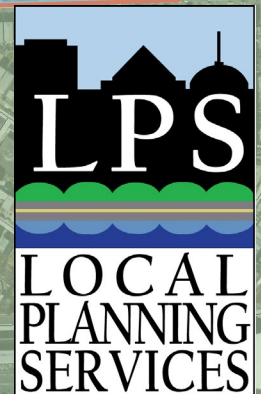
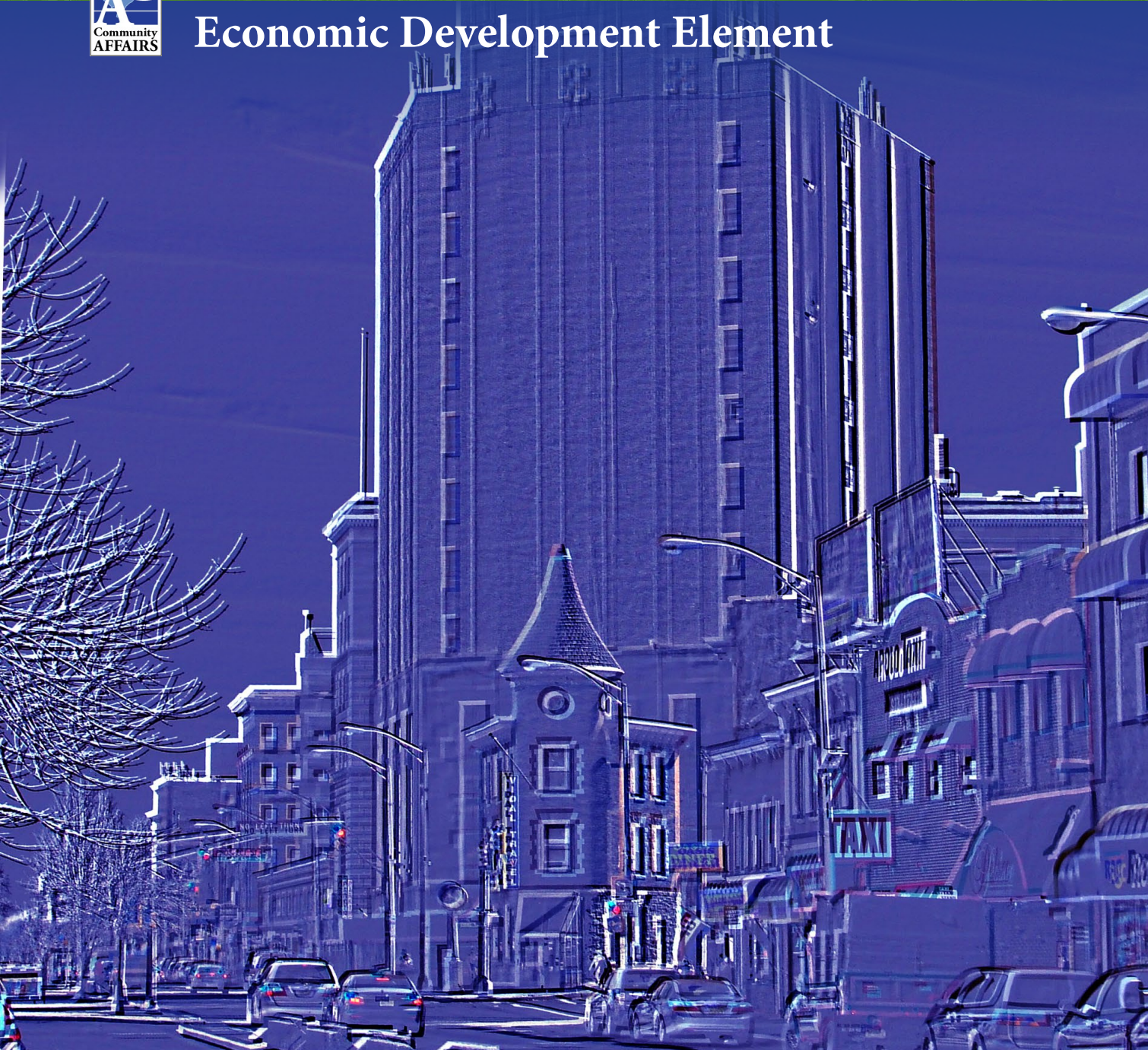




City of Passaic NJ Master Plan Economic Development Element



2015

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Executive Summary

The preparation of an Economic Development Element was recommended in the recently adopted 2013 City of Passaic Master Plan. The Master Plan took a “community capitals” approach to planning for the future of Passaic. This Economic Development Element utilizes a similar approach in that it considers the City’s resources and assets as the foundation for expanding Passaic’s economic base. These include:

- Strategic location within the New York City Metropolitan Area
- Ready access to regional highway network, NJ TRANSIT bus and train service, and Teterboro and Newark Liberty International Airports
- Young and growing multicultural population
- Resident labor force of nearly 30,000 people, both skilled and unskilled
- Urban Enterprise Zone (UEZ) designation and benefits
- Entrepreneurial spirit of local population
- Strong potential for growth in the area of ethnic goods, services, and restaurants
- The emerging Latin American import/distribution sector
- Active redevelopment projects and other redevelopment opportunities on former or underutilized manufacturing sites
- Riverfront development potential

This Element establishes Goals, Objectives and Strategies designed to build upon these assets and continue to grow jobs, attract and keep commercial ratables, and develop the workforce. Goals, Objectives and Strategies were developed for the following sectors:

- Commercial Corridors and Districts
- Latin American Food Products Import/Distribution and Industrial and Redevelopment Areas
- Education and Workforce Development

The Implementation Table included in this plan itemizes the Goals, Objectives and Strategies and recommends responsible parties and time frames for each. Resources as well as links to resources are also provided.

The general goals identified for Passaic's economic development are as follows:

Commercial Corridors and Districts

- Facilitate business formation, preservation, and expansion
- Foster business and pedestrian friendly atmosphere
- Foster cohesive commercial communities within the City
- Identify, embrace, and promote the unique identity of each of the major commercial corridors and districts within Passaic

Latin American Food Products Import/Distribution - Industrial and Redevelopment Areas

- Support the existing Latin American import/distribution businesses
- Formulate a welcoming strategy to attract and retain import and distribution businesses
- Provide for an environment that will attract new businesses to the industrial and redevelopment areas
- Ensure industrial and redevelopment areas are utilized to the highest and best use
- Plan efficient traffic circulation through industrial and redevelopment areas while ensuring pedestrian safety
- Better define and link commercial and industrial uses

Education and Workforce Development

- Increase number of students that complete high school and are prepared to join the workforce through vocational opportunities or higher education available at neighboring colleges and universities including Montclair State University, William Paterson University, Fairleigh Dickinson University, Passaic County Community College, Bergen County Community College, and Felician College
- Expand and improve career development efforts
- Develop and expand English as a Second Language (ESL) programs throughout the City's public schools

Introduction

The New Jersey Municipal Land Use Law (MLUL) grants substantial power to local planning boards to regulate land use and development. This power emanates from the adoption of a master plan. The MLUL (N.J.S.A. 40:55D-28) states that:

The planning board may prepare and, after public hearing, adopt or amend a master plan, or component parts thereof, to guide the use of lands within the municipality in a manner which protects public health and safety and promotes the general welfare.

The master plan serves as a blueprint for land use regulation and development in a community. It also documents the current conditions of the municipality and addresses those issues that may have an impact on the community. The MLUL requires that the master plan include “a statement of objectives, principles, assumptions, policies and standards upon which the constituent proposals for the physical, economic and social development of the municipality are based.”

The MLUL specifically states that, where appropriate, additional master plan elements may be added to the plan. One such element is the Economic Plan Element. The MLUL (N.J.S.A. 40:55D-28 (b) (9)) states that:

An economic plan element considering all aspects of economic development and sustained economic vitality, including (a) a comparison of the types of employment expected to be provided by the economic development to be promoted and the characteristics of the labor pool resident in the municipality and nearby areas and (b) an analysis of the stability and diversity of the economic development to be promoted.

The City of Passaic has adopted the “City of Passaic Master Plan 2013” which forms a broad framework for policy and land use in the City. This Master Plan includes an implementation section which calls for the preparation of additional master plan elements including an Economic Development Element. The Mayor and Business Administrator prepared a request for services for the Department of Community Affairs Local Planning Services (LPS) to prepare this Economic Development Element. A scope of work was prepared by LPS for the City’s consideration and was approved by the Mayor of Passaic. This Master Plan Economic Development Element is the product of collaboration between the City of Passaic and the NJ Department of Community Affairs (DCA), Local Planning Services (LPS).

Purpose of this Study

The City of Passaic adopted its Master Plan in 2013 to provide a guide for the use of lands within the City in a manner which protects the public health and safety and promotes the general welfare. The Master Plan looks at the “community capitals” which exist in the City of Passaic, i.e., the natural, cultural, human, social and built capitals, as a basis for making recommendations to promote the health and welfare of the City.

This Master Plan Economic Development Element is intended to provide background on the current economic development efforts in the City and offer a blueprint for actions that can promote the health of current business, the expansion of business and the attraction of new capital investment to provide jobs and increase the City tax base.



This Element updates the trends and background information of the 2001 Economic Element of the Master Plan and identifies and explores the following economic sectors:

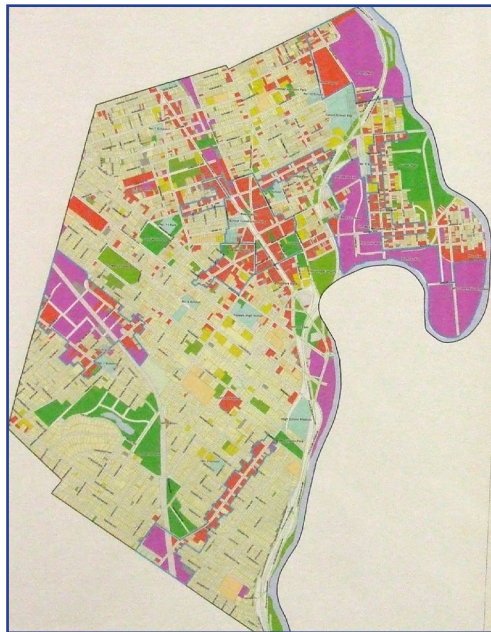
1. Central Business District
2. Broadway and Monroe Street Commercial Corridors
3. South Main Commercial District
4. Market Street Commercial Corridor
5. Latin American Food Products Import/Distribution
6. Industrial and Redevelopment Areas
7. Education and Workforce Development

The purpose of this Element is to produce policy guidelines and specific, actionable strategies which will guide private and public sector actions to grow the economic base of the City. The Implementation Table provides a guide as to which party should take responsibility for each strategy and time frame for implementation. Resources for implementation are also provided. The maintenance, expansion and attraction of new business as well as the development of the current workforce can only be accomplished through a joint effort of both the public and private sectors.

City and LPS Planning Process

After agreement on the scope of work between the City and LPS, staff planners met with the TOGETHER NORTH JERSEY Committee on Passaic East Side Transit Oriented Development Strategy and attended a public presentation of the study results. In addition, LPS coordinated with the John S. Watson Institute for Public Policy of Thomas Edison State College, which recently released for public comment a draft Comprehensive Economic Development Strategy (CEDS) for 19 municipalities in the North-Central region of New Jersey, including the City of Passaic.

LPS staff met with Passaic City officials, toured the City and reviewed existing studies and development plans to better understand the current economic development activities.



After the review of existing conditions, LPS and the City identified six economic sectors.

The City suggested stakeholders for each sector and discussion topics for a focus group meeting. The Local Planning Services team subsequently prepared background papers for each sector for distribution to identified stakeholders.

On June 11, 2014, a stakeholder's focus group meeting was held and breakout groups for each sector met with a facilitator from LPS and the Watson Institute. Each group discussed the strengths and weaknesses, opportunities, solutions and visions for their sector's future and then came up with a series of implementation tasks and strategies. The results of the focus group sessions are in Appendix I of this report. These results, additional interviews and information supplied by the City, as well as additional site visits were used to formulate this report.



Current Conditions and Future Trends

Regional Location

The City of Passaic is 3.25 square miles and is located in Passaic County, New Jersey. Passaic is within 20 minutes (13 miles) of midtown Manhattan and in close proximity to Newark, Jersey City, Paterson and Clifton. The City is strategically situated in the densely populated New York City Metropolitan Area and benefits from its proximity to a complex regional highway network and the Newark Liberty International Airport. State Route 21 links the City with the Garden State Parkway, Interstate 80, State Route 3 and the New Jersey Turnpike. Location and access give the City of Passaic a competitive advantage for attracting regional businesses.

Transition from the Industrial Era to Today

The last half of the nineteenth century and the first part of the twentieth century before World War I were great growth years for Passaic's numerous factories and mills, which provided jobs for a growing population. Some of the mills/factories that employed a vast number of Passaic's citizens were the Botany Worsted Woolen Mills, the Forstmann Woolen Mills, Passaic Cotton Mills, the Okonite Company, the Pantasote Company and U.S. Rubber Company. The population during this time increased tenfold and peaked to over 70,000 in the decade after World War I. The numerous factories developed during this time frame attracted workers, including many European immigrants.

Although many of these factories have closed or have been repurposed, the City remains a city of immigrants. Since the 1970's many Hispanic immigrants from Central America, South America, Mexico and the Caribbean have made the City of Passaic their home. In fact, the 2010 census shows the population of 69,781 residents to be 71% Hispanic. With a growing and vibrant multicultural community and work force, the reuse and repurposing of the numerous factory and mills left in the City are essential components to the future of the City.



Population and Housing

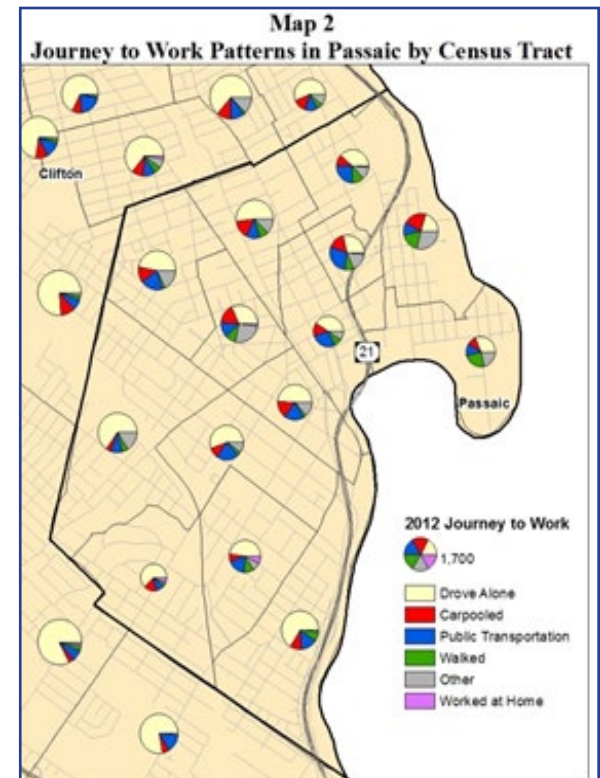
According to the New Jersey Department of Labor and Workforce Development (LWD), the City's population was 70,868 in 2013. The Master Plan indicates that various estimates predict a continued growth for cities such as Passaic. For example, LWD, using its Economic-Demographic model, is projecting a 9.73% rate of growth from 2010 through 2030. The application of that rate to Passaic would result in a population increase to 76,616 persons by 2030. Population growth means a demand for more employment and housing and additional consumer spending for local retail businesses.

Over 34.6% of the City's population is below the age of 20, making child-care and children's education a primary concern. With a median age of 29.2 years, Passaic has the lowest median age in the County and the tenth lowest in the state. As the younger age groups increase, the City must contend with providing proper and sufficient educational and family support facilities for the community.

Almost 75% of the City's residents are renters. The high demand for rental housing results in a very small (5%) vacancy rate. A review of data by census tract indicates that the highest percentages of homeownership in Passaic are located in the neighborhoods in the southern portion of the City. There is a need to provide for additional rental housing for the growing population.

