



# CITY OF PASSAIC

## UEZ 5-YEAR ZONE DEVELOPMENT PLAN



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**PREPARED FOR:**

THE CITY OF PASSAIC, PASSAIC ENTERPRISE ZONE DEVELOPMENT CORPORATION

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**PLAN DATE:**

NOVEMBER 1, 2024

**PREPARED BY:**

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# ACKNOWLEDGEMENTS

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# 01

## INTRODUCTION, COMMUNITY OVERVIEW, AND PLAN DEVELOPMENT PROCESS

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### A. PURPOSE AND OVERVIEW OF THIS PLAN

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The New Jersey Urban Enterprise Zone (“UEZ”) program is a statewide initiative intended to stimulate economic development in particular municipalities across the State. The UEZ program provides incentives to businesses operating within UEZs and makes funds available to UEZ communities to use for economic development.

The City of Passaic was inaugurated into the State’s UEZ program in August 1994, less than ten years after the program was established. Today, under Mayor Hector C. Lora, the UEZ program is part of the City's proactive approach to economic development and highlights its commitment to fostering a vibrant business environment.

Under the New Jersey Urban Enterprise Zones Act (the “Statute” or “UEZ Statute”), UEZ communities must periodically prepare Preliminary Zone Development Plans. In these documents, communities set forth their goals, vision, and strategy for the next five years. These Plans should be driven by community input, broader planning documents, and existing market and demographic conditions. They are required to include findings of fact concerning economic and social conditions in a UEZ and the municipality’s policy and intentions for addressing these conditions. Additionally, these Plans may include proposals for specific strategies for how the community intends to address conditions.

This Plan was prepared in accordance with the statutory requirements for Preliminary Zone Development Plans. Generally, it includes information about the City of Passaic, summarizes an extensive community engagement effort and its related findings, and sets forth a vision and series of strategies for the Passaic UEZ to pursue.

Critical to the success of this Plan is the Passaic Enterprise Zone Development Corporation (hereafter known as “PEZDC”). PEZDC is a nonprofit corporation that is responsible for the operation of the UEZ. Under §17-8 of the City’s code, the purpose and function of the PEZDC is as follows: “[t]he corporation shall be charged with

*implementing the zone development plan approved by the City Council, submitted in support of the city's application for designation of the enterprise zone within the City of Passaic. Upon designation of an enterprise zone, the corporation shall implement the accepted proposals...”, and “shall be considered to be a local development corporation for the purpose of receiving any state financial or technical assistance as may be available for the purpose of implementing the zone development plan...”* As such, the PEZDC has long played an integral role in facilitating the carrying out of UEZ plans and programs and will continue to do so.

## B. INTRODUCTION OF THE UEZ COMMUNITY

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Home to a population of 69,128 residents, the City of Passaic is a dynamic cultural and economic hub. The area that now comprises the City was first inhabited by the Lenape Native Americans.<sup>1</sup> In 1678, the Dutch established a settlement which they called Acquackanonk, making it one of the oldest cities in New Jersey. In 1873, the City of Passaic was incorporated, making the year 2023 its official 150<sup>th</sup> anniversary.

With a rich history of trade and commerce, Passaic’s geographic location along the Passaic River perfectly positioned it to become a hub for industry, including the production of textiles and iron. With numerous factories and a rail line bringing in European immigrants, the City grew quickly.

In the 20<sup>th</sup> century, the City’s workforce yet again fulfilled the role as producer of factory goods, this time supplying the military during World War II. As the country experienced a shift following the War, the City of Passaic followed suit. Economic development brought modernized infrastructure and new housing to the City.

Today, the City of Passaic blends its unique culture and rich history. This Plan seeks to leverage this unique culture and history to drive economic development.

## C. REGIONAL AND MUNICIPAL SETTING/LOCATION OF THE EXISTING UEZ

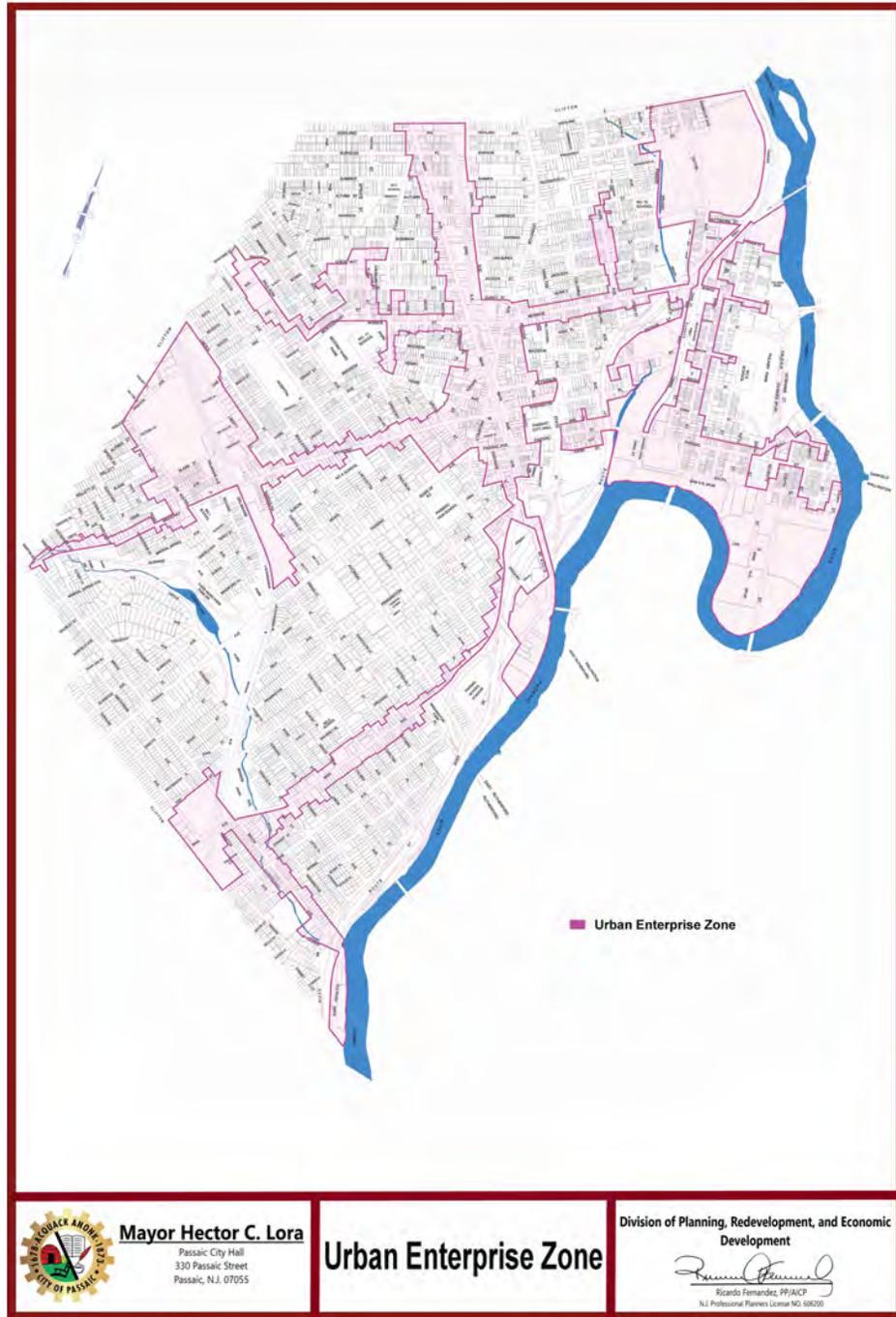
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Passaic is in northern New Jersey, in the southeastern corner of Passaic County. In this portion of Passaic County are the neighboring counties of Bergen County and Essex County. The City is located approximately ten miles west of New York City and twelve miles from Newark Liberty International Airport. The City is primarily bound by the City of Clifton to the north, south and west. To the east, the City is bound by the Passaic River. Though not adjacent by land, beyond the Passaic River are the municipalities of Wallington, Rutherford, East Rutherford and Garfield in Bergen County. The City’s major highway is Route 21. The nearby New Jersey Route 3, Garden State Parkway and

