks, greenways, walkways, and other public assets and incorporate green infrastructure.
1G	Improve the efficiency of the road network
•	Eliminate major bottlenecks including Route 80 at Paterson and Woodland Park.
•	Implement Route 3/46 intersection improvements.
•	Prioritize improvements in any areas with significant deferred maintenance.
•	Improve the road network and increase transportation alternatives (i.e. bus, light rail, etc.) to provide adequate access and transportation services to the Hoffmann-La Roche site (Route 3 East in Clifton) to accommodate new development.
1H	Improve housing options for all residents
•	Provide suitable and appropriate housing for workforce through private and non-profit sectors. Provide safe and affordable housing alternatives for seniors, veterans, disabled, and low income residents. Ensure a diversity of housing types (e.g. co-housing and accessory apartments) and tenure options (e.g. homeownership, rental, shared equity). Encourage mixed-income and mixed-use residential development.
•	Support the county and all municipal housing agencies and authorities in their efforts to provide safe and stable housing including a self-sufficiency program which incentivizes clients to invest in their future.

Goal 2 - Enhance Passaic County's image as "Open for Business"

Action No.	Actions and Sub-Tasks
2A	Support the ongoing revisioning of the Passaic County brand
•	Work to re-brand Passaic County to improve the internal and external perception of Passaic County as a positive location for businesses and residents through new messaging and marketing efforts. Re-branding efforts should assuage safety concerns, while highlighting the county's cultural diversity and amenities such as Paterson's Great Falls National Historic Park.
•	Implement a comprehensive marketing campaign to improve the positive image of Passaic County and individual communities. Use of press releases, media, social networks, and word of mouth. Outreach to specific decision makers, i.e. real estate brokers, accountants, attorneys, etc.
2B	Use technology to support economic and community development efforts
•	Update County's economic development web presence to make sure contact information is clear and defined. Increase use of social media and other new technologies to reach a wide variety of markets and promote assets of Passaic County. Ensure that all web tools are mobile enabled for ease of use on smart phones and tablets.

Goal 2 - Enhance Passaic County's image as "Open for Business"

Action No.	Actions and Sub-Tasks
•	Create an online permit milestone report that businesses and developers can utilize to track the status of their permitting applications. Streamline review process as much as possible between municipalities, county, and other jurisdictions to increase predictability and reduce development delays.
•	Provide increased resources and support for county economic development activities. Implement a "Power Passaic" campaign to increase the existing "one-stop shop" for information on business incentives, job training programs, available real estate, zoning information, redevelopment information, and financial options, etc.
2C	Enhance educational programs for public and private sector stakeholders, businesses, development community and others on economic development programs and incentives
•	Provide planning support to local municipalities through downtown development studies, adaptive reuse studies of large and small development areas, GIS services, transportation initiatives (i.e. light rail systems), and environmental planning and sustainability best practices.
•	Use digital and in person meetings to disseminate information on special economic development programs such as PILOTs, SIDs, Garden State Growth Zones, unique financing programs, etc. that are available to encourage economic development. Highlight the potential return on investment for these types of programs. Continue an ongoing dialogue through online newsletters, message boards, and best practices forums.
2D	Support and enhance the services of the existing William Paterson University Small Business Development Center (SBDC)
•	Increase capacity for the SBDC to assist businesses in the county and provide training, seed money, and other assistance as necessary. Coordinate business attraction and expansion efforts with the SBDC.
2E	Establish countywide financing opportunities to assist in company expansion and relocation into the county
•	Create a revolving loan fund to provide business owners with financing for business expansion efforts.
2F	Expand the services of the Passaic County Improvement Authority for companies and municipalities
•	Support efforts of the Passaic County Improvement Authority to expand their services to assist the business community.
2G	Cultivate family-friendly workplaces
•	Work with existing businesses to help provide guidance, educational material, and assistance in their efforts to establish and promote more family friendly environments. Efforts could include flexible scheduling, job-sharing, easily accessible childcare and maternity/paternity support. Promote the businesses that are actively working to create family-friendly workplaces and use these business practices to highlight why Passaic County is a great place to live and work.

Goal 3 - Prepare the County's Workforce for Present and Future Employment Opportunities

Action No.	Actions and Sub-Tasks
3A	Support all higher education providers in their efforts to connect students to local companies for internships and permanent employment opportunities
•	Assist William Paterson University, Montclair State University, Passaic County Community College, Berkeley College and local high schools to connect students with private companies and local/county government agencies to increase the number of internships, mentoring opportunities, collaborations and potential employment opportunities.
3B	Expand the Full Service Community School model in urban areas
•	Expand the Full Service Community School pilot program that is currently offered in Paterson which utilizes the school as community resource center, providing services and job training to the entire family.
3C	Increase availability of college readiness programs and employability skills training
•	Increase funding for pre-college prep programs and technical training programs that connect students throughout Passaic County with guidance for their future.
•	Create strategic partnerships to further ESL and basic skill development for all residents.
3D	Improve transportation access for workforce throughout the county
•	Research and promote potential opportunities to increase car-sharing/van-pooling and other public/private solutions to transport workers and students throughout the county.
•	Provide transportation assistance and/or legal services to workers with suspended licenses and other driving restrictions.
3E	Increase understanding of workforce needs in Passaic County
•	Establish an ongoing forum of higher education, municipal leaders, corporate leaders, all levels of K-12 educators, and others to align the skills of local residents with the appropriate training programs and curriculums with global trends and local demand by employers.
•	Conduct a county-wide skills inventory. Inventory existing skills, training programs, needs of employers, and others to see where gaps exist in workforce development efforts. Support the expansion of efforts to fill these gaps through public/private partnerships.
•	Expand the existing COIN (Crux of Industry Niche) program that invites industry leaders to speak with students about career pathways, workforce development trends, training/skills needs, and other issues facing employers.
3F	Assist in expansion of higher education offerings
•	Focus on the expansion of training programs to address the shortage of adequate labor force skills and offer training to workforce within the county. Align college course offerings with the needs of county businesses.
3G	Support the development of entrepreneurs throughout the county
•	Create an entrepreneurship curriculum for middle and high school students that can be implemented throughout the county to encourage entrepreneurship. Establish a "Speakers Bureau" comprised of county business owners who visit schools and speak to students about entrepreneurship.

Goal 3 - Prepare the County's Workforce for Present and Future Employment Opportunities

Action No.	Actions and Sub-Tasks
	<ul style="list-style-type: none"> Support the WPU SBDC, the Montclair University Entrepreneurship Center, and other educational institutions in their efforts to create business support and entrepreneurial training programs.
	<ul style="list-style-type: none"> Use web and social media to highlight local successful entrepreneurs in the community to encourage others to consider the creation of a new company.
3H	Work with local municipal libraries to improve workforce skills
	<ul style="list-style-type: none"> Assist municipal libraries in Passaic County to establish makerspaces that provide educational resources and research techniques for new entrepreneurs. Work with libraries to offer the High School Completion program currently being piloted in selected NJ libraries
3I	Enhance workforce development in support of the county's predominant industries of health care, manufacturing, and retail
	<ul style="list-style-type: none"> Increase awareness of career opportunities within the manufacturing industry through communication with guidance counselors, parents and students. Host regular "factory tours," offer mentoring programs, invite business owners to speak at schools about potential career pathways, and other worksite/work-and-learn opportunities. Increase the dialogue with high school and university students to improve the perception of jobs in the manufacturing industry.
	<ul style="list-style-type: none"> Develop promotional material that clearly describes the career pathways associated with the health care industry, including available educational programs and employment opportunities within the county. Support job readiness programs that target the health care industry to ensure that the workforce is being properly trained for higher paying positions as well as potential career pathway opportunities.
	<ul style="list-style-type: none"> Establish a countywide training program that will improve customer service in support of the retail industry. Support the Passaic County WIB in their efforts to develop clear career pathways for the retail workforce through their job placement/advancement programs.

Goal 4 - Support Industry Development through Business Attraction, Retention & Expansion Efforts

Action No.	Actions and Sub-Tasks
4A	Provide support to all businesses throughout the county to encourage increased economic activity
	<ul style="list-style-type: none"> Establish and implement a more formal business visitation effort to keep connected with existing employers and to ensure that any issues retarding growth are being addressed.
	<ul style="list-style-type: none"> Create "Rapid Response Teams" that are comprised of local business leaders, educational, state, county and municipal representatives who can assist the needs and challenges of companies in specific industry clusters. Industry concerns could include connecting the cluster with global marketplaces, identification of a skilled workforce, proactively identifying and assisting businesses respond to industry trends, and growing the clusters in Passaic County.

Goal 4 - Support Industry Development through Business Attraction, Retention & Expansion Efforts

Action No.	Actions and Sub-Tasks
4B	Support the existing retail base in their efforts to be successful and transition with a changing economy
•	Work with SBDC and chambers of commerce to provide training to businesses looking to increase their e-commerce presence and multi-channel marketing efforts.
•	Identify and market locations in Passaic County for e-commerce warehousing and logistics companies.
•	Continue to improve the investment in infrastructure and logistics networks to capitalize on opportunities to serve the Port of Newark.
4C	Support the existing manufacturing industry and work to develop and attract new businesses to Passaic County
•	Develop a County Import-Export Council to connect businesses who are already involved in global trade and to assist businesses who seek to export their products/services. Offer mentoring, technical assistance, and guidance. Coordinate with state import-export efforts.
•	Establish a county manufacturing collaborative to support existing and future manufacturing. The collaborative should focus on issues around workforce, education, technology/innovation/R&D, market development, etc. and be comprised of a wide variety of industry representatives.
•	Support development of industrial/warehouse/distribution facilities with emphasis on urban centers.
•	Facilitate a manufacturing roundtable on a regular basis to continually identify the needs of the industry and work to identify solutions.
4D	Support existing health care industry and work to develop and attract opportunities in Passaic County
•	Assist in the development of businesses that will benefit from access to the health care industry. Establish special incentive programs and/or assistance to help create health care clusters around existing providers.
•	Increase opportunities for collaboration between educational and health care institutions. Encourage increased research and development and commercialization of products to improve care.
4E	Support the growth of the tourism industry throughout Passaic County
•	Promote existing assets such as the Great Falls National Historic Park, State Botanical Gardens, food and farming (restaurants, farmers markets, urban agriculture, etc.), retailers, and other destinations throughout the County.
•	Increase development and promotion of unique assets such as trails and cycle-ways, races and other events, artisans, eco- and agri-tourism opportunities, etc. Expand opportunities to increase visitation from the NYC area.
•	Maximize opportunities for public access to rivers and lakes (excluding those under private ownership/management) for appropriate passive and active recreational uses that do not degrade the environment.

Goal 4 - Support Industry Development through Business Attraction, Retention & Expansion Efforts

Action No.	Actions and Sub-Tasks
	<ul style="list-style-type: none"> Work with established Restaurant Associations to help with marketing, promotion, and coordination of the highly diverse restaurants in the county.
	<ul style="list-style-type: none"> Provide support for economic development efforts in areas around key tourism assets including hospitality, services, parking, eating establishments, retail opportunities and other amenities to improve the overall tourist experience.
	<ul style="list-style-type: none"> Support activities of the Destination Marketing Organization to implement a Discover Passaic County initiative to increase understanding and promotion of the County's history, culture, and natural resources.
4F	Encourage the establishment of small businesses and entrepreneurs
	<ul style="list-style-type: none"> Support SBDC in their efforts to provide financial and technical assistance to small businesses and entrepreneurs throughout the county. Focus on financial management, business planning, and how to open a business.
	<ul style="list-style-type: none"> Work with entrepreneurs to create regular networking opportunities.
	<ul style="list-style-type: none"> Support small businesses throughout the county in their efforts to resolve issues that impact them. Highlight success stories of local small businesses and how they drive the economy.
	<ul style="list-style-type: none"> Implement a Shop Passaic campaign to support small, local retailers in Passaic County.
	<ul style="list-style-type: none"> Research and establish an accelerator or incubator that is designed to meet the needs of small businesses and entrepreneurs in need of space and/or technical assistance. Consider implementing "makerhoods" to encourage entrepreneurship in urban centers.
	<ul style="list-style-type: none"> Establish a mentoring program that connects new and established entrepreneurs to assist them with the development of specific solutions to issues arising during the start-up/development stage.
4G	Enhance Transit Oriented Development and downtown revitalization efforts
	<ul style="list-style-type: none"> Provide guidance to municipalities on zoning and redevelopment options for Transit Oriented Development and downtown development districts.
	<ul style="list-style-type: none"> Encourage downtown residential development and other guidelines to increase 24/7 activity in downtowns and near transit service.