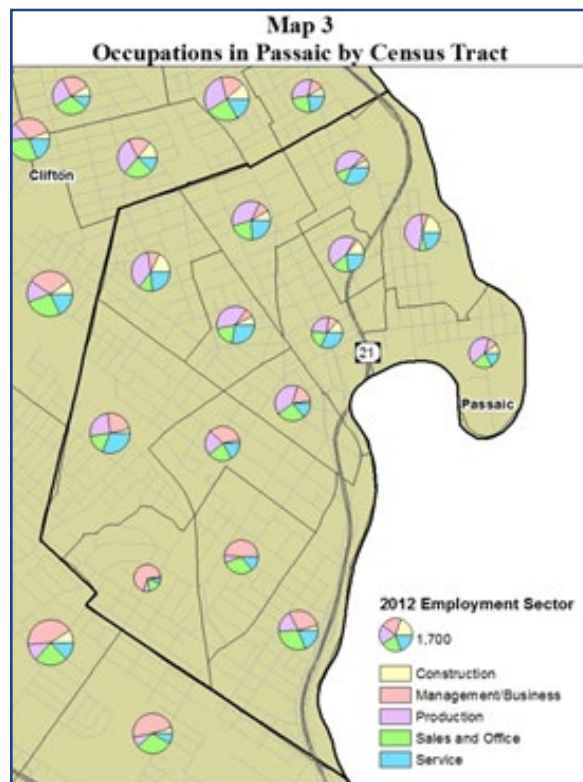
Transportation

The majority of Passaic's population takes public transit, carpools and/or walks to work in this compact city. The mean travel time to work was 26.4 minutes as of 2012. A review of data by census tract indicates that carpooling, walking and public transportation are especially prevalent in the northeast section of the City and the Central Business District. Map 2 shows the distribution of journey to work patterns for the City.



There is excellent road access to regional economic opportunities for those with cars due to the City's location off of Route 21. NJ TRANSIT provides commuter train service on its Main Line Branch from Passaic to Secaucus Junction and Hoboken. Although the train station is not centrally located, there is bus service from the Passaic Bus Terminal. While ridership is strong, growth is constrained by the City's limited public parking options for commuters and low surrounding housing densities.

Bus transit is especially strong in the City. Several bus routes originate and terminate at the Passaic Bus Terminal, located in the Central Business District, with local service as well as routes to Newark and downtown New York City. Buses also serve Botany Mills, Saint Mary's Hospital, and the Passaic Train Station and run along major arterials such as Main, Passaic and Van Houten Avenues. The City is also served by a number of private jitney bus operators. Those routes include service to other urban centers in northern New Jersey and New York.



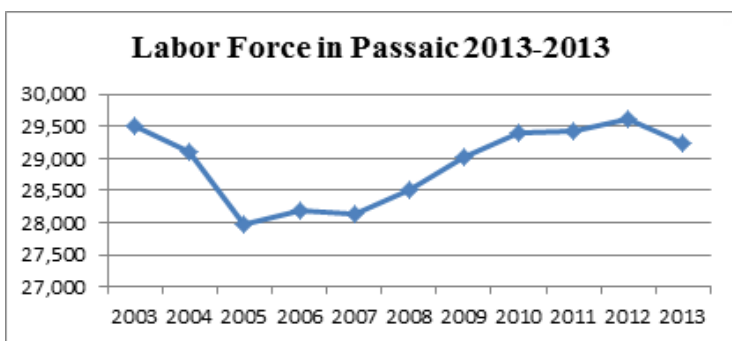
Support for walkable neighborhoods, local jobs and increased bus services will help to keep and attract the families that are locating in the City.

Workforce and Labor Market Statistics by Place of Residence

According to the 2008-2012 American Community Survey 5-Year estimates, there are 49,497 people over 16 years of age in Passaic, of which 30,121 make up the civilian labor force. Within the civilian labor force, 27,020 people are employed and 3,101 people are unemployed (10.3%). Of the employed population, manufacturing (19.5%), education services and health care (18.0%) and retail trade (11.8%) are the highest employment industries. When grouped by occupation, production, transportation and material moving combine for 31.5% of the total workforce population living in Passaic. Services (22.2%) were second, followed by management, business, science and art (18.7%), and natural resources, construction and maintenance (8.3%). Map 3 shows the occupational breakdown by census tract.

LWD also collects data on the workforce and labor market.¹ The chart (Chart 1) shows that the labor force in Passaic declined from 29,503 in 2003 to a low of 27,970 in 2005. From 2007 to 2012, the labor force grew from 28,121 to 29,622 and dipped to 29,227 in 2013. The second chart shows that unemployment in Passaic declined from 10.6% in 2003 to 6.8% in 2005 and hovered around 7.0% until 2007. The rate spiked to 12.6% in 2009 and has remained above 11.0% since that time. It was at its highest in 2012 at 13.1%. These are dramatic shifts but they are similar to national trends during the recession.

Chart 1



Source: NJ Department of Labor and Workforce Development

Chart 2



Source: NJ Department of Labor and Workforce Development

According to the most current available data (2010 American Survey Commuter Adjusted Daytime Population), there were 27,219 total workers living in the City of Passaic. Of those workers living in Passaic, 19,560 (72%) work outside the City and 7,659 (28%) work within Passaic. The total number of jobs (the number of workers working in the City) is 19,841. Those jobs are filled by 7,659 (39%) workers who live and work in Passaic and 12,182 (61%) who work in Passaic but live elsewhere.

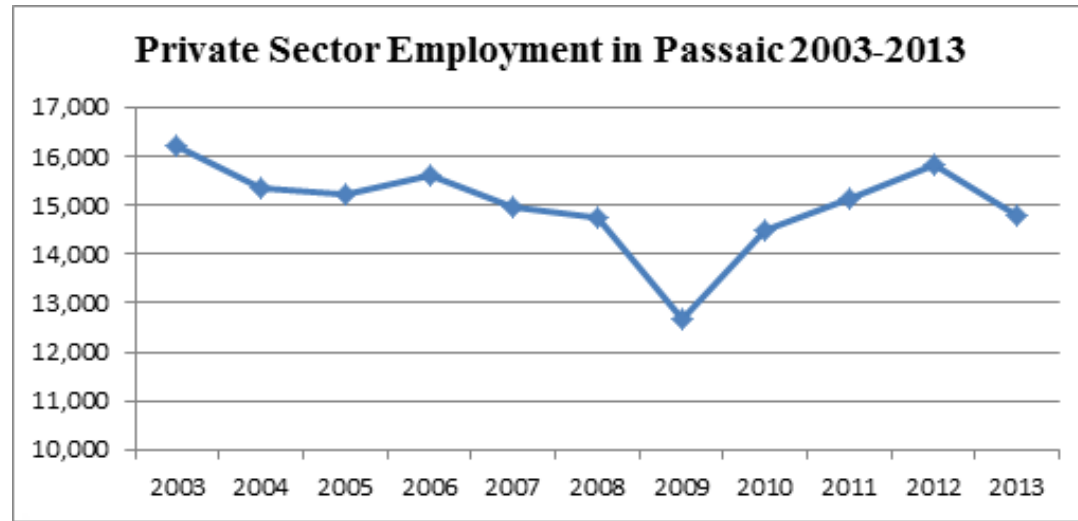
¹It is important to note that this data is reported differently so it does not match the Census data exactly.

Workforce and Labor Market Statistics by Place of Work

Chart 3 depicts private sector employment between 2003 and 2013 as reported by LWD. The data represent the number of workers working in the private sector within the City of Passaic. The ten-year trend shows that employment went from a high of 16,193 in 2003 to a low of 12,678 in 2009 and steadily increased to 15,819 in 2012 before it decreased in 2013 to 14,791.

Over the last four years (2010-2013), the largest employment sectors in the City of Passaic were administrative and waste services, health care and social assistance, local government and retail trade. Therefore, it is no surprise that the largest employers in the City would represent these employment sectors (see Chart 4).

Chart 3



Source: NJ Department of Labor and Workforce Development

Similarly, the 2001 Economic Element included the following employers: Passaic Board of Education, Saint Mary’s Hospital, the City of Passaic and Home Depot; however, since then the City has lost other major employers such as two hospitals and many large manufacturers.

Chart 4

Largest Employers in the City of Passaic (no specific order)	
Saint Mary’s Hospital	Passaic Board of Education
Chestnut Hill Residence	City of Passaic
Shop Rite Supermarkets	United States Postal Service
Textiles by Anthony	Falstrom Company
Kmart	LBU, Inc.
Home Depot	Trans Ed, Inc.

Source: NJ Department of Labor and Workforce Development



When compared to 2003 data, the City of Passaic shows a decrease in employment in the manufacturing, retail trade, educational services and health care and social assistance sectors. Employment sectors which have increased over the last ten years are administrative and waste services, accommodation and food services and finance and insurance. Of all the trends, the loss in manufacturing jobs has been the most significant. Between 2003 and 2013, the City lost approximately 1,000 manufacturing jobs.

Ratable Base

Similar to the findings of the City of Passaic 2001 Economic Element, the ratable base remains steady with narrow fluctuations over time (see Chart 5).

Chart 5

Year	Net Taxable Valuation
2014	\$1,325,399,400.00
2013	\$1,330,005,000.00
2012	\$1,337,746,800.00
2011	\$1,342,386,400.00
2010	\$1,331,173,800.00

Source: NJ Department of Labor and Workforce Development

Relationship to Other Plans and Initiatives

The Passaic City government has been and continues to be involved in several economic development initiatives and plans that recognize the City's potential for growth and redevelopment. This Economic Development Element is intended to build upon and refine the objectives of past studies and complement ongoing efforts within the City and the region. A brief summary of other relevant plans and initiatives follows.

Economic Element - 2001

As part of its Master Plan, the City of Passaic prepared an Economic Element in 2001. That Element established a goal of economic growth within the City by enhancing the business climate and redeveloping unutilized or underutilized property. Specifically, it included a "blueprint for achieving goals and objectives" in the form of a sixteen-point action plan which is listed below with status updates.

- Redevelop remaining acreage at the Eighth Street Fire site by declaring it an area in need of redevelopment to attract potential redevelopment proposals
Status: Designated as Area in Need of Redevelopment; redeveloper has not been designated
- Evaluate small vacant commercial parcels on Main Avenue and Monroe Street as possible areas in need of redevelopment and consider using Urban Enterprise Zone (UEZ) funds as necessary for redevelopment
Status: Recommendation completed and numerous properties redeveloped
- Promote the development of vacant commercial buildings such as:
 - o Peoples Bank Building – 6 stories, 29,520 sq. ft.
Status: Mixed use commercial/residential reuse under construction
 - o 663 Main Avenue – 11 stories, 70,000 sq. ft.
Status: Redeveloper designated; no activity at this time
 - o Garden Building – 6 stories, 37,626 sq. ft.
Status: Building rehabilitated into residential and banquet facility

o Other vacant commercial buildings include the Saltz Property (347 Chestnut Street), Pantasote (30 Jefferson Street), 494 Van Houten Avenue, and 196 Jefferson Street

Status: Saltz: complete; Pantasote: redevelopment plan in progress; Van Houten: complete; Jefferson: complete

- Maintain and promote economic development services such as site location services, financing, marketing, and other technical assistance
Status: Continuing efforts with remaining UEZ funds
- Create a business friendly environment to retain, expand, and attract business to the City
Status: Continuing efforts include new Master Plan, zoning and UEZ efforts
- Get a better understanding of what is important to business (e.g., survey businesses, sponsor and/or attend chamber of commerce meetings, monthly business lunches, and business socials)
Status: Business survey most recently completed in 2010
- Be opportunistic when presented with large development proposals
Status: City continuing to meet with and encourage redevelopers on various projects
- Continue to upgrade infrastructure, especially storm and sanitary sewers, roadways, curbs, and sidewalks
Status: City continuing to invest in infrastructure upgrades
- Prioritize aesthetic and safety issues with help from Business Improvement Districts
Status: Despite efforts by the City, there have been no Business Improvement Districts established
- Increase job opportunities in the City by utilizing existing commercial space for more labor-intensive uses and increasing the amount of employment producing space
Status: City continuing efforts to expand employment
- Utilize underutilized upper story loft spaces in the C Commercial District (CBD area)
Status: Adopted zoning to allow residential over commercial as conditional use in C District
- Allow only in-line commercial uses and structures in commercial districts
Status: Continuing to enforce through zoning requirements
- Reuse obsolete industrial buildings as residential conversions to a limited extent, accompanied by a business relocation program to retain existing businesses within the City
Status: Partially implemented in Redevelopment Plans

- Form a task force to identify and attract hospital support uses such as doctors' offices, outpatient facilities, suppliers and services
Status: No task force formed
- Create ethnic shopping districts and promote Passaic as a regional center for Hispanic/Latino food, music, and culture
Status: No significant progress or promotion program started
- Take advantage of Passaic River frontage and encourage aesthetic development along the River in coordination with the Passaic River Coalition
Status: Requiring implementation of Riverwalk plan as requirement for developments/ redevelopments with river frontage

City of Passaic Redevelopment Plans

Since the last Economic Element was prepared in 2001, the City has identified several areas in need of redevelopment and has adopted corresponding Redevelopment Plans, which set forth specific goals and objectives to foster economic opportunities. The following Redevelopment Plans have been reviewed and are addressed in later sections of this Economic Development Element:

- February 2, 2004 Scattered Site Redevelopment Plan
 - o July 29, 2014 Amendment (Prime Healthcare Services, 350 Boulevard)
 - o January 6, 2015 Amendment (St. Mary's Hospital, Pennington Avenue)
- January 19, 2005 Eastside Redevelopment Plan
 - o February 23, 2006 Amendment (deletes railroad property due to court order)
 - o July 17, 2012 Amendment (regarding ground floor commercial space)
 - o July 30, 2014 Amendment (regarding 220 Passaic Street)
- December 16, 2004 River Drive Redevelopment Plan

City of Passaic Master Plan - 2013

Recently adopted by the City of Passaic, the 2013 Master Plan uses the “Community Capitals” approach to master planning, which looks at a community’s assets to analyze how they can be invested to create new resources. The Plan concludes that “the City of Passaic has a strong base of community capitals with numerous opportunities for their growth with proper guidance and communication. The City’s built capital allows for easy access and connectivity between all segments of the community with multiple facilities that encourage a healthy learning environment. With the implementation of the recommendations found within this Master Plan, we are confident that the City of Passaic will have a stronger and more prosperous future.”

In particular, Passaic’s assets include:

- 3.25 square miles with 1.25 square miles of parkland
- Urban Enterprise Zone (UEZ) designation
- Low-cost lease space for industrial and office uses
- Four major industrial centers: Passaic Industrial Center (Botany Mills), Big Apple West (Market Street), Willett Street Complex (Van Houten Avenue) and Brook Avenue complex (South Main)
- Competitive utility rates
- Availability of affordable labor
- HUD entitlement community
- Many active redevelopment areas and plans

Specific to economic development, the Master Plan identifies the following objectives:

- To increase the number of jobs within the City so that the number of jobs more closely matches the number of residents employed
- To strategically replace or reuse obsolete industrial buildings (e.g., Big Apple West) with other more appropriate uses
- To rehabilitate 663 Main Avenue
- To infill all vacant lots in the commercial corridors with in-line stores
- To rehabilitate 585 Main Avenue

- To improve the appearance of the business districts through streetscape improvements, façade improvements and enforcement of property maintenance standards
- To finish redeveloping the Eighth Street Fire Site
- To encourage occupancy of upper story commercial space in the C Commercial district
- To aid in industrial relocation by marketing the City, focusing on attracting businesses in growing industries
- To continue to upgrade infrastructure to accommodate existing and proposed businesses
- To assess areas for large scale commercial redevelopment and be opportunistic if private parties are found to implement larger scale redevelopment plans
- To attempt to have government better understand business issues through techniques such as surveys, participation in business events (e.g., Chamber of Commerce), and public/private partnerships
- To assess the feasibility of creating ethnic and culturally based shopping districts that would be a destination point drawing customers from afar
- To assess utilizing the Passaic River frontage as an attraction rather than a nuisance

Garden State Growth Zones - 2013

Passaic has been identified as a Garden State Growth Zone under the Economic Opportunity Act. This designation permits the City to participate in New Jersey's economic development incentive programs with significantly lower eligibility thresholds and higher incentive levels. It also enables Passaic to provide property tax abatements for new development, making it more competitive in attracting area jobs and growth. There are two categories of incentives: Grow NJ is the State's primary job creation incentive program, and the Economic Redevelopment and Growth Program (ERG) is New Jersey's only developer incentive program. Both programs have been extended until July 1, 2019.

Passaic Eastside Development Transit Oriented Development Strategy - 2014

The Passaic Eastside Development Transit Oriented Development Strategy is one of 15 local demonstration projects funded by a \$5 million U.S. Department of Housing and Urban Development (HUD) Sustainable Communities Regional Planning Grant.

This matching grant was awarded in 2011 to TOGETHER NORTH JERSEY, a planning initiative in the 13-county North Jersey Transportation Planning Authority region that promotes sustainability, transit system connectivity, and Transit-Oriented Development (TOD). The study is focused on an area of approximately 95 acres east of Route 21, which was the subject of an Eastside Redevelopment Plan adopted by the City in 2004. Despite little activity since that time, there has been renewed interest from the development community – in particular, five potential projects totaling more than 1.5 million square feet of retail, housing and light industrial – and a call to revisit the 2004 Redevelopment Plan. A final report dated May 2014 describes a vision for the Eastside based on four themes:

- Greening the Eastside
- Creating great places to integrate the new redevelopment with the surrounding fabric Making the Eastside more transit friendly
- Supporting and growing the Eastside food distribution industry cluster



Passaic Economic Sectors



The following sections of the report address the economic sectors which were defined through collaboration between the City and the LPS team:

1. Central Business District
2. Broadway and Monroe Street Commercial Corridors
3. South Main Commercial District
4. Latin American Food Products Import/Distribution
5. Industrial and Redevelopment Areas
6. Education and Workforce Development

Each sector was used as the basis for focus group sessions with the community, and strengths, weaknesses and desired futures were discussed. The results from these focus groups provided a basis for the following sections and are included in Appendix 1 of this report.