<sup>1</sup> City of Passaic’s 150<sup>th</sup> Anniversary. City of Passaic. <https://www.cityofpassaic.com/406/City-of-Passaics-150th-Anniversary#:~:text=Originally%20inhabited%20by%20the%20Lenape,center%20for%20trade%20and%20commerce>. Last accessed October 30, 2024.

Interstate 80 also make the City of Passaic accessible to other parts of the County and State.

The City of Passaic’s Urban Enterprise Zone encompasses all major commercial areas within the City. A map of the City’s existing UEZ is provided below.



Map of the City of Passaic’s Urban Enterprise Zone Boundary

## D. PROCESS OF PLAN DEVELOPMENT

### INTRODUCTION

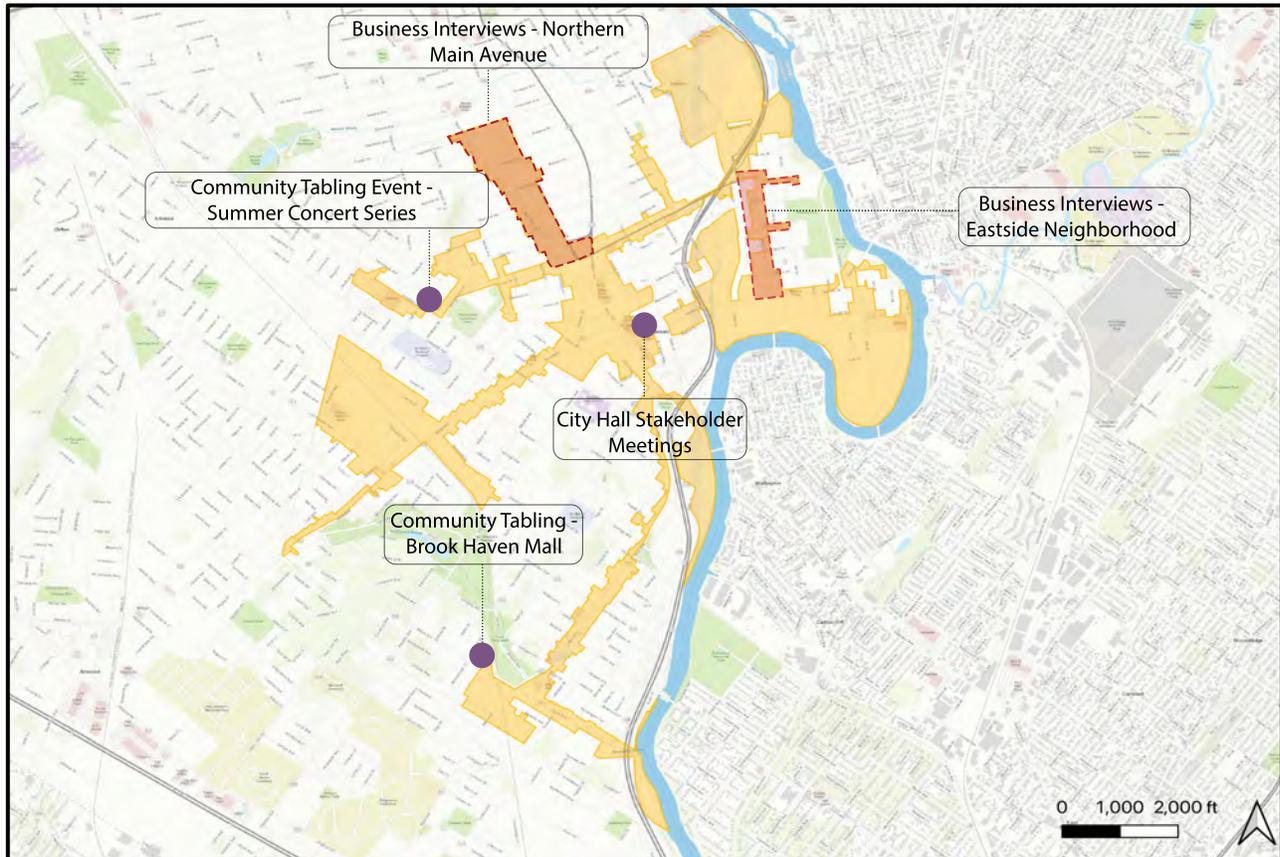
The City took great care to ensure that the contents of this plan and the programs of the UEZ reflect the needs and desires of those who work and enjoy the City's commercial districts. The Planning Team deployed multiple methods to reach the broadest and most representative sample of Passaic UEZ stakeholders possible. Input was gathered through:

- Two meetings of UEZ businesses held at City Hall attended by representatives of 52 businesses
- Individual interviews of 63 businesses conducted through two door-to-door in-person canvassing sessions
- Two tabling events to engage with Passaic residents
- An online survey that was released and promoted for the public's participation

Engagement activities were designed to maximize participation from minority businesses<sup>2</sup> and stakeholders. Locations for community tabling and canvassing sessions were selected to engage with diverse groups within the City, including its Latin American and Jewish communities.