Goal 5 - Help Communities and Businesses Prepare For and Prevent Losses From Future Major Disaster Events

Action No.	Actions and Sub-Tasks
5A	Increase planning, coordination and communication of county-wide with companies, federal, state, county and municipal leaders to assist during a disaster event
	<ul style="list-style-type: none"> Encourage increased coordination between federal, state, county and municipal agencies to reduce time delays and duplication of efforts. Identify resources to assist during a disaster event.
5B	Increase education and communication about flooding prevention and recovery

Goal 5 - Help Communities and Businesses Prepare For and Prevent Losses From Future Major Disaster Events

Action No.	Actions and Sub-Tasks
•	Encourage local officials to streamline procurement activities, i.e. establish standing emergency contracts with vendors, which will reduce delays during emergencies.
•	Increase contact with the business community and the public to educate them on emergency procedures and what to anticipate from County and municipal OEM departments during emergencies.
•	Market and promote the location of emergency disaster centers and available assistance programs. Ensure that businesses, residents, and all stakeholders are aware of who to contact in case of an emergency and what programs are available to help with prevention and recovery.
5C	Work regionally to reduce flooding
•	Continue to acquire properties that are in flood prone areas to reduce the cost of providing emergency services and increase pervious surfaces.
•	Work with municipalities to reduce development in flood prone areas. County officials can provide training, best practices, planning standards, incentives, green infrastructure solutions, and other assistance.
•	Upgrade storm water infrastructure capacity in all municipalities.
•	Conduct debris removal on all watercourses as needed.
•	Create a tool for the county and individual communities to share best practices, green infrastructure, planning standards, and other tools to manage development in flood prone areas. County offices can manage and provide review of Master Plan and codes for municipalities as requested.
•	Assist municipalities improve their rating in the Community Rating System to help reduce flooding and flood insurance premiums.
•	Update the County's Master Plan document to include a Flood Element with sections on severe and repetitive flooding.
5D	Improve ability to communicate during and immediately after a natural disaster
•	Update and review all emergency operations plans.
•	Establish a countywide Wi-Fi and radio access system that is deployable and independent of local systems during major events to disseminate information to businesses.
•	Create a publicly available countywide live GIS System that can be updated in real-time to provide information about where there are road closures and other hazards.
•	Develop a static map that provides information on the roads that are likely to close in case of various levels of flooding or other natural disasters.
•	Utilize new technologies to communicate with residents. County to prepare mass emails for delivery to business and residential community with tips on how to prepare for the upcoming emergency and how to safely return to homes/places of business. Supplement emails with text messaging.
5E	Support businesses in their ability to increase resiliency and survive emergency events

Goal 5 - Help Communities and Businesses Prepare For and Prevent Losses From Future Major Disaster Events

Action No.	Actions and Sub-Tasks
•	Establish a countywide list of available real estate that can be accessed following an event to house inventory and move operations of businesses impacted by the event.
•	Establish a funding mechanism that is available to businesses impacted by an emergency event to assist with working capital, inventory and fixed asset replacement, etc. necessary to re-open the company.
•	Increase communication of available programs to assist businesses impacted by disaster.
•	Increase the number of businesses that have an Emergency Disaster Plan in place, encourage rehearsals, updating, and provide technical assistance as necessary.
5F	Improve planning for post-disaster rebuilding
•	Establish a qualified contractor list to be utilized following a natural disaster.
•	Provide communities with resiliency training and preparation.

Goal 6 - Improve Sustainability and Encourage Brownfield Redevelopment throughout the County

Action No.	Actions and Sub-Tasks
6A	Promote alternative fuel options
•	Promote renewable energy use to businesses and homeowners; provide businesses and residents with information on state incentives and programs for renewable energy on the Passaic County website.
•	Increase the number of charging stations for electric powered vehicles at local businesses and municipal buildings. Increase the number of gas stations offering compressed natural gas (CNG).
6B	Encourage smart design
•	Provide training and guidance to all municipal planners on LEED or equivalent sustainability standards and implementation. Engage local planning and economic development departments in area-wide and county planning. Educate the public on smart design through seminars and workshops.
•	Encourage and provide incentives in County Planning Board development review for properties that reduce impervious coverage on sites and utilize green infrastructure or green building design elements for storm water management; encourage inclusion of green infrastructure and minimizing on-site impervious coverage through local Planning Board review guidelines and zoning codes.
•	Encourage mixed-use and live-work development, redevelopment and adaptive reuse, infill development, context sensitive design, and historic preservation through County Planning Board development review
•	Create a model resolution and ordinance database on the Passaic County website with policy guidance and effective examples from other jurisdictions on sustainability.

Goal 6 - Improve Sustainability and Encourage Brownfield Redevelopment throughout the County

Action No.	Actions and Sub-Tasks
<ul style="list-style-type: none"> • Encourage and provide support for municipalities that adopt zoning regulations that promote smart-growth, transit oriented development, "transit villages," and freight-oriented development 	
6C	Promote the remediation and reuse of brownfield sites
<ul style="list-style-type: none"> • Create an inventory of the existing brownfield sites, level of contamination, and needed remediation requirements, in collaboration with local colleges and universities. Aggregate small brownfield parcels into larger parcels to encourage redevelopment. Involve local planning and economic development departments with the Passaic County Brownfields Commission. Educate public and private developers about the opportunities, grants, and incentives associated with brownfield remediation. 	
<ul style="list-style-type: none"> • Create public-private partnerships to identify and remediate the county's 600+ brownfield sites. 	

Municipality-Specific Goals

Bloomingtondale

- Create municipal parking lot through shared use of existing private lots.

Clifton

- Establish necessary infrastructure to support development of Hoffmann La Roche site.

Haledon

- Install turning signal at corner of Belmont Avenue and Haledon Avenue to comply with the County's traffic study that it was the slowest light in the county.
- Identify a private developer to develop graduate student and faculty housing to support William Paterson University.

Hawthorne

- Remediate and redevelop the Congress Mills property to act as a catalyst for other development.
- Alleviate flooding along the Passaic River and in the Braen Avenue area.

Little Falls

- Identify a private developer to develop graduate student and faculty housing to support Montclair State University.
- Establish a Midtown Direct Train to service Little Falls and the greater region.

North Haledon

- Support infrastructure upgrades and maintenance associated with the redevelopment area.

Passaic

- Complete the redesign of Main Avenue.
- Complete the downtown parking reconfiguration.
- Move the bus terminal.

Paterson

- Fix storm water infrastructure at Main Street and Levine Street to alleviate some of the flooding.
- Replace the existing combined sewer and sanitary system to reduce flooding and be more efficient.
- Reinstate train stop at Main and Levine to serve St. Joseph's hospital.
- Implement workforce development projects identified during the Urban CEDS process including projects related to helping people get their CDL, improving wait staff customer service, and furniture refurbishing.

Pompton Lakes

- Create a parking lot to serve park and ride commuters to utilize increased bus service and eventually reactivate the train station.
- Establish a Wanaque Riverwalk to support development downtown and increase water access.

Prospect Park

- Establish increased parking for North 8th Street business district.
- Develop the quarry site, providing housing, and community services.

Municipality-Specific Goals

Ringwood

- Enhance development, both retail and residential, along Skyline Drive corridor.
- Research possibilities of installing waste water treatment system for Ringwood.
- Plan for the expansion of the capacity of the Police Department to respond to emergencies and enhance communication capacity with emergency responders.
- Consider creation of a Community Center for Ringwood.

Totowa

- Redevelop the North Jersey Developmental Center.
- Increase number of catch basins on Union Boulevard to reduce water flow during storms.

Wanaque

- Implement stream stabilization on High Mountain Brook and Meadow Brook to reduce road and residential property flooding.
- Increase bus service to Bergen County destinations and Garden State Plaza.

Wayne

- Improve access along Hamburg Turnpike for businesses through turn signals and removal of barriers.

West Milford

- Increase ecotourism opportunities to make use of the Highlands designation and other natural resources.

Woodland Park

- Implement streetscape improvements to McBride Avenue to make the area more attractive to businesses and users.

Implementation Impacts

This CEDS Plan offers a foundation for the County to take an innovative, multi-year approach to pursuing economic development, with each opportunity clearly tied to an integrated set of strategies. Substantial resources will be required from local sources, public and private, to be sustained over several years of implementation. How can local stakeholders convince their respective organizations of the need to make this continued, long-term investment? Quite simply, the message has to be: “These investments, as laid forth in the CEDS Plan, are the best hope we have to secure a bright economic future for our County.” Everyone is aware of the economic, demographic, and disaster-related challenges the County has faced. Only through a long-term series of well-conceived and implemented investments can those trends be reversed.

“These investments [...] are the best hope we have to secure a bright economic future for our County.”

On a more positive note, what can the various stakeholders hope to achieve by making these investments? We believe that the investments described in the action plan will deliver:

- ✓ **Billions of Dollars in Investments**
- ✓ **Thousands of Jobs**
- ✓ **Millions in Tax Revenues for Local Governments**
- ✓ **A Renewed Sense of Vibrancy and Quality of Life**





Introduction

As with all communities throughout the United States, Passaic County has experienced the effects of the national economic crisis that has put a significant damper on economic development activity in recent years. The County has also suffered economically from both Hurricane Irene and Superstorm Sandy, which caused damage but also softened demand for commercial and residential property as well as business activity. Despite these trials, the County retains its strengths as a population center in close proximity to New York City with a mix of urban and non-urban land use patterns. It has a sizable workforce, great mass transportation options, and excellent post-secondary educational institutions in and around the County.

The County has recognized the need to address the effects of the recent flooding and storm events as well as to continue to build solid plans for the future economic health of its residents and constituent communities. To accomplish this, the County has been working with the US Economic Development Administration (USEDA) and has received financial assistance to conduct a Comprehensive Economic Development Strategy (CEDS) as defined by the USEDA, with certain additional tasks to model flooding impacts and build strategies around resilience and business continuity during and after adverse weather events.

In addition to a traditional CEDS, the County took a fully integrated approach to incorporate long-term post-disaster recovery planning through the development of a Business Continuity Disaster Plan and a Post-Irene impact assessment and mitigation analysis. The following document outlines the findings of these three work products as well as an Action Plan Matrix that includes economic development recommendations and flood prevention and recovery strategies to improve business and community resiliency.

In August of 2014, Passaic County hired Camoin Associates to lead this comprehensive planning and disaster resiliency planning project with its partners Maser Consulting, Millennium Strategies, and Maverick and Boutique (collectively, the “Project Team” or “Team”).

Work Completed

The scope of work for this project was designed to offer the County a fully integrated approach that allowed for the best use of all resources and ensure that the Project Team coordinated as many aspects of the individual deliverables as possible. The three main work products include:

- Comprehensive Economic Development Strategy
- Business Continuity Disaster Plan
- Impact Analysis

The following is a summary of the main work that was completed to serve all three deliverables.

Community Outreach

Members of the consulting team worked together to gather as much community and stakeholder input as possible to guide the development of the research and the strategies. This involved interviews with over 40 individuals throughout the county (including representatives from all 16 municipalities), a 26-

person steering committee, a larger advisory committee, focus groups, emergency management forums, and a network analysis survey. All of this information helped to identify key priorities, projects, opportunities for collaboration, and issues to be addressed through the planning process and was an invaluable resource. The outreach included representatives from both the public and private sector, non-profit institutions, educational providers, and many others. Additionally, through interviews with the municipal leaders and business owners, we received information on issues impacting both the rural and urban communities.

Strategy Development

The final product of this comprehensive economic development planning process is the creation of an action plan matrix that will help guide the County through implementation. The action plan matrix, or implementation plan, was developed to incorporate strategies and recommendations that were identified through each of the three work products, including economic development–focused strategies, strategies related to business continuity planning, as well as recommendations around hazard mitigation. This allows the County to have one document that can guide it as it moves forward and helps it implement findings of each of the products.

Comprehensive Economic Development Strategy

The CEDS process is designed to follow a three-phase approach that includes (1) studying existing conditions, (2) developing priority projects, and (3) completing the plan. Throughout the process there are opportunities for public engagement, discussions with experts in particular areas, and use of a steering committee to guide the planning process.

To develop a Comprehensive Economic Development Strategy for Passaic County, Camoin Associates conducted market research, collected data, interviewed business owners and stakeholders, and reviewed existing reports. The first step was to review other relevant documents to ensure this CEDS would align with previous and concurrent initiatives.

To better understand the past, present, and projected economic environment of Passaic County, Camoin Associates collected data from a variety of sources including Economic Modeling Specialists, Inc., and ESRI Business Analyst Online. Using this data, Camoin Associates developed an economic base analysis that included information on major industry sectors (past and projected growth); occupational data (past and projected growth); and demographic information. This information was collected for Passaic County, the northern New Jersey region, and the State of New Jersey. From this data, Camoin Associates identified the most important industry clusters in the county.

After gathering data about the general economic environment in Passaic County, Camoin Associates focused on three relevant industry clusters: Retail Services, Health Care and Social Assistance, and Manufacturing. This study of the relevant industry clusters included additional data analysis and market research on the clusters and local, national, and global trends.

In addition to collecting data on economic, occupational, and industry trends, the Team interviewed representatives from each of the 16 municipalities, local private business owners, economic development professionals, and other stakeholders. These interviews supplemented the data and other research with

local knowledge of the obstacles and opportunities in Passaic County and included feedback and suggestions as to the types of projects that should be included in the final plan.

Throughout the entire process the Passaic County Division of Economic Development was involved as well as the CEDS steering committee and advisory committee. The steering and advisory committees include a blend of public and private stakeholders with knowledge and an interest in the future of the Passaic County economy.

The full Demographic and Economic Base Analysis, SWOT Analysis, and Relevant Cluster Analysis can be found in the attachments at the end of this document.

This document along with its attachments is the final product of the Comprehensive Economic Development Strategy and incorporates all the findings of the other two deliverables.