Subsequent to the focus group sessions, it became evident that an additional commercial area has unique characteristics and potential and therefore merited closer examination. The “Market Street Commercial Corridor” became the seventh economic sector to be included in the Economic Development Element.

The LPS planning staff then gathered background information, prepared an overview of issues and opportunities, and recommended Goals, Objectives and Strategies for each sector. Finally, an Implementation Table was prepared, which assigns responsibilities for each strategy, provides target time frames for implementation, and identifies relevant resources for each strategy.



Central Business District

Background

The City of Passaic's Central Business District (CBD) is a vibrant area, bustling with pedestrians, cars, buses, and jitneys. The CBD corridor centers on Main Avenue and roughly corresponds to the boundaries of the C Commercial Zone, with a small extension into the C-R Commercial/Residential Zone south to Pennington Avenue. The commercial area extends one or two blocks laterally on Monroe Street, Madison Avenue, Jefferson Street, Washington Place and Passaic Street. Virtually all of the CBD is within the Urban Enterprise Zone (UEZ).

Approximately 500 businesses are located within the City's CBD, consisting primarily of small retail shops such as variety stores, bodegas, beauty and nail salons, restaurants and travel agencies. Some larger retail shops (athletic apparel, clothing, 99 cent stores, etc.) are also scattered throughout, as well as some professional health and service providers. By far the largest percentage of businesses (about 75%) are very small (one to four employees). Approximately 22% employ 10 to 19 people; fewer than a dozen (2%) have 20 to 49 employees; and less than 1% are in the 100+ range. Approximately 40 businesses within the CBD are registered with the UEZ program.

Main Avenue is characterized by an expansive right-of-way of over 150 feet, with two cartways separated by four linear parking areas within what was once the old Main Train Line railroad bed. It is estimated that these parking areas contain approximately 190 parking spaces. A pay station system is used within this median area. There is also curbside parking on both sides of Main Avenue. A relatively high percentage of City residents do not own an automobile. According to 2011-2013 American Community Survey 3-Year Estimates, nearly 50% of the City's renter-occupied housing units do not own a vehicle.





The NJ TRANSIT bus depot at Main and Lexington Avenues serves as one of two transportation hubs in the City, providing bus and jitney service to many local and regional destinations including Newark and New York City. The bus station area is quite active and serves as a central gathering place in the CBD. The City used \$400,000 of Passaic Enterprise Zone Development Corporation (PEZDC) funds to landscape this area (and four others in the downtown area) and provide benches, shelters, brick paving, attractive fencing and other improvements.

In addition to streetscape improvements, PEZDC funds have supported two programs within the CBD: Graffiti Removal and Litter Cleanup. These successful programs are administered by the Downtown Merchants

Corporation (DMC), a non-profit organization fully funded by the PEZDC. PEZDC funds were also used for acquisition and asbestos removal at 663 Main Avenue, rehabilitation of a previously vacant property at 196 Jefferson Street and the newly constructed building at 600 Main Avenue.

The City has commissioned Arterial and Level G Associates to carry out a parking study and redesign of Main Avenue. This initiative is in the preliminary stages and will consider ways to make use of the exceptionally wide Main Avenue right-of-way to enhance circulation and safety. Some concepts being discussed include wider sidewalks, reverse angle parking, buffered bike lanes or cycle track and/or a pedestrian promenade within the center median. The relocation of the NJ TRANSIT bus depot further south on Main Avenue toward Passaic Street, which is a major bus route, is also under consideration. It is anticipated that the City Parking Authority will play an important role in this process.

Two school projects are under development by the New Jersey Schools Development Authority (SDA) within the CBD area. The Henry Street Elementary School is currently under construction and is scheduled to open in September 2015, and an adjacent property on Leonard Place is in design development for another new elementary school and is expected to be completed in September 2018. The City is negotiating with the SDA to gain control of a portion of the property that fronts on Main Avenue so as to provide continuous commercial development.

The Peoples Bank Tower, an 11-story landmark building at 663 Main Avenue, dates back to 1931 but has been vacant for several decades. The City designated the building as an “Area in Need of Redevelopment” as part of its Scattered Site Redevelopment Plan. UEZ funds were used to acquire the property by eminent domain and clean it up in hopes of finding an interested redeveloper. Although a redeveloper did come forward in 2011 and an agreement was signed, the project has since stalled, and the City is now talking with another possible redeveloper. The Redevelopment Plan envisions a mix of office and retail for this structure.

Another vacant building in the Central Business District, the Peoples Bank Building at 585 Main Avenue, is six stories and contains approximately 29,520 square feet of space. This property is also part of the City’s Scattered Site Redevelopment Plan. A plan envisioning commercial on the first floor with residential units above was approved by the Planning Board in 2008. As with 663 Main Avenue, this project has slowed despite a redeveloper being designated; however, the City and the developer are cooperating in efforts to secure funding for its completion.

Issues and Opportunities

The downtown area of the City of Passaic has a unique atmosphere characterized by cultural diversity and great energy. It is centrally located within the New York City Metropolitan Area, only 15 miles from New York City, with excellent transportation connections via bus, train, and highway to regional centers and the Newark Liberty Airport. The CBD benefits from a supportive community, a youthful and growing workforce, low vacancy rate, low crime rate, and a strong commercial and residential real estate market. It has good potential for growth in the area of ethnic goods, services, and restaurants.

Existing small businesses largely cater to the walking public, which allows for the successful duplication of goods and services throughout the CBD. Pedestrian safety is a concern, however, due to a lack of crosswalks, confusing intersections, the configuration of parking areas



within the wide expanse of Main Avenue, and resulting conflicts with automobile, bus, and jitney traffic.

The residents view parking as problematic, particularly in the area around City Hall although, based on the number of vacant spaces observed, there does appear to be ample parking along Main Avenue. There is also a privately owned, multi-level parking garage located between Broadway (C.R. 622) and Academy Street.



Although the garage is visible from Main Avenue, it is not clear to anyone unfamiliar with the City how to access it or whether it is available for public parking. There is no signage on Main Avenue, and access to the garage is a block away on Prospect Street. The garage is currently utilized by local school officials but is also open to the public; however, when the Henry Street School and associated parking area are completed, all of the approximately 150 spaces in this garage will be available to CBD patrons.

Thanks to an active cleanup program, the CBD area is generally litter and graffiti free but could still benefit from improvements. Focus group participants mentioned the need for better directional/welcoming signage, façade upgrades, improved lighting and general beautification throughout the CBD and especially at entry points. The use of awnings is controversial and is discouraged by

the City in the form of an encroachment fee. In some cases, the awnings are not well maintained and therefore unattractive. Generally speaking, however, the awnings and accompanying signage give the CBD a distinctive look that is lively and fun and contributes to the unique atmosphere of Passaic.

Although the focus group participants indicated that the commercial community is a supportive one, there is no formal organization that caters to all merchants within the CBD. The Downtown Merchants Corporation primarily manages the graffiti and cleanup programs but is not involved in promoting businesses or coordinating special events or activities. The organizations that do exist are tied to specific ethnic communities or industries and are not focused solely on Passaic's CBD.

Most of the CBD is zoned as C Commercial, which allows various retail and business uses. "Live/work lofts" and, as of April 2015, "residential lofts" are also permitted as conditional uses on the upper floors within the C District, although currently the upper stories are typically used as storage areas for the stores below. Mixed use residential is currently permitted within the C-R District. If realized, a greater mix of commercial and residential uses within the CBD could increase the downtown's customer base, add vitality to the CBD in the evening, and improve neighborhood safety. These factors in turn could help support the concept of Passaic's CBD as a destination area for international goods, services, and restaurants.



As noted previously, the UEZ program has supported several successful programs and renovation and rehabilitation projects within the CBD. However, the rate of participation by local businesses in the UEZ is low. Of the approximately 500 businesses within the CBD, only 42 are currently UEZ certified. As of 2011, the State of New Jersey no longer provides funding to municipalities participating in the program; however, the City estimates that there are enough funds to continue supporting the existing programs for another five or six years. Other sources of revenue for these efforts, such as Business Improvement Districts (BIDs), need to be investigated in the interim.

Broadway and Monroe Street Commercial Corridors

Background

Both Broadway and Monroe Street are thriving commercial streets which extend from the Central Business District. These streets contain numerous and varied businesses serving the adjacent communities. There are few vacant storefronts and much pedestrian activity. Residents are within walking distance of a full range of goods and services such as grocery stores, bridal shops, hardware stores, fitness centers, churches, translation and passport services, lawyers, doctors, bars, clothing stores, beauty services and laundry services.

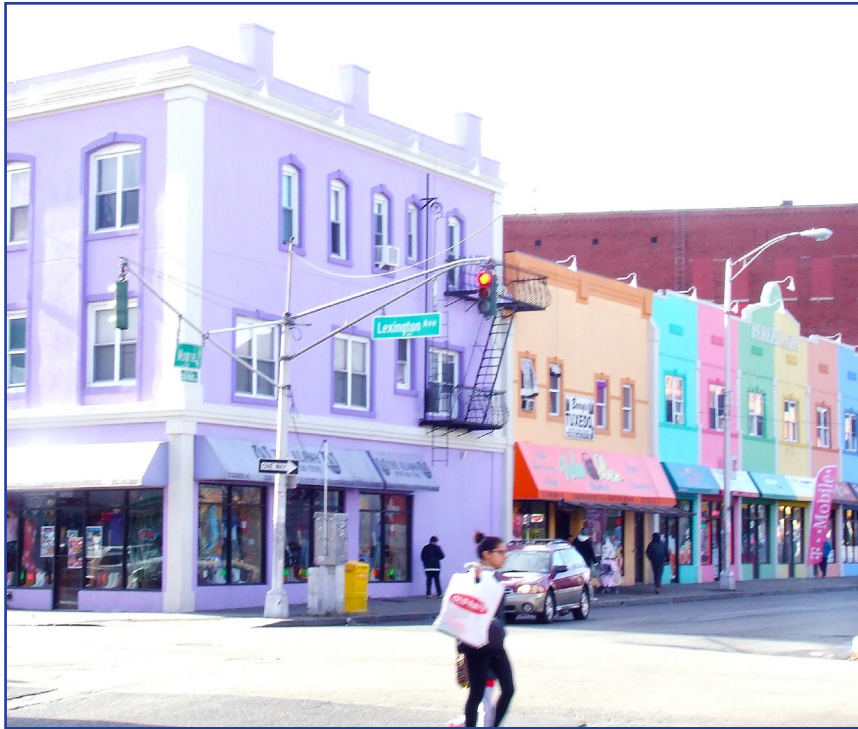
These corridors are zoned C-R Commercial Residential and are extensions of the uses found in the CBD, which is primarily in the C Commercial Zone. The C-R zone allows for all R-3 uses, mixed commercial-residential structures as well as the following commercial uses:

- Retail and service establishments
- Banks
- Business, professional and government offices
- Eating and drinking establishments
- Parking garages
- Studios, galleries and museums
- Places of public assembly

The uses allowed on these streets are adequately permissive to allow for varied commercial activity with mixed-use buildings. Higher density residential is also permitted as a conditional use.

Like the CBD, Broadway and Monroe Street are in the UEZ, although participation rates are very low.





Auto traffic and pedestrian traffic are often in conflict, and crosswalk painting is fading and not visible to drivers. Awnings, window signs, building signs and sandwich signs are frequent along these corridors and give the area a busy and healthy atmosphere. Other areas along these corridors have a somewhat cluttered but still lively appearance. These sections need sidewalk repairs, street furniture, and safer pedestrian crossings and might benefit from a continuation of the colorful “Caribbean” facades of the one block of Monroe Street.

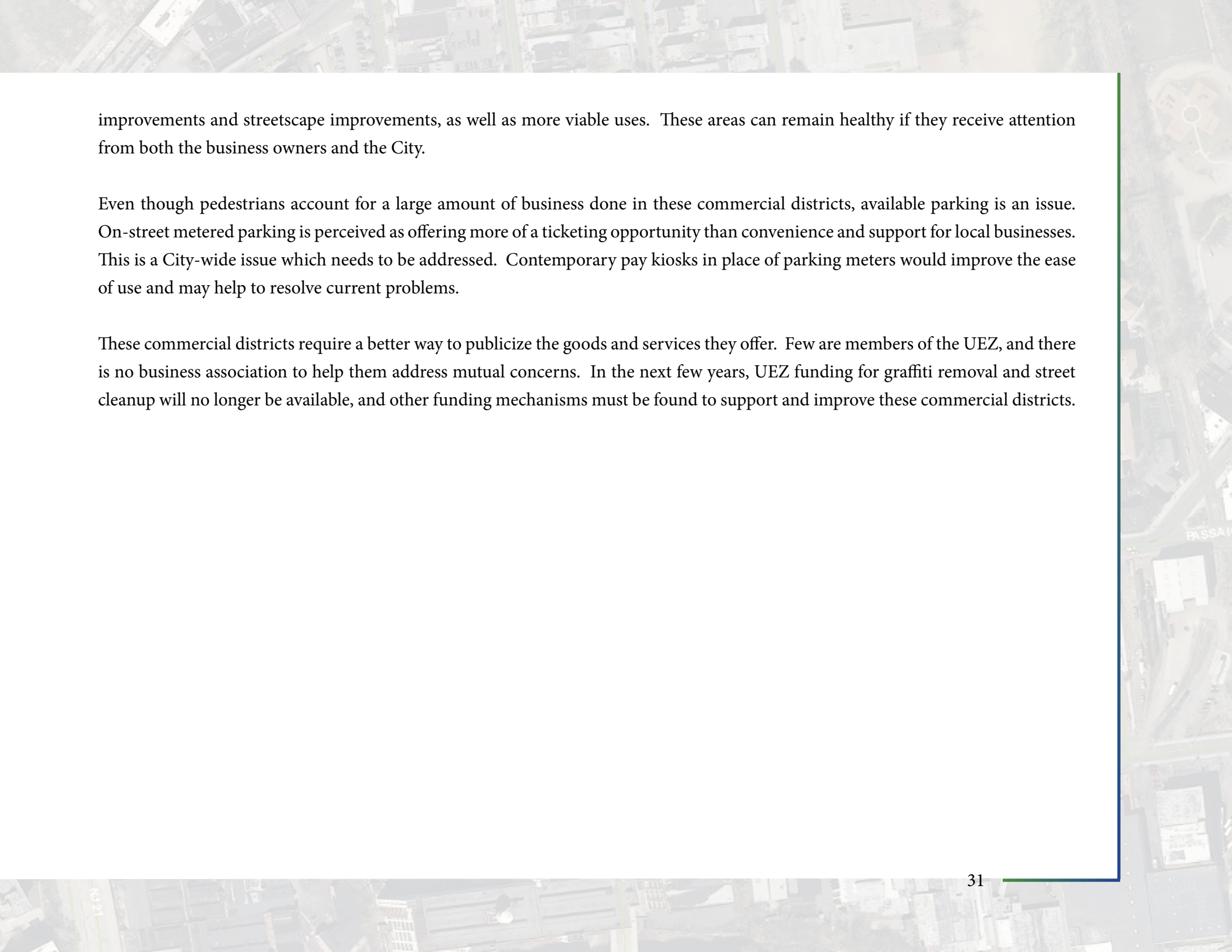
One notable block near Monroe and Lexington (see photo) exemplifies the use of “Caribbean” colors, which give a warm and festive atmosphere to the streetscape. This block is also a good example of the mixed-use theme of commercial uses at street level with residential uses on the upper floors.

The five-way intersection by the Garden Building and the Passaic Post Office offers particular challenges for pedestrians crossing fast lanes of automobile traffic. This is a heavily travelled part of the City and an important intersection for the fabric of the City.

Issues and Opportunities

The Broadway and Monroe Street Corridors need attention to sidewalk conditions, pedestrian crossings, street furniture, signage and indexing. There is also a need to address streetscape maintenance. The stretch of Monroe Street between Louisa Street and Vreeland Avenue is in particular need of storefront





improvements and streetscape improvements, as well as more viable uses. These areas can remain healthy if they receive attention from both the business owners and the City.