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<sup>22</sup> "Minority" businesses as referenced in the Statute and defined in section 2 of P.L.1986, c. 195 (C.52:27H-21.18).



*Overview of public engagement efforts*

### BUSINESS OWNER FOCUS GROUPS

While preparing this Plan, two in-person meetings of UEZ business owners were conducted at Passaic City Hall on August 7<sup>th</sup> and August 20<sup>th</sup>. The first of these meetings was conducted in coordination with Passaic Deputy Mayor of Small Businesses and Cultural Affairs, Jaime Delgado. This event was particularly well attended by the City's Mexican American business owners, a critical segment of the City's overall business community. The second meeting was targeted toward businesses in the central core of the City's downtown. Each meeting was conducted in both English and Spanish, ensuring all stakeholders' participation. The discussions covered a broad range of topics relating to the strengths of Passaic's businesses environment, the challenges faced, and UEZ programming that could be most impactful to support businesses.



*In person meeting with UEZ business owners*

### COMMUNITY TABLING EVENTS

The Planning Team conducted two community tabling events, to meet the people in the community and hear directly from a robust sample of business patrons. The first was held on August 15, 2024, at a city sponsored summer concert at Christopher Columbus Park. The second was held on September 19, 2024, in the concourse of Brook Haven Mall, the predominantly Jewish community in the southwestern part of the city. Residents were invited to discuss their favorite aspects and greatest frustrations with the City's business centers, and how they would improve them. The findings of the first tabling event were consistent with other engagement sessions; stakeholders expressed concerns about parking availability, street conditions, and public safety perceptions. Engagement with the Jewish community revealed some specific desires of this community including a desire for more kosher food establishments and increased public transportation between the southwestern neighborhood and the City's downtown district.



*Planning Team engaging with Passaic residents*

## DOOR TO DOOR CANVASSING

The Planning Team connected directly with businesses by engaging in two door-to-door canvassing efforts to conduct interviews. The neighborhoods canvassed were chosen to ensure geographic diversity in feedback data. The first canvassing session on August 28, 2024, focused on the northernmost extent of the UEZ. Forty-six businesses were interviewed. The second session was held on September 19, 2024, and was conducted in the City's Eastside neighborhood, a predominant Mexican American business community. The seventeen businesses interviewed during this session underscored concerns about sanitation and parking availability, physical building improvements, challenges with truck routes, and limited access to loading areas. Canvassing sessions also underscored the need for a bi-lingual promotional campaign to promote and expand participation in UEZ services.



*Planning Team engaging with UEZ businesses during door-to-door canvassing efforts*

## ONLINE ENGAGEMENT SURVEY

The online survey yielded 19 responses from a variety of businesses including retailers, restauranteurs, manufacturers, salons, and other professional service providers. Respondents indicated that high rent prices, a lack of local financing options and customer parking were their greatest challenges. While the respondents use an array of media for marketing and advertising, a majority indicated that promotional support as well as marketing training for their employees would be a beneficial service from the UEZ. Additionally, respondents indicated a desire for low interest loan programs.

Despite their concerns, a clear majority of respondents noted that they plan on expanding their business operations, suggesting a sense of optimism about the City's business environment. Finally, when asked what improvements to the overall business district would be most impactful, respondents clearly expressed a desire for additional parking, strong support for improved sidewalks and open spaces as well.

## OVERALL ENGAGEMENT FINDINGS

### *Strengths and Opportunities*

Individuals participating in engagement efforts highlighted some key reasons they enjoy the City of Passaic as a place to do business. They appreciate the niche Hispanic/Latino market in the City, providing a variety of restaurants and specialty products which cater to this demographic. Additionally, businesses appreciate the City's consistent pedestrian foot traffic, and the strong sense of community. Participants see opportunities to capitalize on these assets, expressing that improved open spaces and circulation networks would result in even greater patronage of their businesses. Finally, there was a strong sense that more effective marketing and advertising campaigns would result in the City becoming a regional destination, especially given the City's proximity to many other communities with large numbers of Hispanic/Latino residents.

### *Greatest Challenges*

The most significant findings of the Planning Team's outreach involve financial constraints on business expansion, and the conditions of the overall business district. Businesses cited the increased costs of utilities and rent as obstacles to further growth. One of the most frequently discussed issues regarding commercial areas overall included sanitation and waste collection. Business owners complained of garbage accumulating on streets and around designated collection areas, leading to problems with rodent control. Additionally, many businesses and customers alike discussed vagrancy and community safety concerns throughout the UEZ, and the potential for these issues to depress business patronage. Finally, the availability of parking was a near universal concern of everyone involved throughout all engagement activities, further complicated by business loading activities and truck traffic that can interfere with pedestrian travel.

### *Programming Preferences*

The feedback collected by the Planning Team revealed some clear preferences among UEZ businesses for supportive programming that the UEZ can offer. To assist with increasing costs of doing business, many businesses discussed the benefits of financial assistance for increasing utility costs, equipment, and building improvements. As the City's business owners include many older and less technologically inclined individuals amongst their ranks, there was a significant demand for assistance for online/social media promotion in the form of either training for businesses or as part of a district-wide promotional campaign.

In terms of the physical character of business districts themselves, support for additional parking facilities, increased lighting, and litter and waste control measures were all of high importance. There is a high degree of confidence that such improvements, along with improved parks and streetscape environments will improve the public's perception of the business districts and encourage people to linger within them. Improvements to the City's overall transportation network, including creating appealing multi-modal options of traversing the City is an aspiration of both business owners and their patrons alike. Finally, outreach revealed a need for greater promotion of existing UEZ services, to expand the number of businesses taking advantage of the benefits offered.