Business Continuity Disaster Plan

A business continuity plan (BCP) provides the resources and tools needed to plan for and respond to crises and is meant to be a guide for municipalities and businesses in Passaic County as they plan for future disasters, whether natural or man-made. This aspect of the CEDS is vital because if businesses and communities are unable to recover quickly after a natural disaster the economic implications are vast, as was experienced following Hurricane Irene when significant numbers of businesses were forced to close for long periods of time or permanently. Under this planning process two types of BCPs were created, one strategy for the County and another template document to be used by businesses who want to be better prepared should another disaster strike. These documents were informed by data collection and analysis, interviews with key stakeholders, focus groups, understanding of best practices in continuity planning, and an understanding of some of the key issues facing those in Passaic County.

Resilience planning is the underlying principle that guides this analysis. There is a close connection between continuity plans, disaster planning, and resiliency. All three have the overarching objective of reducing risks and disruptions caused by crises and the quick and seamless return to normal operations. A continuity plan gives businesses the tools necessary to recover and to grow resilient; whereas a disaster plan is a specific form of continuity planning that focuses on disaster relief.

In this context, resilience is a vital aspect of sustainable development; and resilience planning is critical to the ability of municipalities and businesses to build the capacity to absorb and recover from disasters. *Planning* helps municipalities and businesses return to operations quickly, as it intends to limit the interruption to services. *Resilience planning* is especially important for businesses and municipalities as they must ensure adequate delivery of essential services during and following a crisis; thus continuity of such without impactful disruption is crucial. Furthermore, while municipalities regularly plan for potential service disruptions in an effort to minimize impacts on business operations, these plans typically do not cover business recovery itself. Though business continuity planning is encouraged it is not the responsibility of the government to enforce. Therefore, businesses need to develop a comprehensive continuity plan for themselves. Businesses should follow the lead of governments in preparing and practicing for disasters.

Continuity and disaster plans must consider every possible eventuality and its costs to business service. *Continuity plans incorporate four components:* risk aversion, loss reduction, quick return to operations, and protection of investment(s). While it is impossible to plan for every occurrence, one goal of a BCP is to prevent loss and to reduce risk where possible. These twin goals allow businesses and municipalities to return to operations quickly and to, therefore, protect their investments. Continuity planning involves preparing for the ability to respond to and recover effectively from disruptions in services by outlining where operations will be housed after an event and who will lead the recovery efforts, and anticipating how long the recovery process will take. A good continuity plan, to the extent possible, makes provisions for every crisis with the goal of building organizational resilience.

It is the Office of Emergency Management's (OEM) role to manage disaster planning but they cannot anticipate every need of every business and municipality. OEM's primary role is large-scale disaster planning. The role of continuity planning at the municipal and business level is to quickly return to operations. Thus, municipalities and businesses need to plan, review and exercise their plans, and from this, update the plans to reflect the nuances uncovered. The full plan for the County and the template document for the businesses are intended to provide all involved with the confidence and knowledge that is invaluable in the event of a disaster. See Attachment H for the full document.

Hurricane Irene Impact and Risk Assessment

Risk Assessment

Maser Consulting P.A. prepared a Preliminary Risk Assessment report to assess the economic impacts that occurred in Passaic County as a result of Hurricane Irene. Flooding losses were analyzed utilizing Hazus-MH 2.2, a powerful risk assessment tool created by FEMA. The Preliminary Risk Assessment report provides the preliminary findings of the Hazus MH-2.1 flood model for Passaic County, based on the 100-year flood levels from the 2007 FEMA flood mapping. The analysis utilizes the 2000 US Census data imbedded in Hazus-MH 2.1 for the building and critical facilities inventory.

In 2015, FEMA released Hazus-MH 2.2, which updates the building and critical facilities inventory from the 2010 US Census data. Maser Consulting P.A. ran the Hazus-MH 2.2 model for Passaic County, based on the 100-year flood levels from the 2015 Preliminary FEMA flood mapping, and updated the Risk Assessment Report. In order to provide a more accurate Level 2 analysis, the building stock was updated based on the County's custom building inventory data. Passaic County is currently in the process of updating its Hazard Mitigation Plan (HMP), which also uses the Hazus flood model. This study has been coordinated with the County's consultants preparing the County HMP, to ensure that the same base data is utilized for both plans. See Attachment I for the full report.

Pre- and Post-Irene Impact Assessment

The Project Team also prepared a Pre- and Post-Irene Business and Industry Inventory to provide a summary of the inventory of economic activity in Passaic County both before and after Hurricane Irene to determine the impacts. The business inventory is based on Mod-IV tax parcel data from 2011 (Pre-Irene) and 2014 (Post-Irene). Changes in assessed property values were analyzed to identify properties that were damaged by Irene. Equalization ratios for 2011 and 2014 were utilized to adjust the assessed values for each municipality to approximate market value. This also eliminates the artificial inflation or deflation of

property values for those municipalities that reassessed their properties between 2011 and 2014. The industry inventory is based on historic information available for Passaic County that reports on the total number of jobs reported in particular years. This information was used to better understand and estimate how Irene impacted the Passaic County economy and better quantify how major storms like this one impact the regional economy. See Attachment F for the full report.



Summary of Findings

The research conducted as part of the Demographic and Economic Base Analysis, SWOT Analysis, and Relevant Cluster Analysis served to inform the goals and strategies outlined in the Action Plan Matrix. What follows is a summary of some of the major findings of this research and how it relates to the CEDS.

County Summary

The following is a summary of some of Passaic County's key assets related to economic development. This information has been pulled from a variety of sources including existing planning documents, interviews, and other research.

Existing Planning Documents

A significant amount of planning work has already been done for Passaic County and the communities within the county's borders. This work was reviewed closely during the early part of the planning process to better understand the existing conditions, identify goals/actions that should be incorporated into the CEDS and to ensure that duplication of efforts was not occurring. The documents reviewed included elements of the county's master plan (sustainability, heritage tourism, parks, transportation, etc.) as well as the planning documents prepared by the individual municipalities and any documentation available about statewide economic development initiatives such as Grow NJ. Additionally, the team also reviewed any regional plans that include Passaic County such as the Together North Jersey Comprehensive Economic Development Strategy and the Urban Comprehensive Economic Development Strategy, both of which were recently completed.

Below is some of the key information gathered from the review of existing documents:

- The demographic and economic trends of Passaic County are having a substantial impact on all of the communities and stabilizing or reversing the trends will be necessary to seeing improvement in overall quality of life and economic opportunities.
- The need to better utilize Passaic County's natural resources for recreation and tourism through increased effort to promote tourism and increased development of the available resources.
- Neighborhood and community-based economic revitalization efforts are needed to strengthen local municipalities and revitalize downtown districts.
- The county has a strength in manufacturing, services, and health care and these industries should be supported and encouraged to be successful.
- There is a need to improve workforce development initiatives and efforts to better meet the needs of residents for career advancement and wage improvement.
- Increased assistance, both technical and financial, for businesses is necessary to help owners get to the next level, increase the number of employees, and remain financial viable.
- Significant investment is needed to upgrade transportation networks such as bridge repair, way-finding signage to promote Freight Priority Corridors for trucks and increased freight rail access.

All of these findings, plus many of the specific recommendations and action items from the existing plans have been incorporated into the county's CEDS and Action Plan Matrix.

Transportation

Passaic County has a prime location within the New York–New Jersey metropolitan area. The county is located within 11.5 miles of the George Washington Bridge, 13 miles from the Lincoln Tunnel, and 17 miles from the Holland Tunnel, providing residents and workers with easy access to the job opportunities in and around Manhattan. Passaic County is part of the Northern New Jersey region and is adjacent to Bergen, Morris, Essex, and Sussex counties making it easily accessible by automobile, bus, freight and passenger train, and air within the tri-state area.

- **Automobile:** One of Passaic County’s strengths is its existing roadway transportation network which includes a number of New Jersey’s major interstate highways such as routes 80, 287, 3, 20, 21, 23, and 46, the Garden State Parkway, and the New Jersey Turnpike, which provide easy access to New York State, Pennsylvania and Connecticut.
- **Air:** Passaic County also offers easy access to Newark Liberty International Airport (40 miles), JFK International Airport (45 miles), and LaGuardia International Airport (35 miles) (all assuming from Pompton Lakes, NJ). Greenwood Lake Airport is a publicly-owned airport in West Milford.
- **Rail:** Three major railroads run through Passaic County including passenger trains on New Jersey Transit, Norfolk Southern—a Class I railroad operating 22,000 miles of rail in 22 eastern states—and the New York, Susquehanna & Western Railway—a Class II American freight railway operating over 500 miles of track in the northeastern states of New York, Pennsylvania, and New Jersey.
- **Water:** The county is also located within close access to Port Newark and Port Elizabeth. Port Newark, together with the other ports of the New York Port Authority, is one of the busiest container ports in the world, the largest in the eastern United States, and the third largest in the country. Activity at Port Newark is expected to increase substantially once the Panama Canal expansion project is completed which is intended to double the capacity of the Panama Canal by allowing more and larger ships to transit.

Environment

The natural environment in Passaic County has played an extremely important role. From the original hydro-power plants in Paterson to the Highland watershed area and, of course, the original 1927 Olmstead brothers concept for the design and location of parks and open space areas within the county, natural resources and the environment are an important part of economic development in the county. There are substantial open space resources in Passaic County ranging from active recreation facilities to passive park amenities for residents and visitors alike. Access to these natural resources is a major draw for many residents and increased use and tourism related to these resources has been identified as a strength and opportunity when considering economic development.

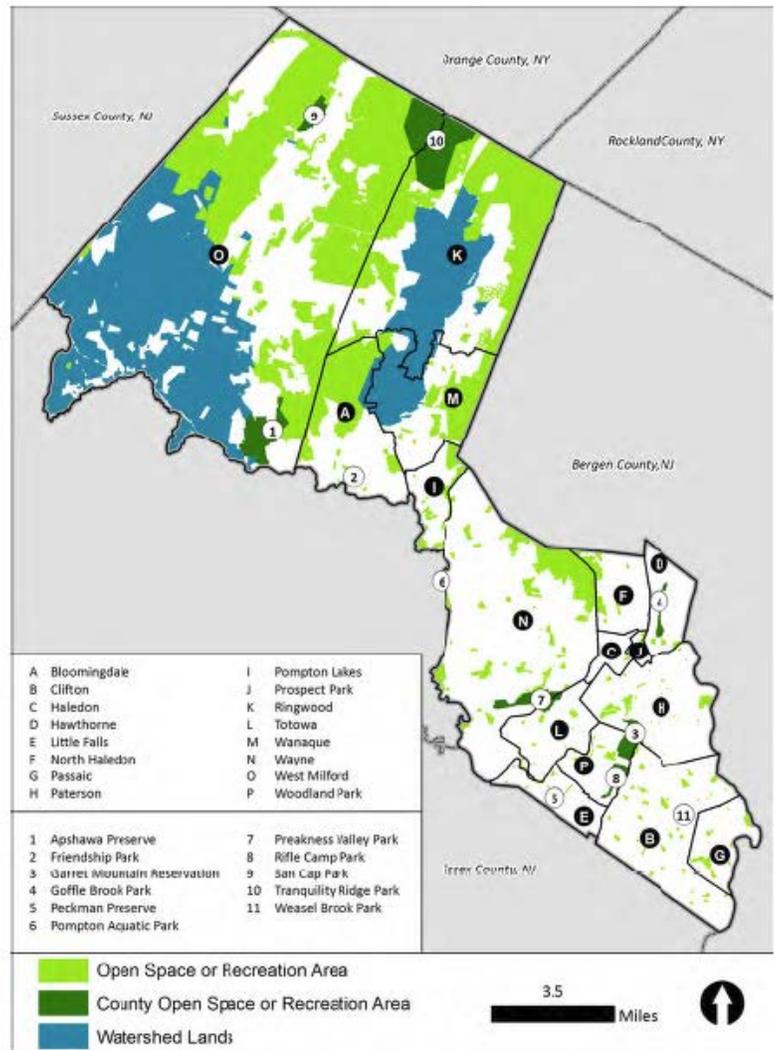
The environment has also played a detrimental role for Passaic County’s economic development efforts including flooding during Hurricane Irene along the Passaic River and its many tributaries as well as regulatory issues around development in the Highlands watershed area. The economic development issues associated with severe and repetitive flooding events have driven businesses out of the county, resulted in significant loss of revenue, and overall had a negative impact on economic development efforts in the county. This CEDS along with the additional work of the HAZUS modeling, mitigation strategies, and business continuity disaster planning have all been designed to help prevent these types of negative impacts.

One interesting aspect of Passaic County is how different the landscape is between “up-county” and “down-county,” with the northern portion of the county dominated by more rural development and the southern county by more suburban and urban development. This difference has led to the perception of “two different counties” and resulting struggles between varying interests. The Highlands Preservation Area in the northern part of the county has made it extremely difficult for those municipalities to grow as there are strict regulations to protect the watershed.

Workforce

Similar to the workforce analysis findings outlined in the Economic Base Analysis in Appendix A Passaic County Workforce Investment Board reports that:

“Twenty-five (25) percent of Passaic County adults have an advanced degree, compared to 35 percent of state residents. Passaic County’s major urban centers—Passaic and Paterson—only have 10 percent and 14 percent degreed populations, respectively. While Passaic continues to invest in education programs,



training providers and certification programs to create effective career pathways for Passaic jobseekers, low math and literacy skills still present residents with significant obstacles to successful employment.”¹

The Passaic County Workforce System handles the majority of the workforce development initiatives intended to enhance the county’s workforce. The Workforce System is overseen by the Workforce Investment Board (WIB) and works to design workforce strategies that connect available workers to employers. The WIB and Workforce System creates industry-responsive programs and oversees these programs working with vendors, educational institutes, and community organizations.