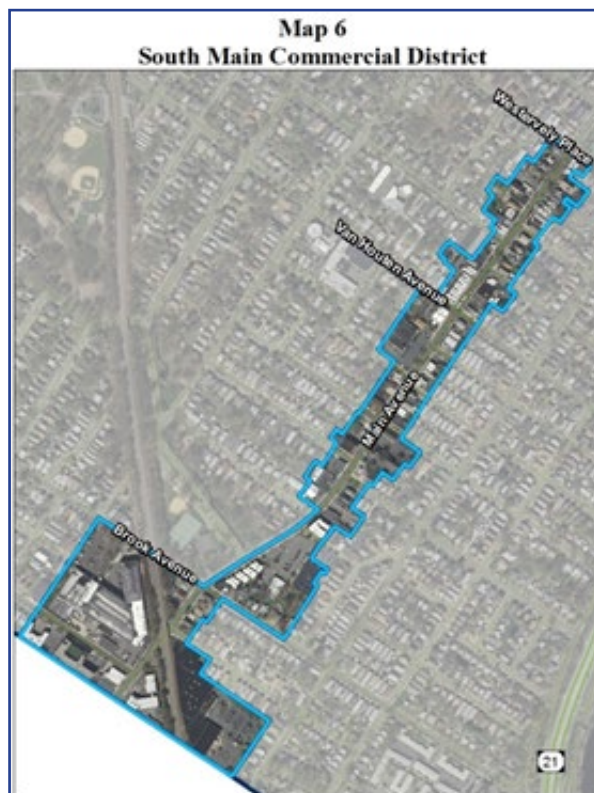
Even though pedestrians account for a large amount of business done in these commercial districts, available parking is an issue. On-street metered parking is perceived as offering more of a ticketing opportunity than convenience and support for local businesses. This is a City-wide issue which needs to be addressed. Contemporary pay kiosks in place of parking meters would improve the ease of use and may help to resolve current problems.

These commercial districts require a better way to publicize the goods and services they offer. Few are members of the UEZ, and there is no business association to help them address mutual concerns. In the next few years, UEZ funding for graffiti removal and street cleanup will no longer be available, and other funding mechanisms must be found to support and improve these commercial districts.

South Main Commercial District

Background

The South Main Commercial District is a busy, vital area within the City of Passaic. Located in the southern section of Passaic, the Corridor can be defined as an approximately 45-acre, mile-long area fronting on Main Avenue. The Corridor begins at Westervelt Place in the north and runs along Main Avenue to the City line where it meets the Clifton City border. The railroad passes over Main Avenue on a trestle in the southern end of the Corridor.



The predominant zoning along Main Avenue is C-R (Commercial Residential). Apartments are permitted on the upper floors of businesses and are common along the Avenue. A small area on the west side of Main and south of Westervelt Place is zoned R-1A (One and Multi-family Residential), and an area straddling Main Avenue near the railroad is zoned M-1 (Light Residential).

The major land use in the South Main Commercial District is commercial. There are pockets of residential uses, particularly in the northern part of the Corridor between Ascension Avenue and Westervelt Place, and in the south just north of Brook Avenue/County Route 608. Industrial uses generally correspond with the M-1 Zoning District in the south. The Veteran's Memorial (Third Ward) Park extends west of Main Avenue and north of the railroad until it crosses Howard Avenue where it continues south of the railroad.





Residential areas adjacent to the South Main Corridor are mainly single-family detached homes which are larger and more expensive than those near the CBD and in many other parts of Passaic. The houses are well-maintained and many of them have driveways. Car ownership is significantly higher in this area than in other parts of Passaic and there are several gas stations/services centers along Main Avenue.

There are approximately 135 businesses in the South Main Commercial District. Of this number, 96 have 1-4 employees, 30 have 5-9 employees, 11 have 10-19 employees, and one has 50-99 employees (Yeshiva Ktana of Passaic, a Jewish Day School). The rest are “unclassified establishments.” Twenty business owners participate in the Urban Enterprise Zone program.

The predominant category of businesses is retail sales and services (45), followed by food markets (17 - includes deli’s, bakeries and the like) restaurants (16 - full-service and limited service), professional (13), health and beauty (13), financial (8), auto-related (6), equipment repair and servicing (5) and schools, churches, and social services (5).

There are some very attractive blocks in the commercial area, particularly the block between Van Houten Avenue and Carlton Place. The storefronts are all approximately the same width, the premises are well maintained and many have attractive awnings.

There is a significant Orthodox Jewish/Kosher presence in the area. At 1 Main Avenue is the Yeshiva Ktana school, which is the largest employer in the area. Approximately 20% of the businesses are owned by and/or cater to the Orthodox population. This is evident both from the list of businesses and also from the hour signs on the doors which show early Friday and all day Saturday closings. There is also a Hispanic presence in the northern part of the Corridor.



Issues and Opportunities

The South Main Commercial District is attractive and has a very low vacancy rate. It is a well-defined area and offers a variety of services, both to the resident population as well as people from outside the City who come for the goods as well as the services offered. There is frequent bus service along Main Avenue and a substantial number of pedestrians. People in the area as well as in the City commonly refer to this area as “South Main.”

There is a problem with broken sidewalks and litter on the streets. There are few trash receptacles, which results in pedestrians littering or the few existing receptacles overflowing. While the streets are cleaned regularly on an alternate side of the street basis, there does not appear to be any municipal equivalent for removing litter or graffiti as there is in the Central Business District.



There is a perception that ticketing practices are detrimental to making this a client-friendly atmosphere. Individuals are ticketed even when the meter is nonfunctional. City officials note that a person who encounters a non-functioning meter can report this to the Department of Public Works and not be ticketed while parking there. However, there is no notice about this on the meter, and it is quite possible drivers are not aware of it. There is free parking on side streets but it does not appear to be used to any significant degree, perhaps because shoppers are not aware of it and also because a natural instinct is to park as close as possible to one’s destination. More signage would help with this issue. In addition, sidewalks in the stretch of Main Avenue between Van Houten Avenue and Ascension Street are wider than average. Additional parking could be created by removing some of the sidewalk and providing angled parking.

More foliage would be a wonderful addition to this area. Unfortunately there are few street trees. Individual shop-owners are charged a fee for both planting and inspection of trees. Similarly, awnings can provide an aesthetic benefit and attractive addition to a storefront, especially if the awnings are of uniform size. Currently there is a fee for installation and inspection of awnings. The City should consider offering design guidelines, permitting awnings by right and assessing a fine if they are not maintained properly.

One challenge in the Corridor is to foster a sense of collective identity. A neighborhood business association would do much to promote a spirit of working together. Improved signage would also be a benefit. The smaller businesses along Main Avenue generally have fairly large signs but many of the businesses which are set back from the street (e.g., the Dunkin Donuts shopping center in the south) are advertised by a comparatively small sign near the street which lists all the businesses in the center and which is difficult to read if one is driving.

The railroad trestle provides a wonderful opportunity to welcome people coming in from the south and to establish an identity for South Main. The trestle should be freshly painted and adorned with a welcome message and perhaps a representation of businesses in the area. A kiosk providing a street map and list of the businesses could be positioned along Main Avenue. There could also be a welcome sign at the northern terminus of the Corridor at Westervelt Avenue.

Focus group participants offered suggestions for a street fair or other events sponsored by a commercial association which could be held in the eastern portion of Third Ward Park. Participants also mentioned a need for a link on the City website which would list the businesses and highlight activities in the South Main Commercial District.



Market Street Commercial Corridor

Background

The Market Street Commercial Corridor is another lively pedestrian-oriented commercial corridor which runs from Passaic Street to Monroe Street. This retail corridor includes a food market, 10 to 12 restaurants, a few delis, coffee/bakery shops and child care services. Additionally, there are many theme restaurants and some specialty Hispanic retail stores. There are very few vacancies or empty storefronts; however, there are a few underutilized or vacant lots which could be redeveloped and would add to the fabric of the street.



Some of the buildings have residential units on the first floor. The buildings north of Monroe Street are all residential.

The entire commercial corridor along Market Street is in the UEZ and is zoned C-R HD (Commercial Residential High Density). There are approximately 60 businesses along the street. Most of the businesses are very small (one to four employees). Very few businesses are registered with the UEZ and consequently cannot take advantage of charging the lower sales tax rates to their customers.

The C-R HD zone allows for mixed commercial residential structures along with eating and drinking establishments, studios, galleries and museums, retail and service establishments, banks, business, professional and governmental offices as well as parking garages and lots. This broad list of uses has allowed many local small businesses to locate and operate on Market Street. The street has metered parallel parking along both sides, with some private parking lots associated with

businesses. The sidewalks average eight feet in width, and the intersections have painted crosswalks. The Lajas Civic Club at the corner of Passaic and Market Streets sets the tone with bright colors and a Latin American flavor. Many of the businesses (see photos) have started to adopt this colorful “Caribbean” shopping/dining theme.



Issues and Opportunities

The Market Street Commercial Corridor offers great promise to further develop into a regional shopping and tourist destination. Its current store mix and compact walking area, along with its proximity to the Pantasote and 220 Passaic Street redevelopment projects, make this a prime location for promoting the “Puebla Passaic” experience.



Façade improvements are needed for some businesses. The few vacant parcels on the street should be subject to redevelopment or rehabilitation activity. There are few pedestrian amenities along the street, so the addition of benches, street lights, more landscaping and pedestrian street crossing improvements will improve the shopping and dining experience for visitors. Facilitating on-street parking, improving pedestrian access to the area, and branding and promoting the area throughout the region will help Passaic tell its story.

Latin American Food Products Import /Distribution

Background

As noted in the Master Plan, 71% of Passaic’s population identify themselves as Hispanic. Most of that population is from Mexico, in particular the State of Puebla. This population is growing dramatically in both Passaic and in the New York City Metropolitan Area.



Hispanics are an economic powerhouse. According to a 2013 study by the Selig Center for Economic Growth, they represent over \$1 trillion in disposable income. A study by ESRI entitled “The New Boom” reports that, from 2000 to 2010, the Hispanic population comprised over 16% of the total population in the United States and accounted for 56 % of all population growth. In the New York City Metropolitan Area, they are expected to increase by another 18% from 2012 to 2018.

Hispanics are influencing all parts of our society, from education to products sales to television programming. According to Nielsen, Univision is often one of the top four most-watched television networks, ahead of NBC. The demand for products from Latin America is growing along with the Hispanic population.

Fortunately, the City of Passaic is in a unique position to take advantage of this market demand. The City has become known as a wholesale distribution center for Latin American products, particularly Mexican products. This sector began with Grow Mex only nine years ago and has expanded rapidly.

This emerging sector was recognized in the recent TOGETHER NORTH JERSEY report of the Eastside Redevelopment Area, which recognizes the significant presence of import/distribution businesses along First Street. Map 8 shows the locations of businesses located

on and near First Street. Other import/distribution businesses are dispersed within the Eastside Redevelopment Area and in other sections of the City.

There are approximately 15 import/distributors in the City of Passaic which provide direct employment for more than 175 people. Bodegas, restaurants, retail stores, supermarkets and many other retailers from the New York City Metropolitan Area come to Passaic to buy goods for their businesses. Alternatively, the fleet of trucks owned by these businesses delivers directly to the clients and customers have multiplied over the last decade. The businesses have started locating in small, inexpensive retail/industrial spaces and storefronts and have sometimes built new buildings or rehabilitated and utilized existing buildings.

Based on discussions with representative import/distribution business owners in the City, it is estimated that this sector generates \$250 to \$300 million per year in wholesale product distribution. The demand for these products by Latin American businesses is growing as the number of Latin American immigrants increases. If these businesses can be encouraged to stay in Passaic and are provided with expansion opportunities, they could easily double their volume based upon demand.



The three largest employers are Gro Mex, Oaxaca, and Peruvian Import with a combined total of over 100 employees. The other import and distribution businesses include La Providencia, El Tio, Carnes Don Beto, Juarez Wholesale Distributors, Puebla

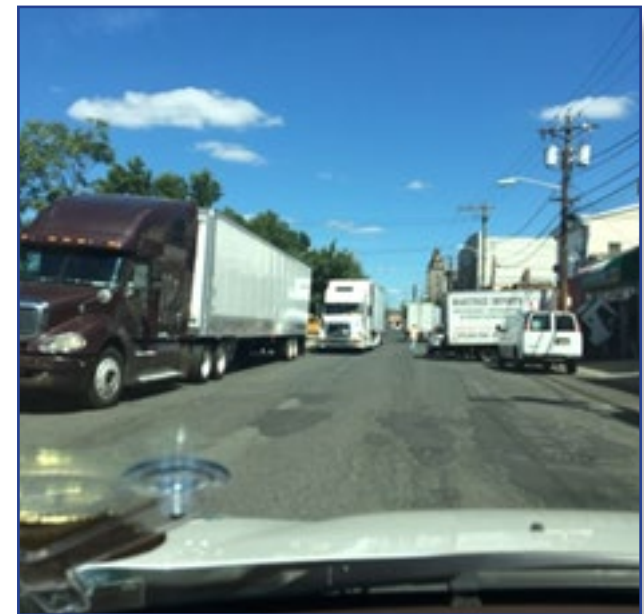
Foods, Martinez, El Chilerito, Central de Abastos, Central Chilera and two single owner operations operating in Big Apple West. In total, these businesses have more than 75 employees. The businesses also own and operate numerous box trucks and large trucks which provide additional employment. They sell Hispanic foods, spices, snacks, kitchen items, candy and furniture (all imported) to supermarkets, grocery stores, restaurants, bodegas and retail stores throughout the east coast from Canada to Florida.

Issues and Opportunities

Businesses importing and distributing Hispanic products are located in this part of Passaic because it is close to major highways and truck access to Port Elizabeth and also to the Hispanic Mexican population in the New York City Metropolitan Area. Another factor supporting the development of this sector is the synergy created by the proximity of the importers and the available labor force.

The sector's location in the UEZ allows those who register with the UEZ to enjoy tax exemptions on certain purchases, including capital equipment and investments made to build a new facility, expand, or upgrade an existing facility. For each new permanent full-time employee, businesses may receive a one-time, \$1,500 tax credit. The UEZ also allows a tax credit against the Corporate Business Tax up to 8% of qualified investments within the zone. These supportive factors present a great opportunity to brand this emerging sector and promote it so that the existing businesses will grow and attract new businesses to the City.

Issues facing this sector include a dearth of adequate and inexpensive space to store, sort and pack imported items as well as a scarcity of parking areas for customers, employees and delivery trucks. There is also poor coordination among businesses, a weak image and a lack of community recognition and support. Other factors that impede business development include high property taxes, the lack of programs such as "Start-Up New York" to provide incentives, the lack of business working capital loans, and the lack of a business or local trade association.



For the importers located on First Street, the area is congested with truck traffic when deliveries, pickups and employees all compete for traffic lanes and parking spaces. The current configuration, which allows for two-way traffic within the few blocks used by the import distribution businesses, causes conflicts in traffic and numerous traffic violations. Parking is a major issue for businesses on First Street due to inadequate space for customers and delivery vehicles.

Presently only La Providencia is registered with the UEZ, although other importers could benefit from the incentives offered if they could be encouraged to participate. There is no coordinated support for the Hispanic import/distribution sector, possibly because it is an emerging industry. There is a danger that if one business finds a good host town or industrial area to move to, the others may move as well. Import businesses receive little information on business programs, incentives or organizational opportunities. Finally, public transit must be better linked with the sector to allow workers more access to these job opportunities.

This sector would benefit from an association. The association could coordinate information distribution, help establish and promote a capital loan program, and be a resource for locating adaptive reuse space that could provide for new distribution centers to be shared by all the Passaic import and distribution businesses in joint ventures with business and government. The possibility of making First Street a one-way street south from Mercer to Passaic Streets, with customer parking along one side of the road and truck parking/loading zones on the other side, should be considered. It would be helpful to utilize nearby City-owned property for stacked employee parking by businesses on First Street. (See details in next section of this report.) Both Big Apple West and Passaic Industrial Park should be encouraged to continue to accept import and distribution tenants and expand opportunities for them to locate in this area. Finally, the higher elevation portion of the Eighth Street Fire Site offers an opportunity to locate new distribution buildings. The development of this site for the Hispanic import and distribution businesses should be a priority for all levels of government.

Industrial and Redevelopment Areas

Background

The City of Passaic has several industrial zones and redevelopment areas located along State Route 21 and the Passaic River, which include the Eastside Redevelopment Area, the River Drive Redevelopment Area and the Passaic Industrial Park. There are other clusters of industrial and manufacturing uses, such as the Van Houten Avenue Industrial Area, which are located further away from the highway network. Most of the buildings and infrastructure in these areas were built in the late 1800's and early 1900's during the peak of the manufacturing era. As economic trends and patterns shifted over time, these resources needed to be repurposed, redeveloped or rehabilitated in order to remain viable. Several industrial sites in Passaic have made this transformation, and there are still a few remaining opportunities in the City for redevelopment.

Below is a summary of the major redevelopment areas and industrial zones within Passaic.

Eastside Redevelopment Plan

The Eastside Redevelopment Area is a 99-acre area in the eastern section of Passaic City. The area is generally bounded by Route 21 on the west, the Passaic River to the south and east and an irregular line following local streets to the north and northeast. The Eastside is the primary target for future large-scale redevelopment in the City since it contains the highest concentration of undeveloped and under-utilized parcels.