### E. PROCESS OF PLAN APPROVAL

This plan was prepared in furtherance of the requirements for a Preliminary Zone Development Plan, as outlined in 52:27H-68. This Plan was placed on file with the City of Passaic for public comment on November 1, 2024. In accordance with the statutory requirements, the Plan was made available for comment 30 days prior to being presented to the Passaic City Council at their Council meeting on December 3, 2024. During this public comment period, the Plan was made available to representatives of diverse Statewide or regional business organizations that represent the interests of minority businesses in accordance with the statutory requirements. This draft Plan may be updated as a result of feedback received during the 30 day public comment period.

Public notice indicating the Plan was available for comment was published in The Record News Herald on November 1, 2024. Evidence of the public notice is included as Appendix C. Copies of the public notice were sent to the African American Chamber of Commerce for New Jersey,<sup>3</sup> the Statewide Hispanic Chamber of Commerce for New Jersey,<sup>4</sup> the Latino Chamber of Commerce, and the North Jersey Chamber of Commerce.<sup>5</sup>

At the December 3, 2024, Council Meeting, the City of Passaic Council will consider authorizing submission of this plan to the New Jersey Urban Enterprise Zone Authority ("UEZA"). If this authorization is granted, this section will be updated accordingly. Upon approval by the UEZA, this Plan will be updated to document said approval, and any changes resulting from the UEZA Authority review process. Following approval, the strategies and activities included in this plan will be implemented in accordance with the corresponding UEZ approval process.

<sup>3</sup> African American Chamber of Commerce. <https://www.aaccnj.com/>. Last Accessed October 30, 2024.

<sup>4</sup> Statewide Hispanic Chamber of Commerce. <https://shccnj.org/>. Last accessed October 30, 2024.

<sup>5</sup> Latino Chamber of Commerce. <https://www.thelatinochambernj.com/>. Last accessed October 30, 2024.

02

PLANNING CONTEXT

A. ECONOMIC AND SOCIAL CONDITIONS IN THE ENTERPRISE ZONE COMMUNITY

According to Census data from the 2022 American Community Survey, the City of Passaic has an estimated population of 69,128 residents. These residents comprise 20,182 households.

Demographics					
Population		Households		% with Limited English Proficiency	
2017 Estimate	2022 Estimate	2013-17 Estimate	2018-22 Estimate	2013-17 Estimate	2018-22 Estimate
70,123	69,128	19,530	20,182	36.1%	36.2%

Roughly 36.2% of the population had a limited proficiency of the English language<sup>6,7</sup>. In contrast, the average percentage of the population with limited English proficiency amongst all New Jersey UEZ municipalities is 19.7%.

Demographically, most of the population identify as Hispanic, accounting for 72.9% of the total population. In contrast, statewide, a total of 21.9% of New Jersey residents self-identify as Hispanic.

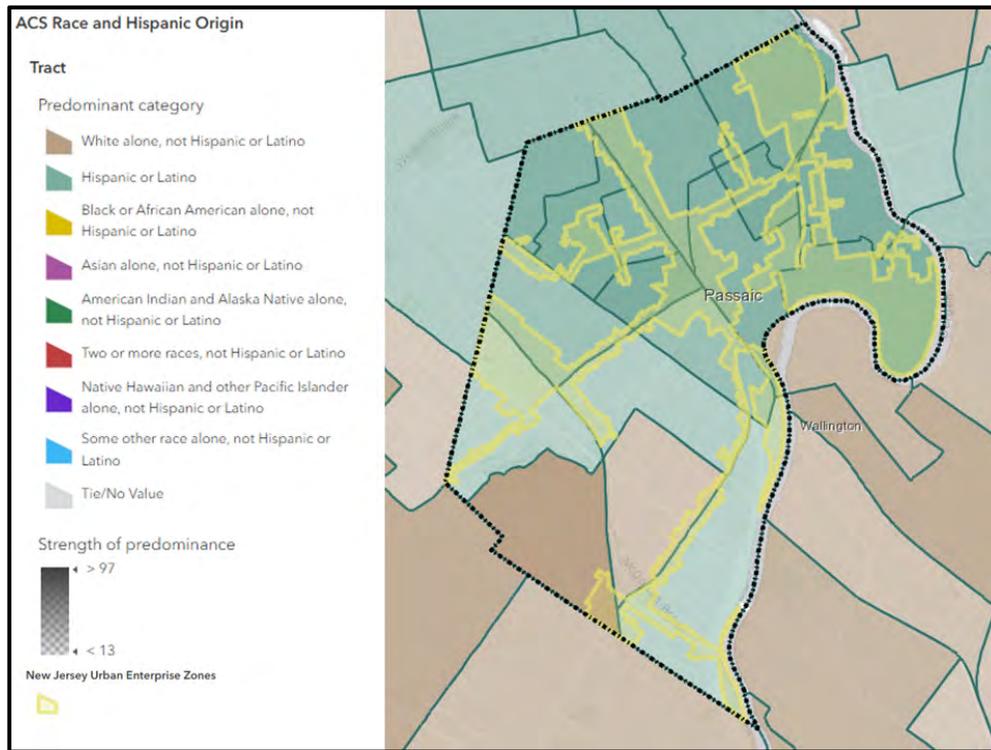
Demographics											
% Non-Hispanic White		% African-American		% Asian		% Hispanic		% Other Minority		% Two or More Races	
2013-17 Estimate	2018-22 Estimate	2013-17 Estimate	2018-22 Estimate	2013-17 Estimate	2018-22 Estimate	2013-17 Estimate	2018-22 Estimate	2013-17 Estimate	2018-22 Estimate	2013-17 Estimate	2018-22 Estimate
15.7%	14.6%	9.9%	7.5%	3.4%	3.9%	70.2%	72.9%	0.9%	1.1%	4.0%	37.3%

<sup>6</sup> UEZ Economic Indicator Database. Department of Community Affairs.

[https://www.nj.gov/dca/uez/pdf/UEZ\\_Economic\\_Indicator\\_Database.xlsb](https://www.nj.gov/dca/uez/pdf/UEZ_Economic_Indicator_Database.xlsb). Last accessed October 30, 2024.