The Workforce Investment Board recently completed its own strategic planning process (the Workforce Investment Board of Passaic County’s 2014–2016 Unified Workforce Investment Plan) and has identified the following key industry sectors as areas where it will focus its efforts:

- Healthcare & Health (Social Services)
- Hospitality, Tourism, and Retail
- Transportation, Logistics, and Distribution
- Advanced Manufacturing
- Technology & Entrepreneurship

These sectors align well with the clusters identified in this CEDS document, and the strategies identified in this CEDS are intended to help support the WIB in its efforts.

Two of the key components of the Passaic County Workforce System include the One-Stop Career Center and Passaic County Community College.

- One-Stop Career Center: In recent years the WIB and the Passaic County One-Stop Career Center engaged over 12,000 adults, or 44% of all unemployed adults at that time (2012). Paterson, Clifton, and Passaic clients accounted for 77% of the One-Stop service population. Residents from Up-County represented only 10% of the clients of the One-Stop Career Center while representing 27% of the unemployed labor pool.
- Passaic County Community College (PCCC): Passaic County Community College has four campuses including its main campus in Paterson, Public Safety Academy in Wayne, Wanaque Academic Center in Wanaque, and Passaic Academic Center in the City of Passaic. The college offers over 60 degree and career programs plus continuing education and community-based programs. PCCC annually serves approximately 13,500 students full and part-time. PCCC serves students who are facing significant challenges and in need of remediation including literacy, numeracy, and basic skills development. Students are also financially challenged with nearly 8 in 10 students being Pell Grant recipients.

Other higher education institutions in Passaic County include:

- William Paterson University
- Montclair State University
- Berkeley College

¹ <http://wibpc.org/wp-content/uploads/sites/46/2014/09/WIB-Passaic-County-2014-2017-Strategic-Plan-Final-Sept-2014.pdf>

More information on the County's workforce can be found in Attachment A.

Existing Economic Development Programs

Passaic County has a number of different economic development programs and initiatives already underway that are helping to support and expand existing opportunities for residents and businesses. The following is just a sample list of some of the existing economic development activities that are having a large impact on the Passaic County economy:

- **Passaic County Division of Economic Development:** The Passaic County Division of Economic Development is charged with providing direct technical support and assistance to companies. Specifically the Division of Economic Development provides the following services:
 - Real estate identification
 - Assistance in securing loans / lines of credit
 - Management of the Greater Passaic County Bond Program
 - Sponsorship of ISO 9001 training programs
 - Redevelopment through the Passaic County Brownfields Commission
 - Promotion of filming in the county through the Passaic County Film Commission
 - Information on energy incentives
 - Sponsorship of technical seminars
 - Assistance with regulatory agencies on local, county, state, and federal levels

The Division of Economic Development also administers other programs such as the Community Development Block Grant program, Film Commission, offers training in business development and fair housing. In addition to providing technical assistance, the Division of Economic Development is also responsible for assisting business development efforts including business visitation and retention.

- **Passaic County Improvement Authority:** The Improvement Authority was created in 2002 “to enhance the financial soundness of the County and the health, safety and welfare and the quality of life of the residents of Passaic County through development and redevelopment of public facilities in the County and the undertaking of projects through the county improvement authority.” The Improvement Authority works to provide financial assistance to local governments, school districts, non-profit organizations, and private entities to help them with economic development initiatives.
- **Special Improvement Districts:** A number of the municipalities within Passaic County have designated Business Improvement Districts (BID) or Special Improvement Districts (SID) that are designed to help a municipal subarea make improvements to increase economic activity. Typically located in a community's central business district, Improvement Districts levy a special assessment on properties located within the district. Collections are then used for a variety of economic development initiatives ranging from sidewalk cleanup and beautification to events and other activities to help support downtown development.

- **Brownfield Redevelopment:** The industrial history of Passaic County has left many communities with brownfield sites that are in need of redevelopment. Brownfields are, or are perceived to be, environmentally contaminated sites from past uses. These brownfield sites are more challenging to develop because of environmental hazards, but there are financial incentives available from the state and federal government including brownfield tax credits and other programs. The County offers training sessions through the Passaic County Brownfields Commission to those interested in redeveloping the more challenging sites.
- **Small Business Development Center:** Located at William Paterson University, the SBDC offers assistance to new and existing small businesses throughout Passaic County. Some of the programs offered include an Entrepreneur Certificate Program, QuickBooks Certificate Program, regular training sessions, and technical and financial assistance.
- **State Economic Development Programs:** New Jersey offers a number of very important and successful incentive programs that have been able to attract businesses to the Garden State. Some of these programs include Grow NJ, various energy efficiency incentives, and job training programs. All of these are used by Passaic County, in conjunction with local and regional attraction programs, to help support the county economy.
- **Municipal Economic Development Programs:** Many of the 16 municipalities within Passaic County also have their own economic development programs such as façade improvement loan and grant programs, small business loan programs, urban enterprise loan programs, and others.

Demographic and Economic Base Analysis

The Demographic and Economic Base Analysis was completed to better understand the existing conditions for Passaic County including age distribution, area income, educational attainment, industry trends, major employers, largest occupations, and other data points. This analysis is used to identify key clusters and guide the development of the CEDS in a way that builds on current strengths of the county and identifies potential emerging assets. Some of the key findings from this analysis include:

Demographic and Socioeconomic Profile

- Passaic County has experienced slow but steady population growth over the last decade, and growth is expected to further decelerate in the coming years.
- The typical Passaic County household size is close to 3 and has a median household income of about \$54,000. Passaic County households are slightly larger and have lower incomes than their counterparts in the 4 adjacent NJ counties and New Jersey overall.
- The median Passaic County resident is 36.4 years old, several years younger than the median New Jersey resident.
- Passaic County is a minority-majority county in terms of racial composition, with non-Hispanic whites representing 44% of the population. The county has a very significant Hispanic population—39% of residents are Hispanic.

- The county is slightly behind the 4 adjacent NJ counties, New Jersey, and the U.S. in terms of educational attainment, with 83% of the population 25 years and older with at least a high school diploma. About a quarter have at least a bachelor's degree.
- The county's net migration rate between 2008 and 2012 was -0.8 per 100 population, indicating that a slightly higher number of people moved out of the county than moved in. Young adults were the only age group to show net in-migration.
- Unemployment remains relatively high in Passaic County, recovering only slightly since the recession. The unemployment rate in 2014 was 8.3%.²

Migration and Commuter Trends

- Between 2008 and 2012, 14,426 moved in to Passaic County, while 18,393 moved out, for a net change of 3,967.
- Between 2000 and 2010 there were more out-migrants than in-migrants for most age groups in the County over this period, except for the young adult population. There was a net gain of young adults between the ages of 20 and 35.
- Passaic County has more out-commuters than in-commuters. About 95,000 people commuted into the county for work in 2011, compared to 142,000 who out-commuted. About 60,000 Passaic County residents also worked in the county.
- The county had the highest employment interchange with neighboring Bergen and Essex counties.

Economic Base Analysis

- The economy is highly diversified with no particular industry or sector accounting for a large percentage of the employment in the County.
- The largest industry sectors in Passaic County in terms of employment were Government (16% of all jobs), Retail Trade (14%), Health Care and Social Assistance (14%), and Manufacturing (10%).
- The sectors with the highest employment concentration relative to the nation were Management of Companies and Enterprises (national location quotient of 1.58), Retail Trade (LQ of 1.35), and Manufacturing (LQ of 1.24).
- Within manufacturing, there are particularly high employment concentrations in the Leather and Allied Product Manufacturing and Textile Mills industries.
- In the last 10 years, the number of jobs in the county declined by over 4%, while the 4 adjacent NJ counties and New Jersey overall saw declines of 2.9% and 1.6%, respectively. The nation experienced growth over this period.
- Passaic County has experienced only minimal recovery since the recession, especially compared to the region, state, and nation.
- Four sectors have shrunk more than 20% in the last decade: Construction, Manufacturing, Wholesale Trade, and Finance and Insurance.
- The Administrative and Support and Health Care and Social Assistance sectors have shown the most growth in terms of jobs overall since 2004.

² 2014 unemployment rate based on preliminary data retrieved from BLS in February 2015.

- Earnings in Passaic County were low compared to the 4 adjacent NJ counties and New Jersey overall, with average annual wages of about \$47,000. These wages have a low purchasing power relative to the nation overall, considering the region's high cost of living.
- Overall the Passaic County economy has underperformed relative to industry trends throughout the United States. The Shift Share analysis shows that there are a few industries that are outperforming, but, as is also the case for the 4 adjacent NJ counties and the state overall, the majority are underperforming.
- The largest occupation in Passaic County is Retail Sales and accounts for nearly 8,500 jobs in the county. Most of the large occupations in Passaic County require no more than a high school diploma.
- Between 2008 and 2013, Passaic County lost over 4,800 establishments, or 14% of all establishments in the County. A majority of this loss was in sole-proprietorships which lost over 3,500 establishments during this time.
- Between 2008 and 2013 the County lost almost 4,900 jobs. Establishments with more than 500 employees was the only group to add jobs during this period, and these very large companies grew by nearly 5,000 during this period.
- Sales fell across nearly all establishment stages between 2008 and 2013, decreasing by over \$7 billion, or 23%. This was significantly greater than the decreases experienced by the 4 adjacent NJ counties and New Jersey (both -11%) and the U.S. (-6%).

Situational Analysis

As part of the data gathering process a Situational Analysis was completed. This helps to identify the assets that the county can build on as well as the challenges that may need to be mitigated. The following have been identified through a dynamic SWOT (strengths, weaknesses, opportunities, threats) exercise conducted with the Advisory Committee, focus groups with representatives of the targeted clusters, research, interviews, and an understanding of the county's position within the larger economic region. The major themes listed below are used to inform the action plan matrix in a way to help capitalize on the attributes and mitigate some of the challenges.

Attributes

- **Location:** Passaic County's location in Northern New Jersey and its proximity to the NYC metro area came up time and time again as a major strength for economic development. This location offers businesses and residents opportunities that are only available in this area of the United States including access to markets, access to workforce, and access to jobs.
- **Transportation:** Transportation is a major factor for businesses and workforce when considering where to locate and the potential to be successful. During the interviews and focus groups it was clear that while there are some improvements that can be made to the transportation networks in Passaic County they still provide ease of access for businesses to move products. There were some issues reported related to the ability for workforce to move around the county for work and the need to provide additional services related to transportation options (car/van pooling, more public transportation, etc.)

- **Workforce:** Employers in Passaic County have reported that there is an adequate amount of available labor to fill non-skilled and semi-skilled positions. This makes it an attractive place for businesses to locate and or grow their operations.
- **Diversity:** Passaic County’s population is highly diverse. This diversity in population creates a demand for a wide variety of goods and services, particularly in food products, which has benefited the county’s food product manufacturing industry. The diversity also helps to create a more vibrant environment for residents and businesses.
- **Urban Centers:** The recent movement of people back to cities and back to urban environments can benefit Passaic County’s major urban centers of Passaic and Paterson with some effort to revitalize and improve these areas. The built environment, existing utilities, ability to access major employment centers, and safe and walkable neighborhoods in these cities will make them more attractive to the demographic looking for this type of lifestyle. There is significant work to be done in these cities to reduce crime, improve perception, create high-quality neighborhoods, and other improvements but the potential exists to bring them back to the vibrant centers they once were.
- **Rural Areas and Natural Resources:** In stark contrast to the urban centers, the county also has many very rural areas and natural resources. The northern part of the county is very rural, which provides a different type of life for residents and can be attractive to a different type of business. The Highlands Preserve also provides residents with protected natural environment that is an attractive quality of life amenity and tourist attraction.

Challenges

- **Tax Rates and Regulations:** A common issue in many communities in the northeast is the burden imposed on businesses and residents in the form of property taxes. These taxes can make it difficult for businesses to get started and be successful and also increases the cost of living for residents, thereby increasing the average wages needed to survive. All of the municipalities within Passaic County have different property tax rates, but throughout the interviews property taxes were identified as a concern for businesses and a reason why, if they had the chance, they would not choose to locate in Passaic County again. Furthermore, the regulations and permitting process that are imposed by the individual municipalities were identified as a challenge that resulted in increased wait time, unpredictable processes, and frustrated business owners who have the choice to go elsewhere.
- **Unemployment Rate:** Leading up to and following the Great Recession, Passaic County has had a higher unemployment rate relative to the rest of northern New Jersey counties and the State. This leads to increased demand for services, increased demand for jobs, and additional challenges for the local Workforce Investment Boards tasked with putting these residents back to work.