The principal use within the redevelopment area is single-story warehousing and distribution centers; however, there are a few remaining manufacturing



establishments and a thriving Latin American import distribution system. The Eastside Redevelopment Plan, adopted January 19, 2005, proposes to divide the area into three land use areas (See Map 9). The Plan repositions and concentrates the existing industrial activities to the southeast (south of South Street and east of Fifth Street) with residential areas along the river to the west of the industrial areas. The area proposed for commercial/office uses lies to the north of Passaic Street, west of First, and extends to Route 21.

Proposed redevelopment actions in this plan include: 1) demolition of structures determined to be impediments to sound comprehensive development; 2) acquisition, consolidation and re-subdivision of land into suitable parcels for desired development types; 3) relocation of existing viable businesses to other locations in the area to the extent practicable; 4) provision for a full range of infrastructure to support the new development; and 5) construction of new structures and facilities which provide for a broad range of residential, commercial and industrial uses as well as open space.

The Redevelopment Plan supersedes Passaic's development regulations for the area as well as the existing redevelopment plan for Block 1024/Lot 54, and shall remain in effect for 30 years from the original date of approval by the Passaic City Council.

There are five current projects in the Eastside Redevelopment Plan (Pantasote Site, 220 Passaic Street, Big Apple West/Ethan Allen, Huffman Koos and Eighth Street Fire Site), which have been identified in the Master Plan to be redeveloped into 1.5 million square feet of retail, housing and light industrial. These properties, all privately owned, represent over one-third of the redevelopment area. Positive developments on these sites will have a tremendous impact on the entire Eastside neighborhood, invigorating a well-established shopping district on Market and Passaic Streets and creating new opportunities for jobs and economic development. This private investment will complement the multi-million dollar investments made by the City in Pulaski Park, infrastructure improvements on Market Street, and focus UEZ signage grants in the Market Street Corridor. The status of each project is described below:

Pantasote Site – The Pantasote Site is approximately eight acres and located on Passaic Street between Madison and Jefferson and adjacent to Route 21. The developer is working with the City to construct a multipurpose entertainment facility with retail (see Map 10, next page). The proposed venue may contain 3,000-4,500 seats (approximately 2,000 will be fixed seating) and would accommodate events such as ice hockey, figure skating, concerts, civic functions and rodeos. The developer group saw an opportunity for this type of entertainment



center since Passaic has held open air rodeos on the currently state-owned school site, which has attracted large crowds. The site plan also includes a 3-story parking structure, a loading area and a parking lot accessible from the Route 21 off-ramp.

220 Passaic Street (Okonite Site) – The 220 Passaic Street site, located directly south of the Pansote site, is approximately 12 acres and contains several existing buildings totaling 384,000 square feet. Although the current furniture establishment continues to operate on the property, the parcel as a whole is underutilized. The owner, 220 Passaic Street Associates, is seeking site plan approval for 320,000 square feet of retail, which includes a fitness center and catering hall (see Map 10). The property owner plans to rehabilitate the existing structures as an adaptive re-use for mixed-use development. The former school building and structure fronting First Street will also be rehabilitated.

Big Apple West/Ethan Allen – These two adjacent properties were previously part of a project that included commercial use on the first floor and residential uses on the floors

above. The initial proposal envisioned 550 units and 70,000 square feet of retail. However, the contract with that developer has since lapsed and the buildings continue to function in their current capacity as industrial warehousing.

The buildings on the Big Apple West site have suitable power, freight elevators, floor loads and ceiling heights and are currently around 80% occupied. In addition to warehousing, the property owner is exploring alternative plans for the upper floors, which may include market-rate/



artists' lofts, storage, an innovation center or entertainment/recreational uses. In addition, commercial storefronts on the first floor along Passaic and Market Streets have been approved. If the commercial uses on the first floor are established at the corner of Passaic and Market Streets, it could be possible to use an existing residential elevator or provide a new residential elevator to link the top floor of this building to the commercial uses and the Market Street revitalization. The top floor of Big Apple West would then make an ideal place for market rate residential loft apartment with high ceilings and great views.

The owner is taking steps to improve the property condition and building facades in order to attract unique uses that reflect the community. The Ethan Allen building and adjacent Qualco facility also continue to operate in an industrial/manufacturing capacity and should continue to do so providing employment opportunities.

Two Market Street – Two Market Street Associates, LLC was designated as redeveloper for Block 1030, Lot 43, more commonly known as Two Market Street by the Passaic Redevelopment Agency at their March 26, 2015 meeting. The redeveloper proposes the re-use of the existing industrial structure and the new construction of one additional story atop the existing structure. The uses would consist of 63 residential units and ground floor retail space.

Huffman Koos – The Huffman Koos site is 5.3 acres and located at 125 South Street, east of Big Apple West. The property is owned by Contempo Realty, LLC, and is slated for redevelopment. The project, to be known as Riverstone, will be completed in two phases and will consist of 114 apartment units and commercial space within the existing primary masonry building.

Patella Woodworking – Patella Woodworking is purchasing the former Hercules Chemical site on South Street in Passaic for use as a custom woodworking business. Patella Woodworking has arranged for a \$6.5 million loan from Valley National Bank and the NJ Economic Development Authority approved in February 2015 for acquisition and improvements to the structure and tax incentives of \$10 million through the Grow New Jersey Program. The company expects to hire 500-600 employees locally for its operation.

8th Street Fire Site – In 1985, a fire on Labor Day destroyed several businesses located in the Eighth Street industrial area. In total, a 20-acre area that included 2.2 million square feet of factory space and over 60 businesses was impacted, and approximately 2,400 jobs were lost. Since then, some industrial and commercial tenants, such as an import distribution business, have returned along with pockets of new construction. A 10.5 acre property which was part of the fire still remains undeveloped on Eighth Street. Privately owned, the site faces the challenges of obtaining cleanup approvals and configuring a plan that considers the site’s proximity to the floodplain. The site is near the once vibrant retail plaza which had a major supermarket and several smaller stores. The Shop-Rite has recently closed and is now vacant. A holistic plan for this area should integrate the retail plaza and allow for new construction which may be suitable for the Import Distribution sector and maintain an appropriate riparian buffer for flood control.



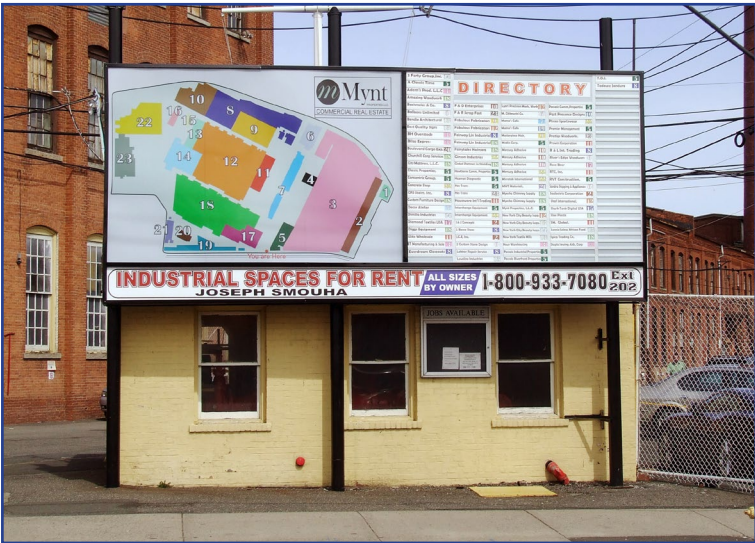
River Drive Development Area

The River Drive Redevelopment Area consists of approximately six acres of land located in the southeastern portion of the City (see Map 11). The area is separated from the remainder of the City by State Route 21 to the west and north and the Passaic River to the east. It is unique in that one must cross through the City of Clifton to access this area as it is essentially an island bordered by the highway and the river. This area consists of a few small businesses; however, the site as a whole is underutilized. The December 16, 2004 River Drive Redevelopment Plan envisioned a range of commercial, residential and recreational uses. Additionally, the plan seeks to provide more flexibility within the bulk standards, enable a range of commercial, residential and recreational uses and improve accessibility in this area. Since adoption, progress has been slow, and the potential uses in the Plan should be reconsidered.

Botany Mills (Passaic Industrial Park)

The 60-acre Passaic Industrial Park, which is the former Botany Mills textile plant, has 1.64 million square feet of space that is currently used for industrial,

warehousing, manufacturing and distribution operations. Mynt Properties purchased the site in 2013. Located on Dayton Avenue, it is the largest property in Passaic and contributes approximately \$1 million in taxes. There are approximately 125 leases and 300-400 jobs onsite. Mynt Properties also owns two other sites in the City on either side of State Route 21 and along Eighth Street. Short-term plans include increasing occupancy by attracting more industrial and warehousing tenants. The owner has recently submitted a concept plan to the City that proposes a new multi-tenant retail shopping center and a McDonald's restaurant. The plan envisions the demolition of buildings on a 2.5 acre section of the property fronting on Dayton Avenue. Other aspects of the plan include the renovation of two existing structures to accommodate over 50,000 square feet of retail, a new parking lot containing 130 spaces, and a new pad site for the proposed McDonald's restaurant.



Van Houten Avenue

On the western edge of the City lie several industrial and manufacturing businesses along Van Houten Avenue and adjacent streets. This is an active area that employs a large number of workers in various industries such as wholesale trade, packaging, fabrication and warehousing. To access these businesses, trucks use local roads, such as Van Houten Avenue and Broadway, and cut through residential neighborhoods and past schools. These truck routes should be studied and improvements should be investigated. The Master Plan suggests that the currently zoned Planned Development (PD-3) Broadway/Van Houten Area has the ability to be designated as an area in need of redevelopment and recommends that the PD-3 option be eliminated.

Other Redevelopment Areas and Industrial Zones

The City adopted a Scattered Site Redevelopment Plan on February 2, 2004, which applied to 14 vacant or under-utilized lots throughout the City. This Plan has been amended recently to include the current and former Saint Mary's Hospital sites. Prime

Healthcare Services-St. Mary's Passaic Urban Renewal, LLC was designated redeveloper for the current hospital site located at 350 Boulevard in Passaic by the Passaic Redevelopment Agency at their March 26, 2015 meeting. The property was included in the Scattered Site Redevelopment Plan which was amended by ordinance of the City Council on July 29, 2014. The redeveloper proposed major upgrades to the hospital facility totaling \$27 million over the next three years. Pennington Partners, LLC was designated redeveloper for the former St. Mary's Hospital properties on Pennington Avenue by the Passaic Redevelopment Agency at their March 26, 2015 meeting. The site is part of the Scattered Site Redevelopment Plan which was amended by ordinance of the Passaic City Council on January 6, 2015. The redeveloper proposes the reuse of the current hospital building for 118 residential units and an additional 24 townhomes of new construction on a former parking lot.

There is a cluster of industrial and manufacturing businesses along Brook and Main Avenues in the southern section of the City, within the South Main Commercial District, which provides jobs to a few hundred workers. Additionally, the old Clay Courts, across from the Train Station, is a vacant, under-utilized parcel which the City would like to redevelop as residential. The property is currently deed-restricted through the New Jersey Department of Environmental Protection's Green Acres Program (Green Acres). Before development may proceed, the City must identify another parcel to replace it with and submit a proposal to Green Acres.

Issues and Opportunities

The Redevelopment Areas and industrial zones in the City of Passaic have many positives to build upon but have areas that need further attention in order to successfully maintain and grow this important economic sector. The City is in a strategic position due to its proximity to State Route 21, a limited access highway that links the City with the Interstate Highway System. Most of The City's industry is adjacent to this important highway, which provides connections to large markets throughout the Northeastern Corridor. However, other industrial areas in the City are further from major thoroughfares and require large commercial vehicles to traverse residential streets such as Van Houten Avenue. Narrow and heavily travelled streets create circulation and parking concerns that need to be addressed before activities may be expanded. Heavy truck traffic that mixes with commuter and pedestrian traffic may cause safety issues and deter future industrial development. Designated truck routes would reduce these conflicts.

The entire City is served by public water and sewer systems. Although portions of the system are old and outdated, Passaic has invested significantly in its physical infrastructure and looks to continue to make upgrades in order to accommodate existing and proposed businesses.

The proposed riverfront development along the Passaic River will go a long way in attracting potential development projects. The City has a large potential workforce that is available to work in the manufacturing sector; however, more training is needed to fill skilled positions. Increased transportation options, such as improved bus routes to work places, will help attract this potential workforce to the job sites. Finally, a few sites have environmental constraints, which may reduce the potential for redevelopment. For example, the properties along the river are near a flood zone and may need substantial fill. Other sites have on-site contamination from their former industrial uses, which will likely need remediation before redevelopment can occur.

Decreasing blight and attracting stable businesses that complement the surrounding neighborhoods are important goals for the City. Age, appearance, adaptability and condition of industrial buildings are hurdles the City must address if it is to continue attracting development. Therefore, streetscape, building façade and circulation improvements are high priorities for these former industrial areas. Passaic has taken positive actions to redevelop properties and attract businesses. For example, the City has proactively designated most of its industrial sites as Areas in Need of Redevelopment. The City and its Redevelopment Agency are currently working with redevelopers on a variety of plans for these identified properties such as the Pantasote and 220 Passaic Street sites. Other areas that have not progressed (e.g., Big Apple West, River Drive and the Eighth Street Fire Site) should be reevaluated to ensure these properties are utilized to their highest and best use. Redevelopment generates increased opportunities and improved appearances. As a result, the perceived social and economic problems common to many urban cities are likely to decrease.

Education & Workforce Development

Background

According to the 2009-2013 American Community Survey (ACS) 5-Year Estimates, there are 23,306 persons over three years of age in Passaic enrolled in school. This includes 2,387 in nursery school or preschool (10.2%); 1,767 in kindergarten (7.6%); 9,778 in elementary school, i.e., grades 1 through 8 (42%); 5,681 (24.4%) in high school, i.e., grades 9 through 12; and 3,693 (15.8%) in college or graduate school.

In the public school system, there are currently 16 elementary, middle, and high schools. The public schools are listed below:

- Passaic High School
- Abraham Lincoln Middle School
- Thomas Jefferson School #1
- Washington School #2
- Mario Drago School #3
- School #5 Annex
- Dr. Martin Luther King, Jr. School #6
- Ulysses S. Grant School #7
- Casimir Pulaski School #8
- Etta Gero School #9
- Theodore Roosevelt School #10
- William B. Cruise Memorial School #11
- Vincent Capuana School #15
- School #16 (Bank Building)
- School #17
- Daniel F. Ryan School #19



The private and charter schools include:

- Passaic Arts and Science Charter School (K-8) with 540 students in 2 locations
- Collegiate School
- Lighthouse Academy
- Bais Yaakov of Passaic High School
- Passaic Catholic Regional School
- St. Anthony of Padua School
- St. Nicholas Ukrainian School
- Ybh of Passaic Hillel
- Yeshiva Ktana of Passaic
- New Generation Christian Academy
- Mesivta Ti Feres Rav Zui Aryeh
- Noble Leadership Academy
- Our Lady of Mt. Carmel School



In addition to the above, there is one special education high school (Essex High School) which, according to the school's website, served 18 students in 2011 and there are approximately 4,000 students in parochial schools. Also, as mentioned in the section on the Central Business District, two school projects are under development by the New Jersey Schools Development Authority (SDA) within the CBD area. The Henry Street Elementary School is under construction, and an adjacent property on Leonard Place is in design development for another new elementary school.

There are at least eight trade schools within Passaic City (see following list) with many more in Passaic County. In addition, since 2008 Passaic County Community College has operated a satellite campus at 2 Paulison Avenue (discussed further below). The City of Passaic is within a few miles of Fairleigh Dickenson University, Montclair State University, William Patterson University, Felician College and Passaic Community College (main campus) and only thirty minutes from Rutgers University, New Jersey Institute of Technology and Seton Hall University.

- Unicasa Real Estate School
- Passaic Youth Build
- EZ Wheels Driving School
- Uceda Institute
- PC Age Career Institute
- Mi Casa es Puebla Passaic
- Passaic Adult Learning Center
- Passaic County Technical Institute



The ACS also provides data on educational attainment of the 39,003 persons in Passaic aged 25 years and older. Of that number, 9,153 (23.5%) have completed less than 9th grade; 4,645 (11.9%) have completed 9th to 12th grade but have no diploma; 13,810 (35.4%) are either high school graduates or an equivalent; 4,480 (11.5%) have some college but no degree; 1,536 (3.9%) have an Associate's degree; 3,510 (9.0%) have a Bachelor's degree; and 1,669 (4.8%) have a graduate or professional degree. These numbers are telling in terms of the educational and vocational-training needs of the population. Generally a high school diploma is the minimum education necessary for most jobs, and more than a third of the adult population in Passaic does not have that credential.