<sup>7</sup> The majority of statistical data for this section was sourced from the NJ Department of Community Affairs Urban Enterprise Zone Program prepared spreadsheet, *Economic Indicator Database* (referenced above), which was last updated as recently as June 4, 2024. Unless otherwise specified, data within this section of the Plan comes from this source.

## 02. Planning Context

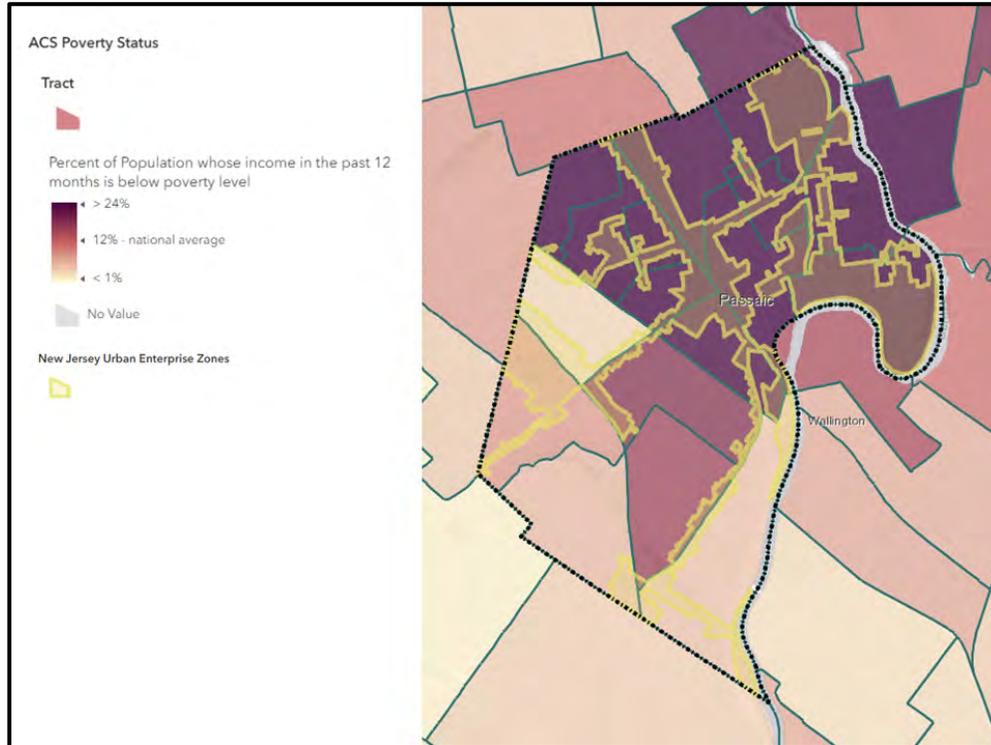


*Map depicting racial and ethnic demographic data within and around the UEZ*

The City has poverty rate of 21.9%. This is a decrease from previous census estimates. In 2017, the City’s estimated poverty rate stood at 33.1%. According to 2022 census data, the average poverty rate among all NJ UEZ municipalities was 17.4%. At the state level, the overall poverty rate from in 2022 was 9.7%. Recent estimates place the current family poverty rate at 20.4%, per capita income at \$23,832 and median household income at \$57,832. In contrast to the City’s income and poverty indicators, the average amongst UEZ municipalities was 13.9%, \$34,483 and \$64,623, respectively.

<u>Income and Poverty</u>							
Poverty Rate		Family Poverty Rate		Per Capita Income		Median Household Income	
2013-17 Estimate	2018-22 Estimate	2013-17 Estimate	2018-22 Estimate	2013-17 Estimate	2018-22 Estimate	2013-17 Estimate	2018-22 Estimate
33.1%	21.9%	32.0%	20.4%	16,079	23,832	34,920	57,832

## 02. Planning Context



*Map depicting individuals under the poverty level in the past 12 months, within and around the UEZ*

According to the Department of Community Affairs' (DCA) 2023 Municipal Revitalization Index, which serves as a statewide measure of municipal distress<sup>8</sup>, the City ranked 13th, where 564th is the least distressed municipality. The City ranks 3rd in percentage of individuals with SNAP benefits, 19th in highest rate of poverty and 2nd in the number of individuals with a high school diploma or higher (where the lower the number, the worst-performing a municipality is considered).

In the City, data from 2022 reveals an unemployment rate of 4.7%, or 1,421 people out of the 30,033-person labor force. The UEZ average unemployment rate was 5.4% in 2022, with an average of 1,307 unemployed individuals. Data shows the most recent employment-to-population ratio for 2022 at .67, with an estimated 66.6% of labor force participation.

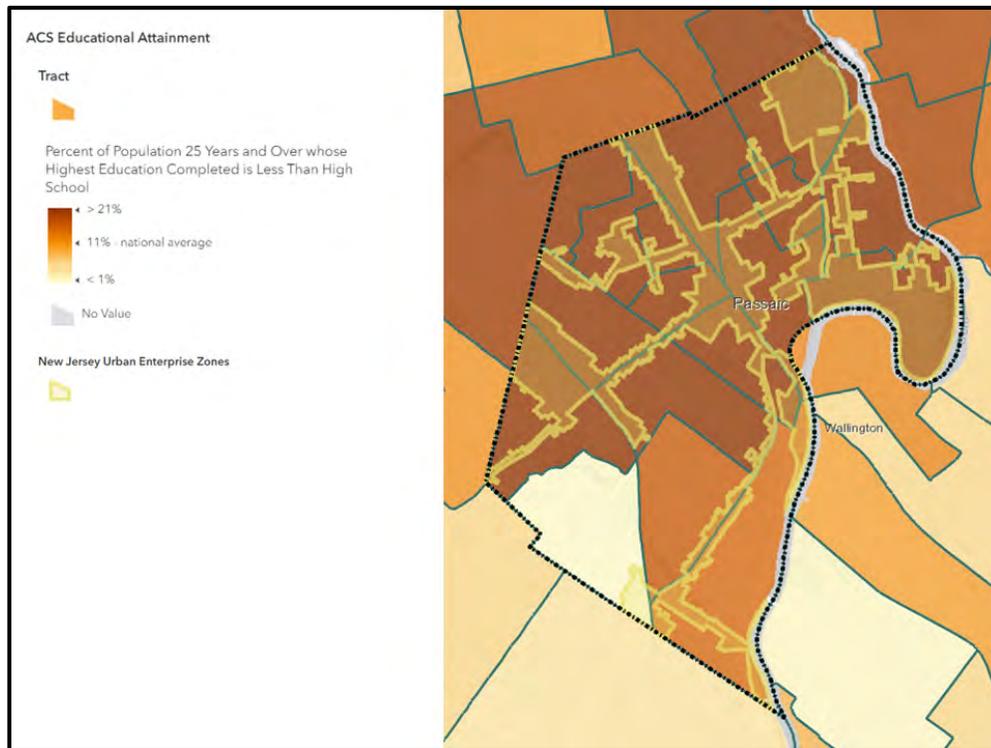
<sup>8</sup>Municipal Revitalization Index. Department of Community Affairs. <https://www.nj.gov/dca/home/MuniRevitIndex.shtml>. Last accessed October 30, 2024.