- **Declining Manufacturing:** The manufacturing industry in Passaic County has historically been a major driver of the economy, but with the industry changing so dramatically over the last few decades, the county has seen a loss in total manufacturing employment. This decline is a result of increased automation (and decreased labor needs), companies consolidating and moving out of Passaic County, and a shift of the economy towards services and retail. This shift in the economy has left large industrial buildings vacant and contributed to a decline in available jobs in the manufacturing industry, which typically offers stable, well-paying careers with opportunities for advancement.
- **Perception:** Passaic County is dealing with a certain amount of negative perception due to crime in the urban centers of Passaic and Paterson. This makes it difficult to attract businesses and residents to locate in the county.
- **Housing:** There is a lack of decent affordable housing for residents throughout the county which makes it difficult for economically challenged residents to settle down and focus on making improvements to their lives. The need for affordable housing was identified throughout the interviews and focus groups and is an issue that needs to be addressed in order to better serve the community.
- **Workforce:** The location and history of Passaic County has created a situation where there is an adequate supply of workers for the businesses, but some businesses are finding it difficult to find quality workers for available positions. The business owners are seeing high rates of turnover, difficulty with retention, and challenges related to job-readiness and employable skill development. Other challenges for the workforce include availability of affordable/workforce housing and access to reliable transportation to their workplace.
- **Flooding:** Certain parts of Passaic County are especially susceptible to severe and repetitive flooding. This flooding can cut off major parts of the county, damage buildings, ruin inventory, and force companies to shut their doors for days at a time. These flooding events have been happening more frequently in recent years and are extremely dangerous and costly to the county.
- **Deferred Maintenance:** Transportation networks were identified as a key strength of Passaic County but discussions with municipal officials indicated that there were infrastructure needs that must be addressed. These infrastructure needs range from ongoing maintenance to long-term deferred maintenance of bridges, roads, water systems, and other infrastructure.
- **Downtown Revitalization:** Passaic County's towns and cities each have their own central business districts that are home to unique local retail establishments. Many of these downtown districts are in need of revitalization to bring people back to the local retailers, create a more vibrant retail community, and help support the economic vitality of the downtown areas.

Relevant Cluster Analysis

The Relevant Cluster Analysis looked at three clusters that play an important role in Passaic County's economy. The clusters were deemed to be relevant based on a number of factors including whether they had a historic importance, are currently a major employer for the county and/or whether, with support, they could emerge as important in the future. The three relevant clusters studied include: retail trade, health care and social services, and manufacturing.

Retail Trade

For Passaic County it was important that additional research be conducted into the Retail Trade industry cluster because of the high levels of employment, sales, and real estate that retail accounts for in the county. Often times Retail Trade is not considered as part of targeted cluster analyses because of the types of jobs that are associated with the industry which are in large part low-wage, part-time, and with little room for growth. However, considering the large role retail plays in Passaic County including the significant amount of space retail occupies, it was clear that additional data collection, market research, and trend analysis was necessary to be sure that Passaic County is prepared for changes in the industry. It is important to note that this analysis is not suggesting that Passaic County go out and put significant resources into retail attraction efforts but rather take steps to support existing business and employment in the industry, retain the existing base, and plan for reuse and diversification of spaces that have and may become vacant.

Major findings:

- Between 2004 and 2014, retail employment in the county grew by 4%, adding about 1,049 jobs on net. This growth was driven primarily by Food and Beverage Stores and Health and Personal Care Stores, while the most significant losses were attributable to Furniture and Home Furnishings Stores.
- The top Retail Trade subsectors by 2014 employment include Food and Beverage Stores, with 26% of jobs, and General Merchandise Stores, with 15%.
- A retail leakage analysis found that Passaic County is a retail destination within Northern New Jersey, with a retail surplus of nearly \$500 million above what county residents themselves are spending.
- A retail vacancy study of Northern New Jersey conducted in July 2014 by The Goldstein Group shows that overall retailers are starting to lease up space with vacancy around 6.4%, compared to the U.S. average of around 10-12%. Retail vacancy is the lowest it has been since at least January of 2009.
- A report prepared by Marcus & Millichap reviews the 2014 retail real estate market and projects that the asking rents for retail space in Northern New Jersey will rise 1.8% through 2014 to \$22.35 per square foot, making 2014 the year with the most significant gain since before the recession. This rise in rental rates is a result of declining vacancy rates and the positive trends in consumer outlook and the economy overall. In Passaic County, rental rates for single-tenant properties rose 11.3% to \$24.62 per square foot.
- The top occupations in the Retail Trade cluster include retail salesperson and cashiers, which together account for almost half of retail employment. Retail occupations are generally low-

paying, low-skill jobs, with none of the top occupations paying more than a median of \$20 per hour. All retail occupations are projected to increase in Passaic County in the next 10 years.

- A major industry development is the increasing role that ecommerce plays in the way that consumers purchase products and services. In 2014, total ecommerce sales in the U.S. were \$304.9 billion, accounting for 6.5% of total retail sales, up from 4.0% in 2009. Over this five-year period, total retail sales grew by 29%, while ecommerce soared by 111%.
- Other important trends in retail overall include the increasing popularity of borrowing instead of owning. Companies capitalizing on the borrowing model include Zipcar, Netflix, and Rent the Runway. Customization of products and personalization of the customer experience are also growing in importance.

Health Care and Social Services

Accounting for over 26,000 jobs in Passaic County in 2014, the Health Care sector is a major driver of employment. Significant gains between 2004 and 2014 show that it continues to grow and it therefore continues to be important to support and maintain the existing businesses while attracting new support services to the county. The major hospitals in the county include St. Joseph's Hospital and Regional Medical Center, St. Mary's Hospital, and Preakness Healthcare Center. Hospitals can be a great driver of economic development as other health care offices, spinoffs, and research and development tend to want to cluster nearby. The mix of educational institutions and health care professionals in Passaic County has the potential to create momentum for various research and development activities, new businesses, and product development that can positively impact the County's economy.

Major Findings

- Within the Health Care sector, the largest employer in the county is Ambulatory Health Care Services, accounting for 36% of jobs. Nursing and Residential Care Facilities has the highest location quotient of 1.28.
- As a sector, Health Care added over 3,300 in the last ten years in Passaic County, an increase of 15%.
- The top occupations in the sector include registered nurses, nursing assistants, and home health aides. Other than registered nurses, who will experience a very slight decline, all of the top 10 occupations are expected to grow in the next 10 years.
- In addition to the courses at the universities and community college, a brand new medical school is planned to be constructed on the former Hoffman La Roche site in Clifton. The school will be a partnership between Hackensack University Health Network and Seton Hall University and will merge specialties such as internal medicine, pediatrics, obstetrics, and gynecology.
- Hospitals saw 3.7% annual increases in sales growth between 2010 and 2015. This growth rate is expected to increase to 3.9% over the next five years. This growth comes as a result of the increased demand for health care, as a result of health care reform legislation broadening insurance coverage, as well as the aging population.

Manufacturing

Manufacturing of various goods and products has long been an important staple of the Northern New Jersey and Passaic County economy. From food products to pharmaceuticals, New Jersey has been closely

Passaic County has seen an overall decline in manufacturing jobs in the last ten years, but it still accounts for 10% of all jobs in Passaic County and plays a vital role in the County's economy. There are many changes occurring within the manufacturing industry that make now a good time for investment and support of the industry by economic development professionals throughout the region.

Major Findings

Our analysis of the Manufacturing cluster centered around four main categories:

- Chemicals and Plastic Manufacturing
- Food Product Manufacturing
- Metal Product Manufacturing
- Computer and Electronics Product Manufacturing

All four of these groups showed strength or importance for Passaic County and required additional specific research into occupation, industry, and market research.

Chemicals and Plastics Manufacturing

- Within Chemicals and Plastics Manufacturing, there were about 3,100 jobs in 2014, with employment expected to drop to 2,000 by 2024. Virtually all subsectors in the county are projected to lose employment over this period.
- Pharmaceutical and Medicine Manufacturing is the largest employer in the cluster with 664 jobs. Toilet Preparation Manufacturing is the second largest employer with 381 jobs and a high location quotient of 7.12.
- Packaging and Filling Machine Operators was the largest occupation in the cluster, with 156 jobs in 2014, followed by Extruding and Drawing Machine Setters, Operators, and Tenders, with 87. Most of the top occupations are low-wage, low-skill jobs.
- Chemists were the only occupation in the top 10 requiring at least a Bachelor's degree.
- Diverse product lines and the industry's commitment to R&D will help keep revenue growth steady in the Toilet Preparation Manufacturing industry

Food Product Manufacturing

- Within Food Manufacturing, there were about 2,500 jobs in 2014, a number expected to remain relatively flat over the next ten years.
- Bakeries, together with Cookie, Cracker, and Pasta Manufacturing, accounted for about half of all jobs in this cluster
- Animal Slaughtering and Processing is projected to experience 15% job growth over this period, adding 112 jobs, the most of any subsector.
- Top occupations in the food manufacturing clusters are generally low-paying, low-skill positions.
- Growing demand for premium bakery products and rapid gains in exports have helped boost performance of the Bakery industry. Revenue is projected to increase at an annualized 0.5% to \$40.9 billion in the next five years.
- Due to recovering consumer sentiment, population growth and strong export demand, meat-processing revenue is forecast to increase an average 0.7% annually during the five years to 2019.

Metal Product Manufacturing

- The top industries within the Metal Product Manufacturing cluster are Ornamental and Architecture Metal Products Manufacturing, Machine Shops, and Plate Work and Fabricated Structural Product Manufacturing.
- Overall, the cluster is expected to shrink by 105 jobs in the next ten years, although the three largest industries are likely to grow.
- Machinists were the top occupation within the Metal Product Manufacturing industry, accounting for 7% of all jobs.
- Most of the top occupations necessitate no more than a high school diploma, but offer relatively high wages for requiring minimal education.
- Demand for sheet metal and ornamental architectural metalwork will continue to rise from downstream construction markets, with burgeoning residential construction activity driving the bulk of industry growth. Consequently, industry revenue is anticipated to increase at an average annual rate of 2.9% to \$52.8 billion over the next five years.

Computer and Electronics Product Manufacturing

- The majority of jobs in the Computer and Electronic Products Manufacturing cluster were in the Navigational, Measuring, Electromedical, and Control Instruments Manufacturing industry. This industry accounted for over 1,500 jobs, but is expected to decline by over a third in the next ten years.
- Semiconductor and Other Electronic Component Manufacturing is another significant industry, with 345 jobs in 2014. It also expected to shrink in the next ten years.
- Many of the top occupations in this industry are high-paying and require a bachelor's degree. Software Developers and Engineers are well represented in this industry with median hourly earnings up to \$47.00.
- In the next five years, Navigational Instrument Manufacturing revenue is forecast to increase at an annualized rate of 3.0%. An increase in R&D funding will continue to drive product advancement during this period, which will strengthen the already solid demand from downstream industries. Product innovation will also allow the industry to tap into new customer segments, such as renewable energy and biotechnology.

Action Plan Matrix

As a result of the strategic planning process, six major goals were identified as critical for promoting economic development in Passaic County. These goals are listed below and also form the basis for organizing the Action Plan Matrix:

1. Maintain and improve infrastructure to support sustainable development.
2. Enhance Passaic County's image as "open for business."
3. Prepare the county's workforce for present and future employment opportunities.
4. Support industry development through business attraction, retention, and expansion efforts.
5. Help communities and businesses prepare for and prevent losses from future major disaster events.
6. Improve sustainability and encourage brownfield redevelopment throughout the county.

The following matrix outlines the individual strategies associated with each goal as well as some tasks that will guide the efforts necessary to complete the strategy. Each strategy includes suggestions related to partner organizations, priority level, timeframe, cost, jobs created, and performance measures, but since this is a living document it is expected that these will change over time as different parts of the plan are implemented.

The Action Plan Matrix identifies potential partner agencies, organizations, or groups that should be involved to assist with implementation. It should be noted that there may be other potential partners that are identified at a later date and they should be included in the process as well.