As mentioned in other parts of this plan, Hispanics make up the majority of Passaic residents. A significant portion of this population (41,910, or 66.4% of the population five years and over) speaks Spanish at home, and 23,080 of that number (36.6%) speak English less than very well. This is another indicator of where the City should be placing an emphasis within the public schools and beyond.

Issues and Opportunities

Focus group participants generally expressed the opinion that the public school system in the City of Passaic is strong and that parents are committed to educational and career opportunities for their children. In addition to the standard curriculum, the system offers disabilities support services and college readiness and business start-up programs. It is important to note that a school system transformation effort is currently underway with emphasis on college readiness.

Several programs for basic skills and on-demand training exist, and resources for local employers such as the Workforce Investment Act (WIA) and Workforce NJ are accessible. Passaic is also fortunate in having a branch of Passaic Community College, called the Passaic Academic Center (PAC), which opened in 2008 as the fourth campus of Passaic County Community College. A state-of-the-art educational facility, PAC offers modern science and computer laboratories as well as classrooms equipped with the latest technology to enhance the delivery of educational programs. Parking is available, and the campus is easily accessible by public transportation. After school homework programs are also offered at the Boys and Girls Club of Passaic and some local churches.

The PAC houses a Nurse Education Program and also offers: English Language Studies (ELS); a Basic Skills Program in reading, writing and mathematics that prepares students for academic majors at the PAC and elsewhere; general college-level courses such as English, Math, Psychology, Computers, History, American Sign Language (ASL), Biology and Education; non-credit learning opportunities in Continuing Education/Workforce Development such as Notary Public Education, Customer Service, Retail Math, GED preparation, English for the workplace and how to start your own business; advisement and tutoring; and, very important for a City where the median household income is only \$32,159, financial assistance in the way of federal, state and college grants and scholarships.

The City is fortunate to have faith communities and non-profits which offer after-school programs for the children of working parents.

The Passaic Housing Authority (PHA) provides an after school program (mostly helping with homework) for children ages 6-13. It is free to residents but non-residents can also participate at a cost of \$20/week. The programs are at each family complex. The program currently serves about 150 students. The PHA also offers a summer program which is mostly recreational but includes some schoolwork as well. This is also free to residents and costs \$40/week for non-residents.

Within the public schools, there is a growing need to expand the English as a Second Language program and to make arrangements for additional tutors, since the language barrier can interfere with students' learning until they have better mastery of English. The district also needs to identify solutions to challenges such as an increasing number of undocumented students and the sheer growth in the number of children.



Adult educational opportunities currently exist but need to be expanded with an emphasis on vocational training based on the needs of employers within the City and the region. Issues such as lack of basic work experience, unwillingness to travel to work, teen pregnancies and a public transportation system that does not easily support second and third shift workers will continue as workforce development barriers. A formal and approved GED testing program should be instituted within the public school system.

It will take the cooperation of many parties to create an optimal future for education and workforce development in Passaic. One avenue for achieving this is to create a Career and Technical Education (CTE) Advisory Committee which would include companies, faculty, families and community. The CTE would be charged with identifying ways to facilitate better information sharing about education and training programs between the workforce and employers and also tapping talent networks that can benefit the schools and community.

Goals, Objectives and Strategies

The following Goals, Objectives and Strategies (GOS) were developed by the Local Planning Services project team with input from the focus groups, City officials and private sector participants. GOS were identified for each of the economic sectors reviewed in this Economic Development Element but, in order to minimize repetition, they were ultimately grouped as follows:

- Commercial Corridors and Districts
- Latin American Food Products Import/Distribution and Industrial and Redevelopment Areas
- Education and Workforce Development

All of the GOS are intended to be implemented by private, institutional and public sector participants as resources are available. The City government supports all of these Goals, Objectives and Strategies but cannot implement them alone and has to work within the limited resources available. The GOS are intended to guide the public, institutional and private sectors in supporting the City's efforts to expand economic activity, provide and keep jobs, while growing and protecting the City's ratable base.

Commercial Corridors and Districts

Goal 1: Facilitate business formation, preservation, and expansion

Objective 1A: Support new and existing local businesses with training and financial resources

Strategy 1: Prepare a bilingual welcome package and/or orientation session for new businesses in the City with useful information such as UEZ benefits and registration, contact information for relevant City departments and applicable merchants association, relevant local regulations/procedures, business and job training resources, possible financial resources, etc.

Objective 1B: Increase participation in the UEZ program

Strategy 1: Promote benefits and programs offered through the UEZ program to all eligible businesses

Strategy 2: Incorporate UEZ tax savings into marketing efforts

Goal 2: *Foster business and pedestrian friendly atmosphere*

Objective 2A: Enhance aesthetic appeal of all commercial areas

Strategy 1: Maintain litter cleanup, graffiti removal, and other beautification efforts throughout entire City

Strategy 2: Offer a façade improvement program

Strategy 3: Place trash cans on sidewalks at regular intervals

Strategy 4: Prepare a rehabilitation plan for Market Street

Objective 2B: Make key streetscape improvements

Strategy 1: Identify where improvements are necessary and develop a streetscape improvement plan and timeline for completing them

Strategy 2: Clearly identify and mark pedestrian crosswalks

Strategy 3: Consider Special/Business Improvement District as a means of funding streetscape enhancements (lighting, signage, façades)

Objective 2C: Improve parking availability and accessibility

Strategy 1: Use signage to direct visitors to existing parking

Strategy 2: Encourage alternative modes of transportation along Main Avenue by installing bus shelters where none exist and providing bike racks at appropriate locations

Strategy 3: In CBD:

- a. Implement recommendations of Arterial Design Studio to improve functionality and safety of Main Avenue
- b. Address parking shortages that may occur as result of Main Avenue redesign
- c. Consider new parking facility in vicinity of City Hall

Strategy 4: In South Main Commercial District:

- a. Consider removing some of the wide sidewalk areas along Main Avenue and installing angled parking – perhaps reverse angle
- b. Improve maintenance of parking meters and do not ticket cars parked at broken meters
- c. Install kiosks where visitor can add time for parking space (within reasonable limits)
- d. Continue periods of “free” parking during holiday seasons

Strategy 5: On Market Street:

- a. Encourage public parking during off-hours on private lots

Objective 2D: Ensure local regulations support local businesses and promote the City’s continued vitality and uniqueness

Strategy 1: Encourage mix of uses within commercial areas

Strategy 2: Permit outdoor dining where appropriate

Strategy 3: Eliminate encroachment fee for awnings and replace with maintenance program

Strategy 4: Offer specific incentives to business owners to achieve desired vision

Strategy 5: On Market Street, between Passaic and Monroe:

- a. Modify zoning regulations to permit wide variety of dining experiences by reducing parking requirements for dining establishments
- b. Allow patrons to bring alcohol to consume on the premises and outside the facility within permitted outdoor dining areas
- c. Amend outdoor seating ordinance to allow music, menu signs and outdoor cooking provided all other ordinance requirements are met



Goal 3: Foster cohesive commercial communities within the City

Objective 3A: Form a business network of local merchants specific to each major commercial area to facilitate communication and cooperation

Strategy 1: Form membership-based merchants associations and establish regular meeting schedule

Strategy 2: Involve members of merchants associations in creating and promoting district theme and identity

Strategy 3: Coordinate marketing efforts and special events (e.g., sidewalk sales, food fests, art festivals and cultural celebrations)

Goal 4: Identify, embrace, and promote the unique identity of each of the major commercial corridors and districts within Passaic

Objective 4A: Develop a vision for each commercial area that promotes and celebrates its unique character and appeal

Strategy 1: Embrace and enhance the existing character of CBD and adjacent commercial corridors (i.e., cultural diversity, vibrancy, colorful “South Beach” facades, small business orientation)

Strategy 2: Identify and promote a unique identity and appeal for South Main Commercial District and strive for a more cohesive commercial community

Strategy 3: Along Market Street:

- a. Promote a Latin American shopping and dining theme and experience
- b. Prepare design standards to promote Latin American theme
- c. Reach out to regional Latin American restaurant and retail store owners in an effort to draw them to the Market Street Corridor
- d. Work with Big Apple West to anchor the corridor with a colorful auto/pedestrian/retail center at the corner of Passaic and Market Streets, as recommended in the TOGETHER NORTH JERSEY draft report.
- e. Foster opportunities for the integration of public art and artistic elements through curb painting, façade painting, and wall murals

Objective 4B: Use signage as a way to identify each commercial area and create a “sense of place”

Strategy 1: Design and install attractive and thematic welcoming, informational and wayfinding signage (e.g., parking location, listing of businesses in a given block, directional maps)

Strategy 2: Solicit help from a professional graphic designer (local and voluntary if possible) in designing and placing appropriate signage

Strategy 3: In South Main Commercial District:

- a. Paint railroad trestle to make it attractive and welcoming, featuring local businesses
- b. Place welcoming signage at Main Avenue and Westervelt Place

Strategy 4: In Eastside Redevelopment area:

- a. Place or paint a “Welcome to the Eastside” sign on the NJDOT Route 21 overpass at Passaic Street

Objective 4C: Brand and market Passaic’s commercial areas both locally and regionally

Strategy 1: Develop local advertising campaign that celebrates the City’s vibrancy and international flavor

Strategy 2: Engage a branding/marketing consultant to lead and help coordinate promotional efforts

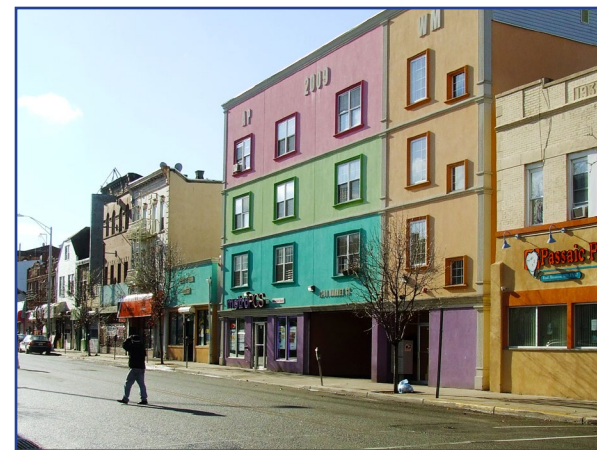
Strategy 3: Form partnerships among newly formed merchant associations, area redevelopers, and local, county and state business promotion organizations

Strategy 4: Sponsor regular/annual thematic events (e.g., international food and/or entertainment) designed to highlight City’s cultural assets and draw people to various commercial areas

Strategy 5: Provide kiosks at key gathering places around the City to post information on community events, business openings/expansions, etc.

Strategy 6: Feature Passaic businesses in local newspapers and magazines

Strategy 7: Add links on the City’s website to information on major commercial corridors and districts, including local businesses, special events, maps, etc.



Latin American Food Products Import/Distribution and Industrial and Redevelopment Areas

Goal 1: Support the existing Latin American import distribution businesses

Objective 1A: Develop a support strategy for the Latin American import distribution businesses

Strategy 1: Reach out to the Latin American import and distribution businesses and find one or two champions to implement the strategies of this objective with the endorsement of the City

Strategy 2: Have the City and at least one local business (e.g., La Providencia or Grow Mex) sponsor mixer events

Strategy 3: Offer assistance in the establishment of a Latin American Import Distribution Business Association in Passaic

Strategy 4: Prepare a directory of Latin American importers and their products and provide links on the City's web site

Strategy 5: Prepare a brochure and marketing plan to promote Passaic as the capital of Latin American imports

Strategy 6: Establish an annual trade show for the import and distribution businesses and invite existing and potential clients as well as Latin American exporters

Goal 2: Formulate a welcoming strategy to attract and retain import and distribution businesses

Objective 2A: Create a regulatory-friendly atmosphere for the import and distribution businesses

Strategy 1: Create zoning that allows for M-1 uses of import and distribution businesses along the east side of First Street from Mercer Street to Passaic Street

Strategy 2: Allow M-1 and M-2 uses along First Street and where existing import distribution businesses are located (see recommendations in the Redevelopment section of this report regarding Big Apple West)

Objective 2B: Help existing and new import and distribution businesses to feel at home in Passaic

Strategy 1: Prepare a bilingual welcome package for all existing businesses in this sector with useful information such as UEZ benefits and registration, State EDA programs and job training resources

Strategy 2: Create a marketing package to attract new import and distribution businesses to Passaic and seek partners and funding to promote Passaic as an industry leader

Strategy 3: Explore redevelopment opportunities that can accommodate warehousing needs, traffic and parking particular to this industry

Goal 3: Provide for an environment that will attract new businesses to the industrial and redevelopment areas

Objective 3A: Encourage property owners to improve visual appearance and aesthetics

Strategy 1: Offer incentives and enforce ordinances to encourage owners to maintain property and improve building facades

Objective 3B: Continue to upgrade and improve the City's infrastructure

Strategy 1: Invest in transportation, water, sewer and high-speed internet networks especially in and around the redevelopment areas

Objective 3C: Maintain and develop the Passaic River frontage to encourage redevelopment

Strategy 1: Acquire right-of-way and construct the proposed Passaic River Greenway as set forth in the City's Master Plan, the Passaic Eastside Redevelopment Plan and TOGETHER NORTH JERSEY Passaic Eastside Development Strategy

Goal 4: Ensure industrial and redevelopment areas are utilized to the highest and best use

Objective 4A: Reevaluate existing Redevelopment Plans that may have stalled

Strategy 1: Reconsider the redevelopment goals and objectives for the River Drive Redevelopment Area (i.e., reevaluate the currently proposed housing for this site)

Strategy 2: Reconsider desired uses set forth in Eastside Redevelopment Plan. For example,

- 1) evaluate changing the primary use from residential to mixed-use for Big Apple West and Ethan Allen (see Map 12);
- 2) include putting commercial retail on the first floor around the Passaic and Monroe Streets corner of big apple west and providing pedestrian elevator to top story residential lofts that will access from the edge of the new Latin American Shopping District; and
- 3) encourage a strategy to develop the higher elevation portions of the Eighth Street Fire Site into a new distribution center catering to the Latin American import and distribution businesses, while maintain an appropriate riparian buffer

Strategy 3: Reconsider desired uses and strategies for the former Clay Courts site; work with Green Acres to find a suitable alternative parcel to “swap out”



Objective 4B: Support and invest in successful Redevelopment Plans/Industrial Areas

Strategy 1: Encourage existing redevelopment at the Pantasote and 220 Passaic Street Sites; proceed with redevelopment actions (demolition, acquisition and relocation) identified in the Eastside Redevelopment Plan

Strategy 2: Encourage redevelopment in other industrial areas by supporting the mixed-use concept plan for Passaic Industrial Park (Botany Mills) and conducting an Area in Need of Redevelopment Study for the Van Houten Avenue Area

Strategy 3: Promote development and expansion as described in the Saint Mary’s Hospital and Scattered Sites Area in Need of Redevelopment Plans

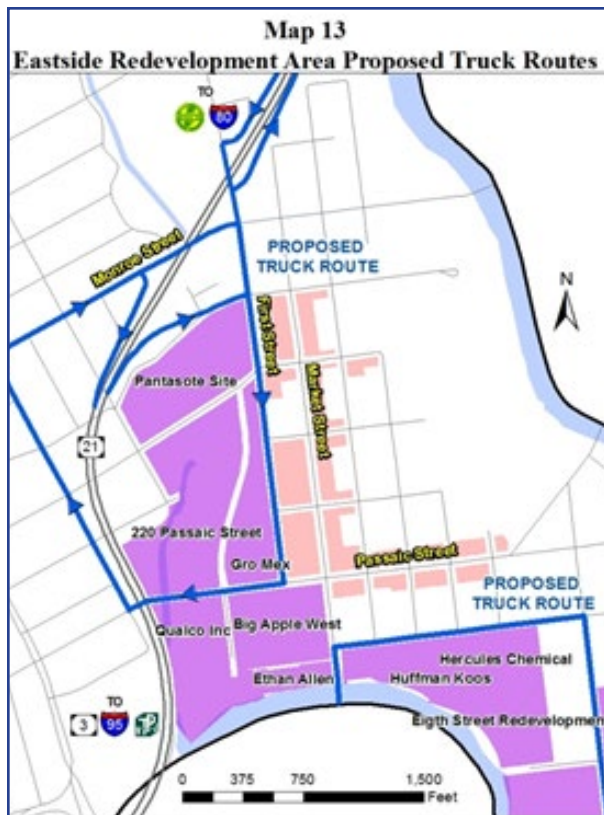
Objective 4C: Encourage the continued and expanded reuse of existing buildings on First Street

Strategy 1: Amend the zoning along First Street to include import/distribution businesses as permitted uses

Objective 4D: Promote and market the City’s Redevelopment and Industrial Areas

Strategy 1: Foster partnerships with local, County and State agencies to develop and implement a marketing plan to attract new and stable businesses

Goal 5: Plan efficient traffic circulation through industrial and redevelopment areas while ensuring pedestrian safety



Objective 5A: Separate industrial/truck traffic and loading from non-industrial uses