## 02. Planning Context

Jobs and Employment	2017 Data	2022 Data
Number Unemployed	1,992	1,421
Unemployment Rate	6.6%	4.7%
Number Employed	28,092	28,612
Labor Force	30,084	30,033
Employment-Population Ratio (2013-2017 and 2018-2022 Data Estimates)	0.59	0.67
Labor Force Participation Rate (2013-2017 and 2018-2022 Data Estimates)	58.7%	66.6%

Within the City, 67.4% of the population over 25 have a high school degree or higher, per the 2018-2022 census. In the same period, approximately 3.5% of individuals 16-19 years of age dropped out of high school. An estimated 16.1% of the City's population over 25 have attained a bachelor's degree or higher.

Educational Attainment					
% of pop. age 25 and older with HS degree or higher		Pop. age 16-19 that have dropped out of high school		% of pop. age 25 and older with bachelor's degree or higher	
2013-17 Estimate	2018-22 Estimate	2013-17 Estimate	2018-22 Estimate	2013-17 Estimate	2018-22 Estimate
65.8%	67.4%	4.2%	3.5%	15.0%	16.1%



*Map depicting educational attainment within and around the UEZ*

## 02. Planning Context

Jobs by Worker Educational Attainment (2021)				
Less than high school	High School or Equivalent, No College	Some College or associate degree	Bachelor's Degree or Advanced Degree	N/A (Workers Aged 29 or Younger)
2,923	3,604	4,173	4,724	3,258

According to estimates from the 2022 5-Year American Community Survey<sup>9</sup>, the City had a total of 20,884 households. Of these households, 96.6% were occupied. Most housing units were built in 1939 or earlier, accounting for 55.3% of units city-wide. An estimated 22% of all housing units were owner-occupied, with the remaining 78% of housing units occupied by renters. In comparison, the county of Passaic consists of approximately 52.4% owner-occupied and 47.6% renter occupied. About 26.2% of all households have no vehicles available, though 42.8% have access to 1 vehicle. This contrasts with the county rates of 14.7% and 35.7%, respectively. Most renters in the City pay between \$1,000 and \$1,499 for rent. At the county level, most renters pay roughly the same amount. Lastly, in the City, 45.9% of renters pay 35% or more of their household income towards gross rent.

Housing Occupancy				
	Passaic County		Passaic City	
	Estimate	Percent	Estimate	Percent
Total housing units	184,830	-	20,884	-
Occupied housing units	177,209	95.9%	20,182	96.6%
Vacant housing units	7,621	4.1%	702	3.4%

Year Structure Built				
	Passaic County		Passaic City	
	Estimate	Percent	Estimate	Percent
Built 2020 or later	184	0.1%	19	0.1%
Built 2010 to 2019	5,008	2.7%	355	1.7%
Built 2000 to 2009	9,958	5.4%	691	3.3%
Built 1990 to 1999	10,650	5.8%	588	2.8%
Built 1980 to 1989	12,737	6.9%	1,188	5.7%
Built 1970 to 1979	16,454	8.9%	1,016	4.9%

<sup>9</sup>Selected Housing Characteristics. United States Census Bureau. <https://data.census.gov/table/ACSDP5Y2022.DP04?q=Passaic%20NJ&t=Financial%20Characteristics:Housing%20Value%20and%20Purchase%20Price:Renter%20Costs&g=160XX00US3456550>. Last accessed October 30, 2024.

## 02. Planning Context

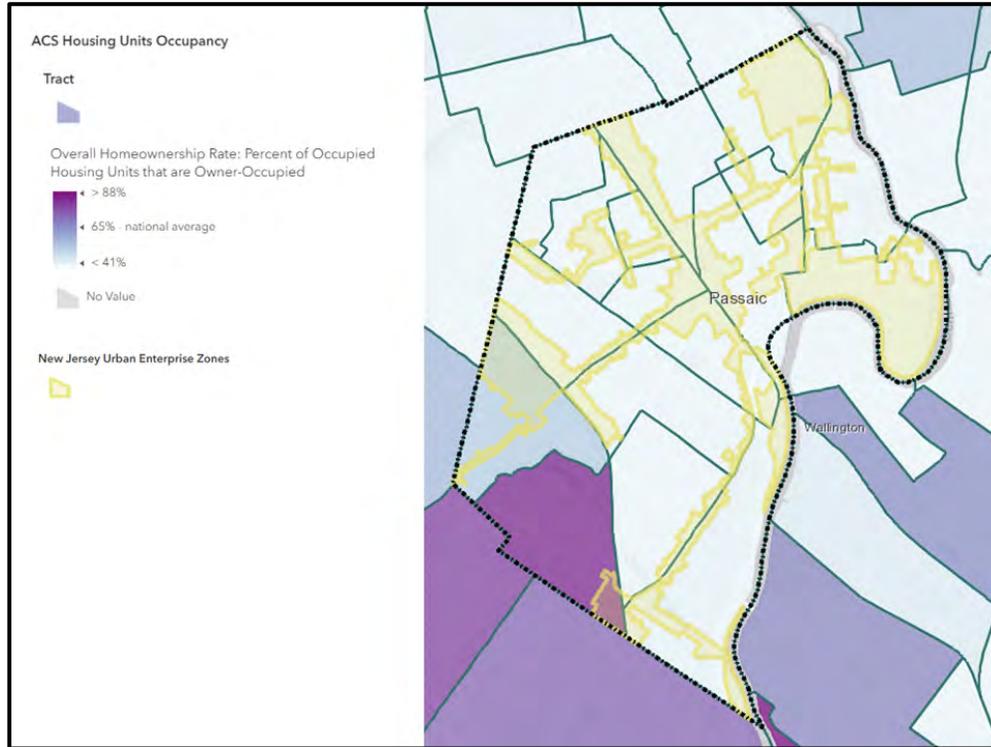
Built 1960 to 1969	24,193	13.1%	1,736	8.3%
Built 1950 to 1959	33,868	18.3%	1,717	8.2%
Built 1940 to 1949	21,341	11.5%	2,025	9.7%
Built 1939 or earlier	50,437	27.3%	11,549	55.3%