Goal 1 - Maintain and Improve Infrastructure to Support Sustainable Development

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
1A	Upgrade Passaic County water and sewer infrastructure	Work with local municipalities and public works officials to create a prioritized and ongoing inventory of water and sewer infrastructure replacement and repairs to be financed as funds are available.	Passaic County / All 16 municipalities	High	Ongoing	Staff time to create inventory	None	None	Number of projects completed each year
1B	Upgrade the county's rail system	Upgrade the county's freight system capacity (rail and bridges) to accommodate a minimum of 286,000 (lbs.) rail cars.	NJ Transit / NJ Department of Transportation	Medium	Mid-Term	None, unless public lines	\$100 million + for private lines	1,000+ FTE construction jobs	Miles of rail upgraded
1C	Increase alternative transportation options throughout the county, in accordance with the Transportation Element of the Passaic County Master Plan	Provide the opportunity for local residents to comment on the type of services and operations that they require and solicit suggestions on future transit service investments.	Passaic County / All 16 municipalities	Low	Long-Term	Staff time	None	None	Comments received and responded to
		Build a public transportation system (such as bus rapid transit or light rail) linking William Paterson University to population and commercial centers throughout the county.	NJ Transit / NJ Department of Transportation	Medium	Mid-Term	\$25 million per mile of BRT	None	500 FTE construction jobs	Increased public transportation options
		Enhance the Montclair-Boonton service from NYC to Passaic County to establish morning service to bring metro area workers into Passaic County.	NJ Transit / NJ Department of Transportation	High	Mid-Term	Up to \$5 million in annual operations costs	None	Up to 100 FTE operations and maintenance positions	Morning service established

Goal 1 - Maintain and Improve Infrastructure to Support Sustainable Development

Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
	Increase transportation options connecting Passaic and Bergen counties including potential light rail project or bus rapid transit.	NJ Transit / NJ Department of Transportation	Medium	Mid-Term	\$25 million per mile of BRT / \$75 million per mile of light rail	\$100 million + for TOD related developments	1,000+ construction jobs	Increased transportation options and usage
	Create a new Up-County Circulator bus service.	NJ Transit / NJ Department of Transportation	Low	Long-Term	\$150 per revenue hour for operating costs; \$600,000 per bus	None	20 FTE operations and maintenance positions	Established service and number of riders
	Support Transit Oriented Development around light rail and other public transportation stops. (See Goal 4F)	NJ Transit / NJ Department of Transportation	Medium	Ongoing	Cost of any development incentives and zoning adjustments	Per project basis	Per project basis	Residential and employment density around transit stops
	Support regional second passenger rail tunnel connecting New Jersey and New York City.	NJ Transit / NJ Department of Transportation / Port Authority of NY/NJ / US DOT	Medium	Long-Term	\$14 billion overall project cost	None	100,000+ FTE construction jobs	Attend meetings and provide support as opportunities arise
	Implement street design that accommodates all users (transit, pedestrians, cyclists, and motorized vehicles), in accordance with the Passaic County Complete Streets Policy.	Passaic County / All 16 municipalities	Low	Ongoing	\$150,000 per mile	None	100+ FTE construction jobs	Miles of streets converted to "complete streets"

Goal 1 - Maintain and Improve Infrastructure to Support Sustainable Development

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
1D	Upgrade and maintain Passaic County infrastructure	Place utilities underground to reduce disruption during emergencies and improve the aesthetic of the county.	Passaic County / All 16 municipalities / US DOT	Low	Long-Term	\$1 million per mile	\$1 million per mile	1,000+ FTE construction jobs	Miles of utilities placed underground
		Replace the Spruce Street bridge and fund other infrastructure upgrades as necessary.	US DOT / Passaic County	High	Short-Term	\$200 per square foot	None	100+ FTE construction jobs	Bridge replaced
1E	Complete a Fiber Optics Survey	Complete a study to determine where fiber optic access exists or needs improvement. Use this information to market to specific industries and/or fiber users.	Passaic County	Low	Mid-Term	\$100,000	None	Consultant positions	Study completed
1F	Implement a countywide building effort to improve community facilities	Implement a public works campaign that involves public institutions, private sector partners, and citizens to improve public parks, greenways, walkways, and other public assets and incorporate green infrastructure.	Private Sector, Municipalities, Passaic County	Medium	Long-Term	\$100 million +	\$100 million +	1,000+ FTE construction jobs	Number of projects completed each year
1G	Improve the efficiency of the road network	Eliminate major bottlenecks including Route 80 at Paterson and Woodland Park.	NJ Transit / NJ Department of Transportation /US DOT	High	Short-Term	\$50 million +	None	500+ FTE construction jobs	Reduction in number and length of traffic delays
		Implement Route 3/46 intersection improvements.	NJ Transit / NJ Department of Transportation /US DOT	High	Short-Term	\$50 million +	None	500+ FTE construction jobs	Number of improvements made

Goal 1 - Maintain and Improve Infrastructure to Support Sustainable Development

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Prioritize improvements in any areas with significant deferred maintenance.	NJ Transit / NJ Department of Transportation /US DOT / Passaic County	High	Ongoing	\$100 million +	None	1,000+ FTE construction jobs	Prioritized list of projects
		Improve the road network and increase transportation alternatives (i.e. bus, light rail, etc.) to provide adequate access and transportation services to the Hoffmann-La Roche site (Route 3 East in Clifton) to accommodate new development.	NJ Transit / NJ Department of Transportation /US DOT / Passaic County	Medium	Long-Term	\$25 million per mile of BRT / \$75 million per mile of light rail	None	1,000+ FTE construction jobs	Increase transportation options to site
1H	Improve housing options for all residents	Provide suitable and appropriate housing for workforce through private and non-profit sectors. Provide safe and affordable housing alternatives for seniors, veterans, disabled, and low income residents. Ensure a diversity of housing types (e.g. co-housing and accessory apartments) and tenure options (e.g. homeownership, rental, shared equity). Encourage mixed-income and mixed-use residential development.	Private Sector / Non-Profits / Passaic County / All 16 Municipalities / Habitat for Humanity	High	Ongoing	\$125,000 per housing unit	\$125,000 per housing unit	1,000+ FTE construction jobs	Number of new affordable units built per year

Goal 1 - Maintain and Improve Infrastructure to Support Sustainable Development

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Support the county and all municipal housing agencies and authorities in their efforts to provide safe and stable housing including a self-sufficiency program which incentivizes clients to invest in their future.	Passaic County Housing Agency / Paterson Housing Authority / Passaic Housing Authority, etc.	Low	Ongoing	Staff time	None	None	Attend meetings and provide support as opportunities arise

Goal 2 - Enhance Passaic County's image as "Open for Business"

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
2A	Support the ongoing revisioning of the Passaic County brand	Work to re-brand Passaic County to improve the internal and external perception of Passaic County as a positive location for businesses and residents through new messaging and marketing efforts. Re-branding efforts should assuage safety concerns, while highlighting the county's cultural diversity and amenities such as Paterson's Great Falls National Historic Park.	Passaic County / All 16 Municipalities	High	Ongoing	\$200,000 branding strategy study	Contributions from business community	n/a	Complete branding process
		Implement a comprehensive marketing campaign to improve the positive image of Passaic County and individual communities. Use of press releases, media, social networks, and word of mouth. Outreach to specific decision makers, i.e. real estate brokers, accountants, attorneys, etc.	Passaic County / All 16 Municipalities	Medium	Ongoing	\$250,000	Contributions from business community	1-2 positions	Issue 6 press releases per year and 4 social media posts per week

Goal 2 - Enhance Passaic County's image as "Open for Business"

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
2B	Use technology to support economic and community development efforts	Update County's economic development web presence to make sure contact information is clear and defined. Increase use of social media and other new technologies to reach a wide variety of markets and promote assets of Passaic County. Ensure that all web tools are mobile enabled for ease of use on smart phones and tablets.	Passaic County	High	Short-Term	\$25,000 annually	None	n/a	Complete website update
		Create an online permit milestone report that businesses and developers can utilize to track the status of their permitting applications. Streamline review process as much as possible between municipalities, county, and other jurisdictions to increase predictability and reduce development delays.	Passaic County / All 16 Municipalities	Medium	Mid-Term	\$50,000 annually	None	0.5 FTE	Implement new online system

Goal 2 - Enhance Passaic County's image as "Open for Business"

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Provide increased resources and support for county economic development activities. Implement a "Power Passaic" campaign to increase the existing "one-stop shop" for information on business incentives, job training programs, available real estate, zoning information, redevelopment information, and financial options, etc.	Passaic County Division of Economic Development	High	Short-Term	\$100,000 annually	None	1-2 positions	
2C	Enhance educational programs for public and private sector stakeholders, businesses, development community and others on economic development programs and incentives	Provide planning support to local municipalities through downtown development studies, adaptive reuse studies of large and small development areas, GIS services, transportation initiatives (i.e. light rail systems), and environmental planning and sustainability best practices.	Passaic County Department of Planning and Economic Development	Medium	Mid-Term	\$300,000 annual grant fund	None	1-2 positions	Faciliate meetings with 2 municipalities per year to discuss opportunities

Goal 2 - Enhance Passaic County's image as "Open for Business"

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Use digital and in-person meetings to disseminate information on special economic development programs such as PILOTs, SIDs, Garden State Growth Zones, unique financing programs, etc. that are available to encourage economic development. Highlight the potential return on investment for these types of programs. Continue an ongoing dialogue through online newsletters, message boards, and best practices forums.	Passaic County Department of Planning and Economic Development	Medium	Ongoing	Staff time	None	None	Provide information 1 time per quarter
2D	Support and enhance the services of the existing William Paterson University Small Business Development Center (SBDC)	Increase capacity for the SBDC to assist businesses in the county and provide training, seed money, and other assistance as necessary. Coordinate business attraction and expansion efforts with the SBDC.	Passaic County Division of Economic Development	High	Ongoing	\$100,000 annually	None	1-2 positions	Number of businesses assisted per year
2E	Establish countywide financing opportunities to assist in company expansion and relocation into the county	Create a revolving loan fund to provide business owners with financing for business expansion efforts.	Passaic County Division of Economic Development	Medium	Ongoing	\$1 million in seed money	None	None	Fund \$100,000 RLF

Goal 2 - Enhance Passaic County's image as "Open for Business"

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
2F	Expand the services of the Passaic County Improvement Authority for companies and municipalities	Support efforts of the Passaic County Improvement Authority to expand their services to assist the business community.	Passaic County Improvement Authority / NJ State Legislature / NJ EDA	Medium	Ongoing	Staff time	None	None	Number of businesses assisted per year
2G	Cultivate family-friendly workplaces	Work with existing businesses to help provide guidance, educational material, and assistance in their efforts to establish and promote more family friendly environments. Efforts could include flexible scheduling, job-sharing, easily accessible childcare and maternity/paternity support. Promote the businesses that are actively working to create family-friendly workplaces and use these business practices to highlight why Passaic County is a great place to live and work.	Passaic County Economic Development, Private Sector	Low	Long-Term	Staff time	None	None	Prepare informational material and provide to businesses

Goal 3 - Prepare the County's Workforce for Present and Future Employment Opportunities

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
3A	Support all higher education providers in their efforts to connect students to local companies for internships and permanent employment opportunities	Assist William Paterson University, Montclair State University, Passaic County Community College, Berkeley College and local high schools to connect students with private companies and local/county government agencies to increase the number of internships, mentoring opportunities, collaborations and potential employment opportunities.	Passaic County Division of Economic Development / WPU / Montclair State University / PCCC, etc.	High	Mid-Term	Staff time	Contributions from business community	None	Add two new internships per year
3B	Expand the Full Service Community School model in urban areas	Expand the Full Service Community School pilot program that is currently offered in Paterson which utilizes the school as community resource center, providing services and job training to the entire family.	All 16 Municipalities / WPU	High	Long-Term	\$200,000 per year per school	None	2 FTE per school	Add one new program per year
3C	Increase availability of college readiness programs and employability skills training	Increase funding for pre-college prep programs and technical training programs that connect students throughout Passaic County with guidance for their future.	State of NJ / US / WPU	High	Short-Term	\$1 million annually	None	10 training positions	Number of students served
		Create strategic partnerships to further ESL and basic skill development for all residents.	WIB / WPU	Medium	Mid-Term	Staff time	None	None	Number of residents served

Goal 3 - Prepare the County's Workforce for Present and Future Employment Opportunities

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
3D	Improve transportation access for workforce throughout the county	Research and promote potential opportunities to increase car-sharing/van-pooling and other public/private solutions to transport workers and students throughout the county.	Meadowlink / State of NJ / DOL / DOJ	Medium	Mid-Term	\$2,000 vanpool operating cost per month	None	10 driver positions	Facilitate one meeting with industry and providers
		Provide transportation assistance and/or legal services to workers with suspended licenses and other driving restrictions.	DOL / DOJ	Low	Mid-Term	Cost of legal assistance	None	None	Numbered of workers served
3E	Increase understanding of workforce needs in Passaic County	Establish an ongoing forum of higher education, municipal leaders, corporate leaders, all levels of K-12 educators, and others to align the skills of local residents with the appropriate training programs and curriculums with global trends and local demand by employers.	Passaic County Workforce Development Center / WPU	High	Ongoing	Staff time	None	None	Host 2 meetings per year
		Conduct a county-wide skills inventory. Inventory existing skills, training programs, needs of employers, and others to see where gaps exist in workforce development efforts. Support the expansion of efforts to fill these gaps through public/private partnerships.	Passaic County Workforce Development Center / WPU	Medium	Mid-Term	\$100,000 skills inventory study	None	None	Conduct inventory

Goal 3 - Prepare the County's Workforce for Present and Future Employment Opportunities

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Expand the existing COIN (Crux of Industry Niche) program that invites industry leaders to speak with students about career pathways, workforce development trends, training/skills needs, and other issues facing employers.	Higher Education / WIB / WPU / PCCC	Low	Mid-Term	Staff time	None	None	Add one new COIN program per year
3F	Assist in expansion of higher education offerings	Focus on the expansion of training programs to address the shortage of adequate labor force skills and offer training to workforce within the county. Align college course offerings with the needs of county businesses.	Passaic County Workforce Development Center / WPU / PCCC	High	Mid-Term	\$1 million grant to expand training programs	None	10 training positions	Create one new training program
3G	Support the development of entrepreneurs throughout the county	Create an entrepreneurship curriculum for middle and high school students that can be implemented throughout the county to encourage entrepreneurship. Establish a "Speakers Bureau" comprised of county business owners who visit schools and speak to students about entrepreneurship.	All 16 Municipalities / Boards of Education / WPU	Low	Long-Term	\$50,000 to develop curriculum	None	0.5 FTE	Create one pilot program

Goal 3 - Prepare the County's Workforce for Present and Future Employment Opportunities