Strategy 1: Recommend a traffic study to evaluate current traffic conditions around the Van Houten Avenue Industrial Area

Strategy 2: Recommend a traffic study to evaluate current traffic conditions within the Eastside Redevelopment Area (especially along Passaic and Market Streets) to improve pedestrian safety

Strategy 3: Carry out a traffic study to evaluate the establishment of a one-way corridor on First Street, with visitor parking on one side of the street and truck loading zones on the other between Mercer and Passaic Streets

Strategy 4: Provide for additional truck and business parking on City-owned property along First Street

Objective 5B: Implement circulation plan that will allow “for the efficient movement of vehicles to and from, as well as within” the redevelopment and industrial areas

Strategy 1: Implement the circulation recommendations set forth in the December 16, 2004 Redevelopment Eastside Plan and the March 19, 2014 TOGETHER NORTH JERSEY Passaic Eastside Development Strategy

Strategy 2: Propose designated truck routes (see Map 13, previous page) between industrial areas and highway interchanges that avoid residential neighborhoods and school zones especially along Van Houten Avenue, Broadway and the Eastside Redevelopment Area

Goal 6: Better define and link commercial and industrial uses

Objective 6A: Create improved pedestrian linkages between redevelopment area west of First Street and the Market Street Commercial Corridor along Passaic, Jefferson, Bergen and Essex Streets

Strategy 1: Apply paint or similar treatment for pedestrian crosswalks at key intersections with First Street and Market Street

Strategy 2: Locate and install signage directing pedestrians and automobiles to the Market Street Commercial Corridor

Strategy 3: Support the creation of a Latin America retail corridor from the base of Big Apple West along Market Street to Madison

Strategy 4: Work with Big Apple West to anchor the corridor with a colorful auto/pedestrian/retail center at the corner of Passaic and Market Streets

Strategy 5: Consider streetscape and pedestrian improvements, such as pedestrian friendly corridors between Market Street and the Pantasote and 220 Passaic Street sites



Education and Workforce Development

Goal 1: Increase number of students that complete high school and are prepared to join the workforce

Objective 1A: Communicate importance of completing an education and developing workforce skills

Strategy 1: Develop and launch a public information campaign using multiple media venues

Strategy 2: Explore partnerships with local businesses, large employers, non-profits, universities, unions and other governmental agencies to incorporate workforce development into before, during and after school enrichment

Objective 1B: Define excellence and expect high performance

Strategy 1: Create a document which specifies expectations related to excellence and performance and communicate this to students, families and staff. Do this in conjunction with non-traditional input from those outside of the academic community

Objective 1C: Develop a policy regarding underperforming students

Strategy 1: Prepare guidelines on underperformance with specific steps to mitigate academic deficits

Objective 1D: Create a formally approved General Educational Development (GED) testing site in the public school system

Strategy 1: Identify NJ DOE standards and potential funding sources to establish a GED testing center

Strategy 2: Create a GED testing center that is part of a larger adult workforce development framework

Goal 2: Expand and improve career development efforts with special emphasis to match residents with local jobs

Objective 2A: Promote strategic partnerships to include the City, employers, public and private schools and non-profits to further basic skills, learning resources and business firm engagement

Strategy 1: Create a task force to be facilitated by the New Jersey Urban Mayors Association

Strategy 2: Identify a point person in City government to support these partnerships

Objective 2B: Seek state and federal grants to expand career education and placement efforts and look to corporate partners and foundations for career- related curriculum development

Strategy 1: Explore funding opportunities

Objective 2C: Promote, develop and expand existing trade schools

Strategy 1: Create a team to examine local and regional job trends and attract and retain relevant trade schools to Passaic

Goal 3: Develop and expand English as a Second Language (ESL) programs throughout the City's public schools

Objective 3A: Ensure that ESL programs exist in the school district's standard curriculum from K-12

Strategy 1: Examine NJDOE guidelines and explore funding opportunities

Objective 3B: Work with Passaic Community College to expand ESL offerings at its Passaic City satellite facility for working adults and those residents seeking employment

Strategy 1: Identify liaison staff to work with the college to coordinate expanded offerings

**CITY OF PASSAIC ECONOMIC DEVELOPMENT ELEMENT
IMPLEMENTATION TABLE**

#	Objectives and Strategies	Lead Responsibility/ Partners	Completion Time Frame*	Resource(s)
COMMERCIAL CORRIDORS AND DISTRICTS				
GOAL 1: Facilitate business formation, preservation, and expansion				
Objective 1A: Support new and existing local businesses with training and financial resources				
1	Prepare a bilingual welcome package and/or orientation session for new businesses in the City with useful information such as UEZ benefits and registration, contact information for relevant City departments and applicable merchants association, relevant local regulations/procedures, business and job training resources, possible financial resources, etc.	Passaic Enterprise Zone Development Corp (PEZDC)/ Econ Dev Comm (EDC)	Short	http://www.nj.gov/dca/affiliates/uez/publications/pdf/UEZBrochure.pdf ; http://www.nj.gov/dca/affiliates/uez/publications/ ; http://www.preservationnation.org/main-street/resources/public/RMS_EntrepreneurSupportCtr.pdf
Objective 1B: Increase participation in the UEZ program				
1	Promote benefits and programs offered through the UEZ program to all eligible businesses	PEZDC/ EDC	Ongoing	www.nj.gov/dca/affiliates/uez/index.shtml ; http://www.nj.gov/dca/affiliates/uez/publications/
2	Incorporate UEZ tax savings into marketing efforts	EDC	Ongoing	http://www.nj.gov/dca/affiliates/uez/publications/
GOAL 2: Foster business and pedestrian friendly atmosphere				
Objective 2A: Enhance aesthetic appeal of all commercial areas				
1	Maintain litter cleanup, graffiti removal, and other beautification efforts throughout entire City	PEZDC	Ongoing	National Trust, <u>Revitalizing Main Street</u> , Ch. 20
2	Offer a façade improvement program	City Council/ PEZDC	Medium	Main Street New Jersey, http://www.nj.gov/dca/divisions/dhcr/offices/msnj.html
3	Place trash cans on sidewalks at regular intervals	Business Admin/ Public Works	Short	National Trust, <u>Revitalizing Main Street</u> , Ch. 15
4	Prepare a rehabilitation plan for Market Street	City Council/ EDC/Market St Subcommittee	Short	The Redevelopment Handbook, 2nd Edition, Chapter 8, http://njplanning.org/news/redevelopment-handbook/
Objective 2B: Make key streetscape improvements				
1	Identify where improvements are necessary and develop a streetscape improvement plan and timeline for completing them	City Planner/ City Engineer	Medium	http://www.state.nj.us/transportation/works/nifit/complete.shtm
2	Clearly identify and mark pedestrian crosswalks	Business Admin/ Public Works	Short	National Trust, <u>Revitalizing Main Street</u> , Ch. 15
3	Consider Special/Business Improvement District as a means of funding streetscape enhancements (lighting, signage, façades)	EDC	Medium	http://www.nj.gov/dca/divisions/dhcr/offices/idp.html ; <u>NJDCA Improvement District (ID) Programs</u> (http://www.nj.gov/dca/divisions/dhcr/offices/idp.html)

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#	Objectives and Strategies	Lead Responsibility/ Partners	Completion Time Frame*	Resource(s)
Objective 2C: Improve parking availability and accessibility				
1	Use signage to direct visitors to existing parking	City Parking Authority	Medium	National Trust, Revitalizing Main Street , Ch. 15; http://www.cmap.illinois.gov/documents/10180/96911/StepByStep3.pdf/39fa6452-2e19-4691-87bd-abac8b06c248
2	Encourage alternative modes of transportation along Main Avenue by installing bus shelters where none exist and providing bike racks at appropriate locations	City Council/ NJ TRANSIT	Medium	Director, Transit Friendly Land Use and Development, NJ Transit, 973-491-7000; Smart Transportation Guidebook, www.state.nj.us/transportation/community/mobility/pdf/smarttransportationguidebook2008.pdf
In CBD:				
3a	Implement recommendations of Arterial Design Studio to improve functionality and safety of Main Avenue	City Council/ PB/City Planner	Long	Passaic County Complete Streets Guidelines, www.passaiccountynj.org/DocumentCenter/View/4240 ; www.state.nj.us/transportation/works/njfit/mainstreet.shtm
3b	Address parking shortages that may occur as result of Main Avenue redesign	City Parking Authority	Long	National Trust, Revitalizing Main Street , Ch. 19; http://www.cmap.illinois.gov/documents/10180/96911/StepByStep3.pdf/39fa6452-2e19-4691-87bd-abac8b06c248
3c	Consider new parking facility in vicinity of City Hall	City Parking Authority	Long	National Trust, Revitalizing Main Street , Ch. 19; http://www.cmap.illinois.gov/documents/10180/96911/StepByStep3.pdf/39fa6452-2e19-4691-87bd-abac8b06c248
In South Main Commercial District:				
4a	Consider removing some of the wide sidewalk areas along Main Ave and installing angled parking – perhaps reverse angle	City Dept of Public Works	Short	http://www.cmap.illinois.gov/documents/10180/96911/StepByStep3.pdf/39fa6452-2e19-4691-87bd-abac8b06c248
4b	Improve maintenance of parking meters and do not ticket cars parked at broken meters	City Parking Authority	Short	http://www.cmap.illinois.gov/documents/10180/96911/StepByStep3.pdf/39fa6452-2e19-4691-87bd-abac8b06c248
4c	Install kiosks where visitor can add time for parking space (within reasonable limits)	City Parking Authority	Short	http://www.cmap.illinois.gov/documents/10180/96911/StepByStep3.pdf/39fa6452-2e19-4691-87bd-abac8b06c248
4d	Continue periods of “free” parking during holiday seasons	City Parking Authority	Short	http://www.cmap.illinois.gov/documents/10180/96911/StepByStep3.pdf/39fa6452-2e19-4691-87bd-abac8b06c248
On Market Street:				
5a	On Market St.: Encourage public parking during off- hours on private lots	Planning Board/ PEZDC/Market St Subcommittee	Short	https://alexandriava.gov/uploadedFiles/planning/info/SharedParkingFactSheet.pdf ; http://www.cmap.illinois.gov/documents/10180/96911/StepByStep3.pdf/39fa6452-2e19-4691-87bd-abac8b06c248

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#	Objectives and Strategies	Lead Responsibility/ Partners	Completion Time Frame*	Resource(s)
Objective 2D: Ensure local regulations support local businesses and promote the City's continued vitality and uniqueness				
1	Encourage mix of uses within commercial areas	City Council/ PB/City Planner	Short	https://www.planning.org/pas/quicknotes/pdf/QN6.pdf ; http://www.northjersey.com/news/fresh-air-as-side-dish-1.288974?page=all
2	Permit outdoor dining where appropriate	City Council/ PB/City Planner	Short	http://www.generalcode.com/codification/sample-legislation/sidewalk-cafes ; http://www.northjersey.com/news/fresh-air-as-side-dish-1.288974?page=all
3	Eliminate encroachment fee for awnings and replace with maintenance program	City Council/ City Planner	Short	National Trust, <u>Revitalizing Main Street</u> , Ch. 12
4	Offer specific incentives to business owners to achieve desired vision	City Council/ City Planner	Short	http://www.state.nj.us/dca/divisions/dhcr/offices/msnidistricts.html ; http://plannersweb.com/2013/10/how-facade-improvement-programs/
On Market Street, between Passaic and Monroe:				
5a	Modify zoning regulations to permit wide variety of dining experiences by reducing parking requirements for dining establishments	Mayor and Gov Body/ Planning Board/ City Planner	Short	http://www.sustainablejersey.com/actions-certification/actions/?type=1336777436&tx_sjcert_action%5BactionObject%5D=527&tx_sjcert_action%5Baction%5D=getPDF&tx_sjcert_action%5Bcontroller%5D=Action&cHash=6fd8165f832b25b14cb7f6c4038dcc78 ; https://www.planning.org/pas/infopackets/subscribers/pdf/eip24part1.pdf , p. 103 et seq
5b	Allow patrons to bring alcohol to consume on the premises and outside the facility within permitted outdoor dining areas	Mayor/ City Council/Planning Board/City Planner	Short	http://ecode360.com/14425428 , Chapter 194, Outdoor Seating
5c	Amend outdoor seating ordinance to allow music, menu signs and outdoor cooking provided all other ordinance requirements are met	Mayor/ City Council/Planning Board/City Planner	Short	http://ecode360.com/14425428 , Chapter 194, Outdoor Seating; http://www.generalcode.com/codification/sample-legislation/sidewalk-cafes
GOAL 3: Foster cohesive commercial communities within the City				
Objective 3A: Form a business network of local merchants specific to each major commercial area to facilitate communication and cooperation				
1	Form membership-based merchants associations and establish regular meeting schedule	EDC	Short	http://smallbusiness.chron.com/merchant-associations-41816.html ; http://www.state.nj.us/dca/divisions/dhcr/faq/idp_faq.html
2	Involve members of merchants associations in creating and promoting district theme and identity	EDC/ Merchant Subcommittees	Short	http://smallbusiness.chron.com/merchant-associations-41816.html ; http://www.state.nj.us/dca/divisions/dhcr/faq/idp_faq.html

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#	Objectives and Strategies	Lead Responsibility/ Partners	Completion Time Frame*	Resource(s)
3	Coordinate marketing efforts and special events (e.g., sidewalk sales, food fests, art festivals and cultural celebrations)	EDC/ Merchant Subcommittees	Short	http://www.preservationnation.org/main-street/main-street-news/1999/09/enhancing-downtowns-sense-of-place.html?referrer=https://www.google.com/#.VbqS17NVhBc ; http://www.preservationnation.org/main-street/main-street-news/2002/12/strengthening-commercial-district.html#.VbqTgLNvhBc
GOAL 4: Identify, embrace, and promote the unique identity of each of the major commercial corridors and districts within Passaic				
Objective 4A: Develop a vision for each commercial area that promotes and celebrates its unique character and appeal				
1	Embrace and enhance the existing character of CBD and adjacent commercial corridors (i.e., cultural diversity, vibrancy, colorful “Caribbean” facades, small business orientation)	Bus Admin/ City Council/ EDC	Ongoing	National Trust, <i>Revitalizing Main Street</i> , Ch. 9; http://www.dvrpc.org/reports/13070.pdf
2	Identify and promote a unique identity and appeal for South Main Commercial District, and strive for a more cohesive commercial community	EDC/ South Main St Subcommittee	Ongoing	National Trust, <i>Revitalizing Main Street</i> , Ch. 9; http://www.preservationnation.org/main-street/resources/public/RMS_Niche-Exercise.pdf
Along Market Street:				
3a	Promote a Latin American shopping and dining theme and experience	PEZDC/ Market Street Subcommittee	Short	http://www.dvrpc.org/reports/13070.pdf ; http://www.nj.gov/dca/divisions/dhcr/offices/msnj.html ; http://www.rogerbrooksinternational.com/online-store/book-purchase/
3b	Prepare design standards to promote Latin American theme	Market Street Subcommittee	Short	https://www.cheyennecity.org/DocumentCenter/Home/View/747
3c	Reach out to regional Latin American restaurant and retail store owners in an effort to draw them to the Market St. Corridor	City Planner/ PEZDC/Market St Subcommittee	Short	http://www.foodservicewarehouse.com/education/restaurant-marketing/target-marketing-for-restaurants/c28082.aspx
3d	Work with Big Apple West to anchor the corridor with a colorful auto/pedestrian/retail center at corner of Passaic and Market Streets, as recommended in the TOGETHER NORTH JERSEY draft report	City Planner/ PEZDC/Market St Subcommittee	Short	http://togethernorthjersey.com/wp-content/uploads/2015/01/20150113_Final-Report_Passaic-Eastside-Transit-Oriented-Development-Strategy.pdf
3e	Foster opportunities for the integration of public art and artistic elements through curb painting, façade painting, and wall murals	City Planner/ PEZDC/Market St Subcommittee	Short	http://arts.gov/sites/default/files/CreativePlacemaking-Paper.pdf ; http://centerforcreativeplacemaking.net/