*Map depicting housing units by year built within and around the UEZ*

Housing Tenure				
	Passaic County		Passaic City	
Occupied housing units	177,209	177,209	20,182	20,182
Owner-occupied	92,827	52.4%	4,446	22.0%
Renter-occupied	84,382	47.6%	15,736	78.0%
Average household size of owner-occupied unit	2.94	(X)	3.73	(X)
Average household size of renter-occupied unit	2.82	(X)	3.38	(X)

## 02. Planning Context



Map depicting rates of owner-occupied housing units within and around the UEZ

Vehicles Available				
	Passaic County		Passaic City	
Occupied housing units	177,209	177,209	20,182	20,182
No vehicles available	26,095	14.7%	5,293	26.2%
1 vehicle available	63,273	35.7%	8,628	42.8%
2 vehicles available	57,337	32.4%	4,677	23.2%
3 or more vehicles available	30,504	17.2%	1,584	7.8%

Gross Rent				
	Passaic County		Passaic City	
Occupied units paying rent	82,160	82,160	15,559	15,559
Less than \$500	5,897	7.2%	1,422	9.1%
\$500 to \$999	7,618	9.3%	1,896	12.2%
\$1,000 to \$1,499	28,687	34.9%	6,907	44.4%

## 02. Planning Context

\$1,500 to \$1,999				
	26,783	32.6%	4,135	26.6%
\$2,000 to \$2,499	9,037	11.0%	872	5.6%
\$2,500 to \$2,999				
	2,589	3.2%	246	1.6%
\$3,000 or more	1,549	1.9%	81	0.5%
Median (dollars)				
	1,484	(X)	1,341	(X)
No rent paid				
	2,222	(X)	177	(X)

Gross Rent as a Percentage of Household Income (GRAPI)				
	Passaic County		Passaic City	
Occupied units paying rent (excluding units where GRAPI cannot be computed)				
	80,257	80,257	15,409	15,409
Less than 15.0 percent	10,077	12.6%	1,919	12.5%
15.0 to 19.9 percent	9,542	11.9%	1,931	12.5%
20.0 to 24.9 percent				
	9,544	11.9%	1,991	12.9%
25.0 to 29.9 percent				
	7,570	9.4%	1,308	8.5%
30.0 to 34.9 percent	6,382	8.0%	1,186	7.7%
35.0 percent or more	37,142	46.3%	7,074	45.9%
Not computed	4,125	(X)	327	(X)

As of 2021, the City had a total of 18,682 public and private sector jobs. Between 2017 and 2022, the private sector jobs in the City grew by 11.5%. Most individuals in the City earned between \$15,000 and \$40,000 annually. In 2021, the majority of those employed worked in the following industries (in descending order): administration & support; waste management and remediation; health care and social assistance; retail trade; information; and educational services. The number of private business establishments saw a growth rate of 23.7% between 2017 and 2022, with a total of 1,663 private businesses. The most recent 2017 data on private business ownership indicates that of the 1,154 total employer firms, 451 were minority owned and 170 were woman owned.

## 02. Planning Context

<u>Jobs by Industry (2021)</u>		
Industry	Total Share of Population	Percentage
Agriculture, Forestry, Fishing and Hunting	0	0%
Mining, Quarrying, and Oil and Gas Extraction	0	0%
Utilities	3	.016%
Construction	362	1.97%
Manufacturing	1,203	6.54%
Wholesale Trade	795	4.32%
Retail Trade	2,418	13.15%
Transportation and Warehousing	219	1.19%
Information	2,247	12.22%
Finance and Insurance	217	1.18%
Real Estate and Rental and Leasing	161	.88%
Professional, Scientific, and Technical Services	325	1.77%
Management of Companies and Enterprises	13	.071%
Administration & Support, Waste Management and Remediation	3,987	21.69%
Educational Services	2,157	11.73%
Health Care and Social Assistance	2,713	14.76%
Arts, Entertainment, and Recreation	9	.049%
Accommodation and Food Services	639	3.48%
Other Services (excluding Public Administration)	453	2.46%
Public Administration	463	2.52%

<u>Total Private Sector Jobs (Annual Average)</u>				<u>Total Jobs in Municipality (Public &amp; Private Sector)</u>		
2017	2022	2017-22 Growth	2017-22 % Growth	2011	2016	2021
13,665	15,239	1,574	11.5%	14,990	17,322	18,682

<u>Wages</u>							
Total Private Sector Wages				Average Private Sector Annual Wage			
2017	2022	2017-22 Growth	2017-22 % Growth	2017	2022	2017-22 Growth	2017-22 % Growth
524,992,153	634,319,636	109,327,483	20.8%	38,419	41,624	3,205	8.3%

## 02. Planning Context

Job Growth	
2016-21 Job Growth	2011-21 Job Growth
7.9%	24.6%

Jobs by Annual Earnings (2021)		
\$15,000 or Less	\$15,000 to \$40,000	\$40,000 or Greater
6,035	6,407	6,240

Overall, the City of Passaic is characterized by a significant population of Hispanic-identifying individuals, with a higher-than-average percentage of people with limited English proficiency and a high rate of poverty. Of all the 564 New Jersey municipalities, the City is one of the more distressed in the state based on a variety of metrics, including the Municipal Revitalization Index. This condition suggests the need for continued intervention through UEZ programs to stimulate economic development. The primary industries in which people work in within the City are administration & support, waste management and remediation; health care and social assistance; and retail trade. The previous 1999-2004 and 2005-2009 UEZ 5-Year Plans both identify the health care sector as significant in the City, which is substantiated by the high proportion of the population involved in this industry and helps to inform this Plan.