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Support the WPU SBDC, the Montclair University Entrepreneurship Center, and other educational institutions in their efforts to create business support and entrepreneurial training programs.	WPU SBDC / Montclair / PCCC / Berkeley / Passaic County Division of Economic Development	Medium	Ongoing	Staff time	None	None	Increase number of businesses going through program by 10% each year
		Use web and social media to highlight local successful entrepreneurs in the community to encourage others to consider the creation of a new company.	Passaic County Division of Economic Development	Medium	Mid-Term	Staff time	None	None	Highlight 1 success story per quarter
3H	Work with local municipal libraries to improve workforce skills	Assist municipal libraries in Passaic County to establish makerspaces that provide educational resources and research techniques for new entrepreneurs. Work with libraries to offer the High School Completion program currently being piloted in selected NJ libraries	Passaic County Municipal Libraries	Low	Long-Term	\$500,000 grant to establish makerspace	Contributions from business community	None	Number of makerspaces created

Goal 3 - Prepare the County's Workforce for Present and Future Employment Opportunities

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
31	Enhance workforce development in support of the county's predominant industries of health care, manufacturing, and retail	Increase awareness of career opportunities within the manufacturing industry through communication with guidance counselors, parents and students. Host regular "factory tours," offer mentoring programs, invite business owners to speak at schools about potential career pathways, and other worksite/work-and-learn opportunities. Increase the dialogue with high school and university students to improve the perception of jobs in the manufacturing industry.	Passaic County Division of Economic Development / WPU / Montclair State University / Local High Schools	Medium	Short-Term	\$200,000	Contributions from business community	2 FTE	Number of businesses engaged
		Develop promotional material that clearly describes the career pathways associated with the health care industry, including available educational programs and employment opportunities within the county. Support job readiness programs that target the health care industry to ensure that the workforce is being properly trained for higher-paying positions as well as potential career pathway opportunities.	Passaic County Workforce Development Center	High	Short-Term	Staff time; \$10,000 to development promotional material	None	None	Creation of promotional materials

Goal 3 - Prepare the County's Workforce for Present and Future Employment Opportunities

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Establish a countywide training program that will improve customer service in support of the retail industry. Support the Passaic County WIB in their efforts to develop clear career pathways for the retail workforce through their job placement/advancement programs.	Passaic County Workforce Development Center	Medium	Short-Term	\$100,000 to develop training program	Contributions from business community	1-2 training positions	Number of retail workers trained

Goal 4 - Support Industry Development through Business Attraction, Retention and Expansion Efforts

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
4A	Provide support to all businesses throughout the county to encourage increased economic activity	Establish and implement a more formal business visitation effort to keep connected with existing employers and to ensure that any issues retarding growth are being addressed.	Passaic County Division of Economic Development	Medium	Ongoing	Staff time	None	None	Visit 20 businesses per year
		Create "Rapid Response Teams" that are comprised of local business leaders, educational, state, county and municipal representatives who can assist the needs and challenges of companies in specific industry clusters. Industry concerns could include connecting the cluster with global marketplaces, identification of a skilled workforce, proactively identifying and assisting businesses respond to industry trends, and growing the clusters in Passaic County.	Passaic County Division of Economic Development	High	Long-Term	Staff time	None	None	Establish teams

Goal 4 - Support Industry Development through Business Attraction, Retention and Expansion Efforts

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
4B	Support the existing retail base in their efforts to be successful and transition with a changing economy	Work with SBDC and chambers of commerce to provide training to businesses looking to increase their e-commerce presence and multi-channel marketing efforts.	Passaic County Division of Economic Development / WPU SBDC / Greater Paterson Chamber of Commerce / Tri-County Chamber of Commerce / North Jersey Chamber of Commerce	High	Mid-Term	\$10,000 annually to provide training	None	None	Facilitate one e-commerce training program per year
		Identify and market locations in Passaic County for e-commerce warehousing and logistics companies.	Passaic County Division of Economic Development	Medium	Mid-Term	\$100,000 market analysis	None	None	Create inventory of locations
		Continue to improve the investment in infrastructure and logistics networks to capitalize on opportunities to serve the Port of Newark.	Passaic County Division of Economic Development	Low	Mid-Term	\$100 million + for infrastructure improvements	Company investment on a per project basis	1,000+ FTE construction jobs	Dollars invested

Goal 4 - Support Industry Development through Business Attraction, Retention and Expansion Efforts

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
4C	Support the existing manufacturing industry and work to develop and attract new businesses to Passaic County	Develop a County Import-Export Council to connect businesses who are already involved in global trade and to assist businesses who seek to export their products/services. Offer mentoring, technical assistance, and guidance. Coordinate with state import-export efforts.	Passaic County Division of Economic Development/ WPU SBDC / Greater Paterson Chamber of Commerce / Tri-County Chamber of Commerce / North Jersey Chamber of Commerce	Medium	Mid-Term	\$50,000 annually to provide technical assistance	Contributions from business community	1 position	Number of businesses assisted
		Establish a county manufacturing collaborative to support existing and future manufacturing. The collaborative should focus on issues around workforce, education, technology/innovation/R&D, market development, etc. and be comprised of a wide variety of industry representatives.	Passaic County Division of Economic Development	Low	Long-Term	Staff time	None	None	Establish collaborative and facilitate 2 meetings per year
		Support development of industrial/warehouse/distribution facilities with emphasis on urban centers.	Passaic County Division of Economic Development	Medium	Ongoing	Staff time	Per project basis	None	Dollars of investment in facilities

Goal 4 - Support Industry Development through Business Attraction, Retention and Expansion Efforts

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Facilitate a manufacturing roundtable on a regular basis to continually identify the needs of the industry and work to identify solutions.	Passaic County Division of Economic Development	Low	Ongoing	Staff time	None	None	Facilitate kickoff meeting
4D	Support existing health care industry and work to develop and attract opportunities in Passaic County	Assist in the development of businesses that will benefit from access to the health care industry. Establish special incentive programs and/or assistance to help create health care clusters around existing providers.	Passaic County Division of Economic Development	Medium	Mid-Term	Staff time; cost of incentive programs	None	100+ jobs	Number of health care-related businesses created or expanded
		Increase opportunities for collaboration between educational and health care institutions. Encourage increased research and development and commercialization of products to improve care.	Passaic County Division of Economic Development	Medium	Long-Term	Staff time	Research funded by educational institutions	None	Dollars invested in research
4E	Support the growth of the tourism industry throughout Passaic County	Promote existing assets such as the Great Falls National Historic Park, State Botanical Gardens, food and farming (restaurants, farmers markets, urban agriculture, etc.), retailers, and other destinations throughout the County.	Passaic County Division of Economic Development / PCIA Destination Marketing Organization	Medium	Ongoing	\$100,000 annual marketing budget	Private marketing efforts	0.5 position	Number of county visitors

Goal 4 - Support Industry Development through Business Attraction, Retention and Expansion Efforts

Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
	Increase development and promotion of unique assets such as trails and cycle-ways, races and other events, artisans, eco- and agri-tourism opportunities, etc. Expand opportunities to increase visitation from the NYC area.	Passaic County Division of Economic Development / PCIA Destination Marketing Organization / Morris Canal Working Group	High	Mid-Term	\$1 million annually to fund new amenities and events	Private funding of events	25 jobs	Number of visitors from NYC area
	Maximize opportunities for public access to rivers and lakes (excluding those under private ownership/management) for appropriate passive and active recreational uses that do not degrade the environment.	PCIA Destination Marketing Organization	Medium	Short-Term	\$10 million for infrastructure development	None	100 FTE construction jobs	Number of recreational waterway users
	Work with established Restaurant Associations to help with marketing, promotion, and coordination of the highly diverse restaurants in the county.	PCIA Destination Marketing Organization	Low	Long-Term	\$100,000 annual marketing budget	Contributions from business community	0.5 position	Number of restaurants engaged
	Provide support for economic development efforts in areas around key tourism assets including hospitality, services, parking, eating establishments, retail opportunities and other amenities to improve the overall tourist experience.	PCIA Destination Marketing Organization	Medium	Mid-Term	Staff time	None	None	Number of county visitors

Goal 4 - Support Industry Development through Business Attraction, Retention and Expansion Efforts

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Support activities of the Destination Marketing Organization to implement a Discover Passaic County initiative to increase understanding and promotion of the County's history, culture, and natural resources.	PCIA Destination Marketing Organization	High	Ongoing	\$100,000 annual marketing budget	None	None	Number of county visitors
4F	Encourage the establishment of small businesses and entrepreneurs	Support SBDC in their efforts to provide financial and technical assistance to small businesses and entrepreneurs throughout the county. Focus on financial management, business planning, and how to open a business.	WPU SBDC / Passaic County Division of Economic Development	High	Short-Term	\$1 million grant	None	1-2 positions	Number of businesses assisted per year
		Work with entrepreneurs to create regular networking opportunities.	WPU SBDC / Passaic County Division of Economic Development	Medium	Ongoing	Staff time	None	None	Facilitate four networking events per year
		Support small businesses throughout the county in their efforts to resolve issues that impact them. Highlight success stories of local small businesses and how they drive the economy.	WPU SBDC / Passaic County Division of Economic Development	Medium	Mid-Term	Staff time	None	None	Number of success stories highlighted

Goal 4 - Support Industry Development through Business Attraction, Retention and Expansion Efforts

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Implement a Shop Passaic campaign to support small, local retailers in Passaic County.	Passaic County Division of Economic Development / PCIA Destination Marketing Organization	High	Mid-Term	\$50,000 marketing campaign	Contributions from business community	None	Local retailers engaged
		Research and establish an accelerator or incubator that is designed to meet the needs of small businesses and entrepreneurs in need of space and/or technical assistance. Consider implementing "makerhoods" to encourage entrepreneurship in urban centers.	Passaic County Division of Economic Development	Medium	Long-Term	\$500,000 per year	Contributions from business community	1-2 positions to staff incubator	Conduct research into incubator
		Establish a mentoring program that connects new and established entrepreneurs to assist them with the development of specific solutions to issues arising during the start-up/development stage.	WPU SBDC / Passaic County Division of Economic Development	Medium	Short-Term	Staff time	None	None	Make 5 matches per year
4G	Enhance Transit Oriented Development and downtown revitalization efforts	Provide guidance to municipalities on zoning and redevelopment options for Transit Oriented Development and downtown development districts.	Passaic County Department of Planning and Economic Development / All 16 municipalities	Medium	Long-Term	\$100,000 zoning study	None	None	Draft guidance document and distribute

Goal 4 - Support Industry Development through Business Attraction, Retention and Expansion Efforts

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Encourage downtown residential development and other guidelines to increase 24/7 activity in downtowns and near transit service.	Passaic County Department of Planning and Economic Development / All 16 municipalities	Medium	Mid-Term	\$75,000 per community for cost of updating zoning codes	None	None	Increased residential development in downtown

Goal 5 - Help Communities and Businesses Prepare For and Prevent Losses From Future Major Disaster Events

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
5A	Increase planning, coordination and communication of county-wide with companies, federal, state, county and municipal leaders to assist during a disaster event	Encourage increased coordination between federal, state, county and municipal agencies to reduce time delays and duplication of efforts. Identify resources to assist during a disaster event.	Passaic County OEM / Municipal OEMs / Passaic County Division of Economic Development	High	Ongoing	Staff time	None	None	Average time to respond to calls
5B	Increase education and communication about flooding prevention and recovery	Encourage local officials to streamline procurement activities, i.e. establish standing emergency contracts with vendors, which will reduce delays during emergencies.	Passaic County OEM / Municipal OEMs / Passaic County Division of Economic Development	Medium	Short-Term	Staff time	None	None	Number of standing contracts with vendors
		Increase contact with the business community and the public to educate them on emergency procedures and what to anticipate from County and municipal OEM departments during emergencies.	Passaic County OEM / Municipal OEMs / Passaic County Division of Economic Development	Medium	Ongoing	Staff time	None	None	Number of businesses engaged

Goal 5 - Help Communities and Businesses Prepare For and Prevent Losses From Future Major Disaster Events

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Market and promote the location of emergency disaster centers and available assistance programs. Ensure that businesses, residents, and all stakeholders are aware of whom to contact in case of an emergency and what programs are available to help with prevention and recovery.	Passaic County OEM / Municipal OEMs / Passaic County Division of Economic Development	Medium	Ongoing	Staff time	None	None	
5C	Work regionally to reduce flooding	Continue to acquire properties that are in flood prone areas to reduce the cost of providing emergency services and increase pervious surfaces.	US FEMA / State of NJ	Medium	Ongoing	\$100 million +	None	None	Number of properties acquired
		Work with municipalities to reduce development in flood-prone areas. County officials can provide training, best practices, planning standards, incentives, green infrastructure solutions, and other assistance.	Passaic County Department of Planning and Economic Development	High	Mid-Term	Staff time	None	None	Municipalities engaged
		Upgrade storm water infrastructure capacity in all municipalities.	US / State of NJ	High	Ongoing	\$100 million +	Per project basis	1,000+ FTE construction jobs	Miles of stormwater infrastructure upgraded
		Conduct debris removal on all watercourses as needed.	US FEMA / State of NJ / Municipalities	Medium	Ongoing	\$5 million per year	None	50 jobs	Miles of debris removal conducted

Goal 5 - Help Communities and Businesses Prepare For and Prevent Losses From Future Major Disaster Events