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#	Objectives and Strategies	Lead Responsibility/ Partners	Completion Time Frame*	Resource(s)
Objective 4B: Use signage as a way to identify each commercial area and create a "sense of place"				
1	Design and install attractive and thematic welcoming, informational and wayfinding signage (e.g., parking location, listing of businesses in a given block, directional maps)	City Council/ City Planner/EDC	Medium	National Trust, <u>Revitalizing Main Street</u> , Ch. 12 and 15
2	Solicit help from a professional graphic designer (local and voluntary if possible) in designing and placing appropriate signage	City Council/ City Planner/EDC	Short	http://www.ucreative.com/articles/65-places-to-find-a-graphic-designer/
In South Main Commercial District:				
3a	Paint railroad trestle to make it attractive and welcoming, featuring local businesses	City Council/ City Planner/EDC	Medium	National Trust, <u>Revitalizing Main Street</u> , Ch. 15
3b	Place welcoming signage at Main Avenue and Westervelt	City Council/ City Planner/EDC	Short	National Trust, <u>Revitalizing Main Street</u> , Ch. 15
In Eastside Redevelopment area:				
4	Place or paint a "Welcome to the Eastside" sign on the NJDOT Route 21 overpass at Passaic Street	Bus Admin/ Dept of Public Works	Short	National Trust, <u>Revitalizing Main Street</u> , Ch. 15
Objective 4C: Brand and market Passaic's commercial areas both locally and regionally				
1	Develop local advertising campaign that celebrates the City's vibrancy and international flavor	EDC	Medium	Main Street New Jersey (www.mainstreetnewjersey.com); National Trust, <u>Revitalizing Main Street</u> , Ch. 21
2	Engage a branding/marketing consultant to lead and help coordinate promotional efforts	City Council	Short	http://www.rogerbrooksinternational.com/ ; http://www.rogerbrooksinternational.com/art-of-branding-a-community-ebook/
3	Form partnerships among newly formed merchant associations, area redevelopers, and local, county and state business promotion organizations	EDC/ PEZDC/City Planner	Short	North Jersey Chamber of Commerce (http://www.northjerseychamber.org); Downtown Clifton Special Improvement District (http://www.downtownclifton.com)
4	Sponsor regular/annual thematic events (e.g., international food and/or entertainment) designed to highlight City's cultural assets and draw people to various commercial areas	EDC	Short	http://www.fita.org/
5	Provide kiosks at key gathering places around the City to post information on community events, business openings/expansions, etc.	EDC	Short	http://www.jcdecauxna.com/street-furniture/product/kiosks
6	Feature Passaic businesses in local newspapers and magazines	PEZDC	Ongoing	http://smallbusiness.chron.com/print-media-advertising-advantages-3393.html ; National Trust, <u>Revitalizing Main Street</u> , Ch. 21
7	Add links on the City's website to information on major commercial corridors and districts, including local businesses, special events, maps, etc.	Bus Admin/ PEZDC	Short	https://www.sba.gov/content/online-advertising ; National Trust, <u>Revitalizing Main Street</u> , Ch. 21

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#	Objectives and Strategies	Lead Responsibility/ Partners	Completion Time Frame*	Resource(s)
LATIN AMERICAN FOOD PRODUCTS IMPORT/DISTRIBUTION AND INDUSTRIAL AND REDEVELOPMENT AREAS				
GOAL 1: Support the existing Latin American import distribution businesses				
Objective 1A: Develop a support strategy for the Latin American import distribution businesses				
1	Reach out to the Latin American import and distribution businesses and find one or two champions to implement the strategies of this objective with the endorsement of the City	PEZDC Staff	Short	http://www.napo.net/who/; https://www.sba.gov/blogs
2	Have the City and at least one local business (e.g., La Providencia or Grow Mex) sponsor mixer events	PEZDC/ EDC/ Import- Distribution Business Subcommittee	Short	http://www.taforum.org/creating-a-new-trade-association
3	Offer assistance in the establishment of a Latin American Import Distribution Business Association in Passaic	PEZDC/ EDC/ Import- Distribution Business Subcommittee	Short	http://nj.gov/state/bac/; http://www.nj.gov/state/bac/dos_bac_international.html
4	Prepare a directory of Latin American importers and their products and provide links on the City's web site	PEZDC/ City Administrator	Short	http://nj.gov/state/bac/dos_bac_international.html
5	Prepare a brochure and marketing plan to promote Passaic as the capital of Latin American imports	PEZDC/ City Administrator	Short	http://nj.gov/state/bac/dos_bac_international.html; https://www.youtube.com/watch?v=glawhMkOBM
6	Establish an annual trade show for the import and distribution businesses and invite existing and potential clients as well as Latin American exporters	PEZDC/ EDC/ Import- Distribution Business Subcommittee	Short	http://nj.gov/state/bac/dos_bac_international.html
GOAL 2: Formulate a welcoming strategy to attract and retain import and distribution businesses				
Objective 2A: Create a regulatory-friendly atmosphere for the import and distribution businesses				
1	Create zoning that allows for M-1 uses of import and distribution businesses along the east side of First Street from Mercer Street to Passaic Street	City Planner/ Planning Board/ City Council	Short	http://www.friendsofharford.com/czr/industrial.pdf
2	Allow M-1 and M-2 uses along First Street and where existing import distribution businesses are located (see recommendations in the Redevelopment section of this report regarding Big Apple West)	City Planner/ Planning Board/ City Council	Short	http://media.metro.net/projects_studies/mcgmap/images/6-guidebook-chapter6_final.pdf
Objective 2B: Help existing and new import and distribution businesses to feel at home in Passaic				
1	Prepare a bilingual welcome package for all existing businesses in this sector with useful information such as UEZ benefits and registration, State EDA programs and job training resources	PEZDC	Short	http://grasshopper.com/blog/how-to-craft-the-perfect-welcome-email-plus-templates/

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#	Objectives and Strategies	Lead Responsibility/ Partners	Completion Time Frame*	Resource(s)
2	Create a marketing package to attract new import and distribution businesses to Passaic and seek partners and funding to promote Passaic as an industry leader	EDC/ PEZDC/Import- Distribution Business Subcommittee	Short	http://www2.econ.iastate.edu/classes/crp274/swenson/URP290/Readings/strategies4ced.html
3	Explore redevelopment opportunities that can accommodate warehousing needs, traffic and parking particular to this industry	City Planner/ Redevelopment Consultant	Short	http://www.njfuture.org/issues/development/redevelopment/
GOAL 3: Provide for an environment that will attract new businesses to the industrial and redevelopment areas				
Objective 3A: Encourage property owners to improve visual appearance and aesthetics				
1	Offer incentives and enforce ordinances to encourage owners to maintain property and improve building facades	PEZDC/ Bus Admin	Short	Asst. Director, DCA Div of Codes and Standards, 609-292-7899
Objective 3B: Continue to upgrade and improve the City's infrastructure				
1	Invest in transportation, water, sewer and high-speed internet networks especially in and around the redevelopment areas	City Council/ Bus Admin	Ongoing	NJ Environmental Infrastructure Trust Fund, https://www.njeit.org/
Objective 3C: Maintain and develop the Passaic River frontage to encourage redevelopment				
1	Acquire right-of-way and construct the proposed Passaic River Greenway as set forth in the City's Master Plan, the Passaic Eastside Redevelopment Plan and TOGETHER NORTH JERSEY Passaic Eastside Development Strategy	City Council	Long/Ongoing	Passaic River Coalition, http://www.passaicriver.org/index.html ; Together North Jersey, Passaic Eastside Development Strategy, 2014
GOAL 4: Ensure industrial and redevelopment areas are utilized to the highest and best use				
Objective 4A: Reevaluate existing Redevelopment Plans that may have stalled				
1	Reconsider the redevelopment goals and objectives for the River Drive Redevelopment Area (i.e., reevaluate the currently proposed housing for this site)	City Planner/ City Council/ Planning Board	Short	Local Planning Services, DCA, 609-292-1547 The Redevelopment Handbook, 2nd Ed, NJAPA New Jersey Redevelopment Authority http://www.njra.us/
2	Reconsider desired uses set forth in Eastside Redevelopment Plan. For example, 1) evaluate changing the primary use from residential to mixed-use for Big Apple West and Ethan Allen (see Map 12); and 2) encourage a strategy to develop the higher elevation portions of the Eighth Street Fire Site into a new distribution center catering to the Latin American import and distribution businesses, while maintain an appropriate riparian buffer	City Planner/ City Council/ Planning Board	Short	Together North Jersey Passaic Eastside Redevelopment Area Transit Oriented Development Strategy; Brownfields Redevelopment Task Force, http://www.state.nj.us/state/planning/spc-redevelopment-resources.html
3	Reconsider desired uses and strategies for the former Clay Courts site; work with Green Acres to find a suitable alternative parcel to "swap out"	City Planner/ City Council/ Planning Board	Short	http://www.nj.gov/dep/greenacres/

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#	Objectives and Strategies	Lead Responsibility/ Partners	Completion Time Frame*	Resource(s)
Objective 4B: Support and invests in successful Redevelopment Plans/Industrial Areas				
1	Encourage existing redevelopment at the Pantasote and 220 Passaic Street Sites; proceed with redevelopment actions (demolition, acquisition and relocation) identified in the Eastside Redevelopment Plan	Passaic Redevelopment Authority	Short	Together North Jersey Passaic Eastside Redevelopment Area Transit Oriented Development Strategy http://togethernorthjersey.com/?grid-portfolio=passaic-eastside-redevelopment-area-transit-oriented-development-strategy
2	Encourage redevelopment in other industrial areas by supporting the mixed-use concept plan for Passaic Industrial Park (Botany Mills) and conducting an Area in Need of Redevelopment Study for the Van Houten Avenue Area	City Planner/ City Council/ Planning Board	Short	Local Planning Services, DCA, 609-292-1547, The Redevelopment Handbook, 2nd Ed, NJAPA
3	Promote development and expansion as described in the Saint Mary's Hospital and Scattered Sites Area in Need of Redevelopment Plans	Passaic Redevelopment Authority	Short	Local Planning Services, DCA, 609-292-1547, The Redevelopment Handbook, 2nd Ed, NJAPA
Objective 4C: Encourage the continued and expanded reuse of existing buildings on First Street				
1	Amend the zoning along First Street to include import/distribution businesses as permitted uses	City Planner/ City Council/ Planning Board	Short	http://ecode360.com/8710902
Objective 4D: Promote and market the City's Redevelopment and Industrial Areas				
1	Foster partnerships with local, County and State agencies to develop and implement a marketing plan to attract new and stable businesses	EDC	Ongoing	Passaic County Department of Economic Development http://www.passaiccountynj.org/index.aspx?NID=284
GOAL 5: Plan efficient traffic circulation through industrial and redevelopment areas while ensuring pedestrian safety				
Objective 5A: Separate industrial/truck traffic and loading from non-industrial uses				
1	Recommend a traffic study to evaluate current traffic conditions around the Van Houten Avenue Industrial Area	Bus Admin/ Governing Body/ City Engineer	Short	Director, Statewide Planning, NJDOT, 609-530-5704 http://www.state.nj.us/transportation/freight/trucking/routing.shtm
2	Recommend a traffic study to evaluate current traffic conditions within the Eastside Redevelopment Area (especially along Passaic and Market Streets) to improve pedestrian safety	Bus Admin/ Governing Body/ City Engineer	Short	Director, Statewide Planning, NJDOT, 609-530-5704 http://www.state.nj.us/transportation/freight/trucking/routing.shtm
3	Carry out a traffic study to evaluate the establishment of a one-way corridor on First Street, with visitor parking on one side of the street and truck loading zones on the other between Mercer and Passaic Streets	Bus Admin/ Governing Body/ City Engineer	Short	Director, Statewide Planning, NJDOT, 609-530-5704 http://www.state.nj.us/transportation/freight/trucking/routing.shtm
4	Provide for additional truck and business parking on City-owned property along First Street	Bus Admin/ Governing Body/ Parking Authority	Long	http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-smart-parking.html

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#	Objectives and Strategies	Lead Responsibility/ Partners	Completion Time Frame*	Resource(s)
Objective 5B: Implement circulation plan that will allow "for the efficient movement of vehicles to and from, as well as within" the redevelopment and industrial areas				
1	Implement the circulation recommendations set forth in the December 16, 2004 Redevelopment Eastside Plan and the March 19, 2014 TOGETHER NORTH JERSEY Passaic Eastside Development Strategy	City Council/ City Engineer	Long	http://togethernorthjersey.com/?grid-portfolio=passaic-eastside-redevelopment-area-transit-oriented-development-strategy
2	Propose designated truck routes (see Map 13) between industrial areas and highway interchanges that avoid residential neighborhoods and school zones especially along Van Houten Avenue, Broadway and the Eastside Redevelopment Area	City Council/ City Engineer	Long	Director, Statewide Planning, NJDOT, 609-530-5704; http://www.state.nj.us/transportation/freight/trucking/routing.shtm
GOAL 6: Better define and link commercial and industrial uses				
Objective 6A: Create improved pedestrian linkages between redevelopment area west of First Street and the Market Street Commercial Corridor along Passaic, Jefferson, Bergen and Essex Streets				
1	Apply paint or similar treatment for pedestrian crosswalks at key intersections with First Street and Market Street	Bus Admin/ Public Works	Short	http://www.state.nj.us/transportation/works/njfit/complete.shtm
2	Locate and install signage directing pedestrians and automobiles to the Market Street Commercial Corridor	Bus Admin/ Public Works	Short	http://safety.fhwa.dot.gov/ped_bike/ped_focus/expedaction/njersey/njersey.pdf
3	Support the creation of a Latin America retail corridor from the base of Big Apple West along Market Street to Madison	EDC/ Market Street Subcommittee	Short	http://nj.mainstreetalliance.org/ ; http://www.state.nj.us/dca/divisions/dhcr/offices/drmi.html
4	Work with Big Apple West to anchor the corridor with a colorful auto/pedestrian/retail center at the corner of Passaic and Market Streets	EDC/ Market Street Subcommittee	Short	http://www.rogerbrooksinternational.com/about-the-library/
5	Consider streetscape and pedestrian improvements, such as creating a public space at the corner of Market and Passaic Streets as well as developing pedestrian-friendly corridors between Market Street and the Pantasote and 220 Passaic Street sites	Bus Admin/ City Eng/ EDC	Short	http://www.rogerbrooksinternational.com/ ; http://www.state.nj.us/transportation/community/mobility/pdf/pattern2.pdf

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#	Objectives and Strategies	Lead Responsibility/ Partners	Completion Time Frame*	Resource(s)
EDUCATION AND WORKFORCE DEVELOPMENT				
GOAL 1: Increase number of students that complete high school and are prepared to join the workforce				
Objective 1A: Communicate importance of completing an education and developing workforce skills				
1	Develop and launch a public information campaign using multiple media venues	Career and Technical Ed Advisory Committee (CTE)	Short	
2	Explore partnerships with local businesses, large employers, non-profits, universities, unions and other governmental agencies to incorporate workforce development into before, during and after school enrichment	CTE	Short	Passaic County Vocational School, Director, 973 389 4201; Passaic County Community College Academic Center, Vice President, 973 341 1600
Objective 1B: Define excellence and expect high performance				
1	Create a document which specifies expectations related to excellence and performance and communicate this to students, families and staff. Do this in conjunction with non-traditional input from those outside of the academic community	CTE	Medium	
Objective 1C: Develop a policy regarding underperforming students				
1	Prepare guidelines on underperformance with specific steps to mitigate academic deficits	CTE	Medium	
Objective 1D: Create a formally approved General Educational Development (GED) testing site in the public school system				
1	Identify NJ DOE standards and potential funding sources to establish a GED testing center	CTE/ Superintendent	Short	Office of Grants Management, NJDOE, 609 633 6974
2	Create a GED testing center that is part of a larger adult workforce development framework	CTE/ Superintendent	Short	
GOAL 2: Expand and improve career development efforts with special emphasis to match residents with local jobs				
Objective 2A: Promote strategic partnerships to include the City, employers, public and private schools and non-profits to further basic skills, learning resources and business firm engagement				
1	Create a task force to be facilitated by the New Jersey Urban Mayors Association (UMA)	CTE/ UMA/ Superintendent	Medium	
2	Identify a point person in City government to support these partnerships	Mayor/ CTE	Short	
Objective 2B: Seek state and federal grants to expand career education and placement efforts and look to corporate partners and foundations for career- related curriculum development				
1	Explore funding opportunities	CTE	Short	USDOE Vocational Education Improvement Programs Office of Career, Technical and Adult Education, Director, Adult Education, 202 245 7000; Workforce Investment Board (WIB) of Passaic County (http://wibpc.org)
Objective 2C: Promote, develop and expand existing trade schools				

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#	Objectives and Strategies	Lead Responsibility/ Partners	Completion Time Frame*	Resource(s)
1	Create a team to examine local and regional job trends and attract and retain relevant trade schools to Passaic	CTE	Short	WIB of Passaic Co (http://wibpc.org); jobs4jersey.com
GOAL 3: Develop and expand English as a Second Language (ESL) programs throughout the City's public schools				
Objective 3A: Ensure that ESL programs exist in the school district's standard curriculum from K-12				
1	Examine NJDOE guidelines and explore funding opportunities	CTE/ Superintendent	Short	Office of Career & Technical Education, NJDOE, Director, 609 633 0665
Objective 3B: Work with Passaic Community College to expand ESL offerings at its Passaic City satellite facility for working adults and those residents seeking employment				
1	Identify liaison staff to work with the college to coordinate expanded offerings	CTE	Medium	Continuing Education Services, Passaic Co. Community College, Director, Continuing Education, 973 684 6136

*Short = < 2 yrs; Medium = 2-5 yrs; long = > 5 yrs