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Create a tool for the county and individual communities to share best practices, green infrastructure, planning standards, and other tools to manage development in flood prone areas. County offices can manage and provide review of Master Plan and codes for municipalities as requested.	Passaic County Department of Planning and Economic Development	Medium	Long-Term	\$50,000 to develop tool	None	None	Create and distribute tool
		Assist municipalities improve their rating in the Community Rating System to help reduce flooding and flood insurance premiums.	Passaic County Department of Planning and Economic Development	High	Long-Term	Staff time / Consultant	None	Consultant positions	Number of municipalities with improved rating
		Update the County's Master Plan document to include a Flood Element with sections on severe and repetitive flooding.	Passaic County Department of Planning and Economic Development	Medium	Long-Term	Staff time / Consultant	None	Consultant positions	Complete Master Plan update
5D	Improve ability to communicate during and immediately after a natural disaster	Update and review all emergency operations plans.	Passaic County OEM / Municipal OEMs	Medium	Short-Term	Staff time / Consultant	None	Consultant positions	Conduct full review and make changes as necessary

Goal 5 - Help Communities and Businesses Prepare For and Prevent Losses From Future Major Disaster Events

Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
	Establish a countywide Wi-Fi and radio access system that is deployable and independent of local systems during major events to disseminate information to businesses.	Passaic County OEM / Municipal OEMs / Passaic County Sheriff's Office	High	Mid-Term	\$10 million	None	10 short-term jobs	Research most cost effective way to implement new communication system
	Create a publicly available countywide live GIS System that can be updated in real-time to provide information about where there are road closures and other hazards.	Passaic County Planning Department / Passaic County OEM / Municipal OEMs	Medium	Mid-Term	Up to \$50,000	None	0.25 position	Create GIS system
	Develop a static map that provides information on the roads that are likely to close in case of various levels of flooding or other natural disasters.	Passaic County Planning Department / Passaic County OEM / Municipal OEMs	Medium	Mid-Term	Staff time	None	None	Create static map

Goal 5 - Help Communities and Businesses Prepare For and Prevent Losses From Future Major Disaster Events

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Utilize new technologies to communicate with residents. County to prepare mass emails for delivery to business and residential community with tips on how to prepare for the upcoming emergency and how to safely return to homes/places of business. Supplement emails with text messaging.	Passaic County OEM / Municipal OEMs	High	Long-Term	\$50,000	None	None	Prepare template for mass email
5E	Support businesses in their ability to increase resiliency and survive emergency events	Establish a countywide list of available real estate that can be accessed following an event to house inventory and move operations of businesses impacted by the event.	Passaic County Division of Economic Development	Medium	Short-Term	Staff time	None	None	Create inventory
		Establish a funding mechanism that is available to businesses impacted by an emergency event to assist with working capital, inventory and fixed asset replacement, etc. necessary to re-open the company.	Passaic County Division of Economic Development	High	Short-Term	\$10 million in seed money	None	None	Establish funding stream
		Increase communication of available programs to assist businesses impacted by disaster.	Passaic County Division of Economic Development	Medium	Ongoing	Staff time	None	None	Create updated list of programs and distribute

Goal 5 - Help Communities and Businesses Prepare For and Prevent Losses From Future Major Disaster Events

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Increase the number of businesses that have an Emergency Disaster Plan in place, encourage rehearsals, updating, and provide technical assistance as necessary.	Passaic County Division of Economic Development	High	Ongoing	Staff time	None	None	Increase the number of businesses with a plan by 5 per year
5F	Improve planning for post-disaster rebuilding	Establish a qualified contractor list to be utilized following a natural disaster.	Passaic County OEM / Municipal OEMs	High	Long-Term	Staff time	None	None	Establish list
		Provide communities with resiliency training and preparation.	Passaic County OEM / Municipal OEMs	Medium	Mid-Term	\$50,000 to provide training	None	0.25 position	Hold ten trainings per year

Goal 6 - Improve Sustainability and Encourage Brownfield Redevelopment throughout the County

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
6A	Promote alternative fuel options	Promote renewable energy use to businesses and homeowners; provide businesses and residents with information on state incentives and programs for renewable energy on the Passaic County website.	Passaic County Department of Planning and Economic Development	Medium	Mid-Term	Staff time	None	None	
		Increase the number of charging stations for electric powered vehicles at local businesses and municipal buildings. Increase the number of gas stations offering compressed natural gas (CNG).	Business Community / Development Community	Low	Short-Term	\$25,000 per charger	\$25,000 per charger	None	Number of available charging stations
6B	Encourage smart design	Provide training and guidance to all municipal planners on LEED or equivalent sustainability standards and implementation. Engage local planning and economic development departments in area-wide and county planning. Educate the public on smart design through seminars and workshops.	Passaic County Department of Planning and Economic Development	Low	Short-Term	Staff time	None	None	Host 2 meetings per year to provide training

Goal 6 - Improve Sustainability and Encourage Brownfield Redevelopment throughout the County

Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
	Encourage and provide incentives in County Planning Board development review for properties that reduce impervious coverage on sites and utilize green infrastructure or green building design elements for storm water management; encourage inclusion of green infrastructure and minimizing on-site impervious coverage through local Planning Board review guidelines and zoning codes.	Passaic County Department of Planning and Economic Development	Medium	Short-Term	Cost of incentives	None	None	Increase the number of developments that use smart design
	Encourage mixed-use and live-work development, redevelopment and adaptive reuse, infill development, context sensitive design, and historic preservation through County Planning Board development review	Passaic County Department of Planning and Economic Development	Medium	Long-Term	Staff time to review and update land use policies	None	None	Provide training to County Planning Review board
	Create a model resolution and ordinance database on the Passaic County website with policy guidance and effective examples from other jurisdictions on sustainability.	Passaic County Department of Planning and Economic Development	Low	Mid-Term	Staff time	None	None	Complete draft model information

Goal 6 - Improve Sustainability and Encourage Brownfield Redevelopment throughout the County

	Action/Objective	Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
		Encourage and provide support for municipalities that adopt zoning regulations that promote smart-growth, transit oriented development, "transit villages," and freight-oriented development	Passaic County Department of Planning and Economic Development	Medium	Mid-Term	Staff time	None	None	Number of municipalities with TOD/FOD guidelines
6C	Promote the remediation and reuse of brownfield sites	Create an inventory of the existing brownfield sites, level of contamination, and needed remediation requirements, in collaboration with local colleges and universities. Aggregate small brownfield parcels into larger parcels to encourage redevelopment. Involve local planning and economic development departments with the Passaic County Brownfields Commission. Educate public and private developers about the opportunities, grants, and incentives associated with brownfield remediation.	Passaic County Department of Planning and Economic Development / Higher education / Passaic County Brownfields Commissions / EPA / DEP	Medium	Mid-Term	Staff time	None	None	Create inventory
		Create public-private partnerships to identify and remediate the county's 600+ brownfield sites.	Passaic County Department of Planning and Economic Development	Medium	Mid-Term	\$100 million +	\$100 million +	1,000+ jobs	Number of brownfield sites reused

Municipality-Specific Goals

Municipality	Description / Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
Bloomingtondale	Create municipal parking lot through shared use of existing private lots.	Borough of Bloomingtondale	Medium	Long-Term	\$1 million to purchase private lots	None	None	Number of public parking spaces created
Clifton	Establish necessary infrastructure to support development of Hoffmann La Roche site.	City of Clifton	Medium	Short-Term	\$10 million	Contributions from private developers	100 FTE construction jobs	Make site shovel-ready
Haledon	Install turning signal at corner of Belmont Avenue and Haledon Avenue to comply with the County's traffic study that it was the slowest light in the county.	Borough of Haledon	Medium	Short-Term	\$500,000	None	2 FTE construction jobs	Install signal
	Identify a private developer to develop graduate student and faculty housing to support William Paterson University.	Borough of Haledon	Medium	Mid-Term	Staff time	\$50 million	None	Construct graduate housing
Hawthorne	Remediate and redevelop the Congress Mills property to act as a catalyst for other development.	Borough of Hawthorne	Medium	Mid-Term	\$10 million	Contributions from private developers	100 jobs	Remediate site
	Alleviate flooding along the Passaic River and in the Braen Avenue area.	Borough of Hawthorne	Medium	Short-Term	\$10 million	None	100 FTE construction jobs	Reduce flooding

Municipality-Specific Goals

Municipality	Description / Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
Little Falls	Identify a private developer to develop graduate student and faculty housing to support Montclair State University.	Township of Little Falls	Medium	Mid-Term	Staff time	\$50 million	None	Construct graduate housing
	Establish a Midtown Direct Train to service Little Falls and the greater region.	Township of Little Falls	Medium	Long-Term	Up to \$5 million in annual operations costs	None	Up to 50 FTE operations and maintenance positions	Establish train service
North Haledon	Support infrastructure upgrades and maintenance associated with the redevelopment area.	Borough of North Haledon	Medium	Mid-Term	\$10 million	Contributions from private developers	100 jobs	Upgrade infrastructure
Passaic	Complete the redesign of Main Avenue.	City of Passaic	Medium	Short-Term	\$10 million	Contributions from private developers	100 jobs	Complete redesign
	Complete the downtown parking reconfiguration.	City of Passaic	Medium	Mid-Term	\$10 million	Contributions from private developers	100 jobs	Complete reconfiguration
	Move the bus terminal.	City of Passaic	Medium	Mid-Term	\$20 million	None	200 FTE construction jobs	Move terminal

Municipality-Specific Goals

Municipality	Description / Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
Paterson	Fix storm water infrastructure at Main Street and Levine Street to alleviate some of the flooding.	City of Paterson	Medium	Short-Term	\$10 million	None	100 FTE construction jobs	Reduce flooding
	Replace the existing combined sewer and sanitary system to reduce flooding and be more efficient.	City of Paterson	Medium	Short-Term	\$10 million	None	100 FTE construction jobs	Reduce flooding
	Reinstate train stop at Main and Levine to serve St. Joseph's hospital.	City of Paterson	Medium	Mid-Term	\$10 million	None	100 FTE construction jobs	Train stop put in service
	Implement workforce development projects identified during the Urban CEDS process including projects related to helping people get their CDL, improving wait staff customer service, and furniture refurbishing.	City of Paterson	Medium	Mid-Term	\$500,000 grant for training	None	1-2 positions	Workers served
Pompton Lakes	Create a parking lot to serve park and ride commuters to utilize increased bus service and eventually reactivate the train station.	Borough of Pompton Lakes	Medium	Mid-Term	\$5 million	None	100 FTE construction jobs	Parking spaces created
	Establish a Wanaque Riverwalk to support development downtown and increase water access.	Borough of Pompton Lakes	Medium	Long-Term	\$10 million	None	50 FTE construction jobs	Create riverwalk
Prospect Park	Establish increased parking for North 8th Street business district.	Borough of Prospect Park	Medium	Mid-Term	\$1 million	None	5 FTE construction jobs	Parking spaces created

Municipality-Specific Goals

Municipality	Description / Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
	Develop the quarry site, providing housing, and community services.	Borough of Prospect Park	Medium	Mid-Term	Cost of developer incentives	Cost of quarry site development	100 FTE construction jobs	Develop site
Ringwood	Enhance development, both retail and residential, along Skyline Drive corridor.	Borough of Ringwood	Medium	Mid-Term	Cost of developer incentives	Cost of development	1,000+ FTE construction jobs	Undertake development
	Research possibilities of installing waste water treatment system for Ringwood.	Borough of Ringwood	Medium	Mid-Term	Wastewater treatment study	None	Consultant positions	Study completed
	Plan for the expansion of the capacity of the Police Department to respond to emergencies and enhance communication capacity with emergency responders.	Borough of Ringwood	Medium	Mid-Term	\$1 million annually	None	10 positions	Capacity expanded
	Consider creation of a Community Center for Ringwood.	Borough of Ringwood	Medium	Long-Term	\$2 million	None	100 FTE construction jobs + 10 operations jobs	Build community center
Totowa	Redevelop the North Jersey Developmental Center.	Borough of Totowa	Medium	Mid-Term	Cost of developer incentives	Cost of development	1,000+ FTE construction jobs	Undertake development

Municipality-Specific Goals

Municipality	Description / Tasks	Lead Stakeholder / Partner	Priority Level	Time-frame	Public Cost	Private Investment	Jobs	Performance Measures
	Increase number of catch basins on Union Boulevard to reduce water flow during storms.	Borough of Totowa	Medium	Short-Term	\$10 million	None	100 FTE construction jobs	Reduce flooding
Wanaque	Implement stream stabilization on High Mountain Brook and Meadow Brook to reduce road and residential property flooding.	Borough of Wanaque	Medium	Short-Term	\$10 million	None	100 FTE construction jobs	Reduce flooding
	Increase bus service to Bergen County destinations and Garden State Plaza.	Borough of Wanaque	Medium	Mid-Term	\$150 per revenue hour for operating costs; \$600,000 per bus	None	20 FTE operations and maintenance positions	Established service and number of riders
Wayne	Improve access along Hamburg Turnpike for businesses through turn signals and removal of barriers.	Township of Wayne	Medium	Mid-Term	\$250,000 per signal	None	25 FTE construction jobs	Install signals
West Milford	Increase ecotourism opportunities to make use of the Highlands designation and other natural resources.	Township of West Milford	Medium	Mid-Term	\$10 million to develop and market amenities	None	100 FTE construction jobs	Number of Highlands visitors
Woodland Park	Implement streetscape improvements to McBride Avenue to make the area more attractive to businesses and users.	Borough of Woodland Park	Medium	Mid-Term	\$10 million	None	100 FTE construction jobs	Implement streetscape improvements

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