### B. COORDINATION WITH OTHER PLANS AND PROGRAMS

Aligning this Plan with other government efforts to stimulate economic development is critical to success. The following documents were reviewed to inform the strategies contained herein.

#### MUNICIPAL PLANS

##### ***2015 Master Plan Economic Development Element<sup>10</sup>***

This Plan builds off several municipal planning efforts including the City’s 2013 Master Plan<sup>11</sup>, the most relevant component of which is the 2015 Master Plan Economic Development Element (“the Element”). Like the Element, this Plan focuses on harnessing the strengths of the City to ensure its continued economic success. The Element describes the following resources and assets as foundational for economic

<sup>10</sup> City of Passaic NJ Master Plan Economic Development Plan. City of Passaic.

<https://www.cityofpassaic.com/DocumentCenter/View/138/2015-Economic-Element-of-the-Master-Plan-PDF>. Last accessed October 30, 2024.

<sup>11</sup> City of Passaic Master Plan. City of Passaic.

<https://www.cityofpassaic.com/DocumentCenter/View/1709/2013-City-of-Passaic-Master-Plan-PDF>. Last accessed October 30, 2024.

development: the City's strategic location within the NYC Metropolitan Area, a plentiful labor force, and the potential to build on and develop niche ethnic enterprises. All of these have been specifically outlined in the previous Urban Enterprise Zone 5-Year Plans. The Element outlines numerous strategies to achieve its goals and objectives. First, to facilitate business formation, preservation and expansion, the Element proposes the strategy of preparing bilingual welcome packages and/or orientation sessions for assistance with UEZ registration and more. Additionally, to achieve this goal, the strategies of promoting benefits and programs offered through the UEZ program and incorporating tax savings into marketing efforts are put forth.

The Element proposes the maintenance of commercial areas through graffiti removal, beautification, façade improvements and more. Additionally, the Element recommends the expansion of parking with the City. One specific strategy relevant to this Plan includes providing public parking off-hours in private lots.

### *Eastside Redevelopment Plan<sup>12</sup>*

The Eastside Redevelopment Plan sets forth goals and objectives that help to achieve similar aims to this Plan. The redevelopment area is in the eastern part of the City, near the Passaic River. The intent of the redevelopment plan is to concentrate industrial activities within one location of the redevelopment area, and to locate new commercial, retail and residential opportunities to the north and west of the area. The redevelopment plan sets forth several objectives, which include the followings that are in line with this plan:

- Eliminate blight and create new development opportunities;
- Develop regional commercial/retail opportunities adjacent to Route 21;
- Attract additional retail traffic to the City to develop a presence along the transportation corridor as an anchor to the established retail district;
- Coordinate traffic circulation system that enables efficiency of movement to and from, as well as within the Redevelopment Area; and
- Improve pedestrian environment and appearance of streets within the Redevelopment Area. Develop safe and attractive pedestrian connections between downtown, regional retail activities and the waterfront.

The objectives in this redevelopment plan work in tandem with the goals and objectives of this Plan. Traffic circulation and pedestrian connectivity significantly influence economic development and support an economically favorable environment for the City. Improving the overall aesthetic quality of buildings and streets within the City is consistent with the goals of this Plan. It is through visual enhancement of the City's built environment that the community of Passaic, as well as it's visitors, will have a more enjoyable experience.

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<sup>12</sup> Eastside Redevelopment Plan. City of Passaic. <https://www.cityofpassaic.com/DocumentCenter/View/1713/Eastside-Redevelopment-Plan-PDF>. Last accessed October 30, 2024.

### ***Market Street Redevelopment Plan<sup>13</sup>***

The Market Street Redevelopment Area is bound by 1<sup>st</sup> Street to its west, South Street to its south, NJ Route 21 to its north and the Passaic River to its east. The redevelopment area encompasses portions of the UEZ. The objectives of this redevelopment area parallel that of this Plan as they intend to support the existence of a “secondary commercial and mixed-used area for the City” (p. 1).

This Plan helps to achieve outcomes that help to realize the Market Street Redevelopment Plan’s purpose and vision, which include the following:

- Create an economically vibrant community that improves the City’s built environment.
- Support the City’s comprehensive plan for transit-oriented redevelopment.
- Leverage the redevelopment areas’ proximate bus service and commuter rail service location; and
- Create design which will result in a visibly attractive City for residents and visitors.

This Plan is premised on a strongly connected City of Passaic, a vibrant economy and a visually appealing retail/commercial corridor. As such, this Plan helps to effectuate the desired outcomes and intent of the Market Street Redevelopment Plan.

### ***Main Avenue Redevelopment Plan<sup>14</sup>***

The Main Avenue Redevelopment Plan provides numerous goals and objectives that are not only consistent with the Master Plan but are also consistent with this Plan. For example, the following economic development strategies are highlighted: increasing the total number of jobs in the City, improving the appearance of the business district through façade improvements and enforcing property maintenance standards, and the potential for creating ethnic and culturally based shopping districts. Additionally, this redevelopment plan ensures consistency with the 2015 Master Plan Economic Development Element, specifically referencing the Element’s sections on ‘Commercial Corridors and Districts’ and ‘Latin American Food Products Import/Distribution and Industrial and Redevelopment Areas’.

### ***Downtown Parking Deck***

The City is in the process of constructing a new approximately 300 space parking garage. The garage will be in the core of the downtown, directly adjacent to Passaic City Hall. The garage, which is estimated to be a \$14M investment, is intended to help satisfy parking demand in and around the Main Avenue area, one of the City’s core

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<sup>13</sup> Market Street Redevelopment Plan. City of Passaic. <https://www.cityofpassaic.com/DocumentCenter/View/7774/Market-Street-Redevelopment-Plan-PDF>. Last accessed October 30, 2024.

<sup>14</sup> Main Avenue Redevelopment Plan. City of Passaic. <https://www.cityofpassaic.com/DocumentCenter/View/3123/Main-Avenue-Redevelopment-Plan-Adopted-PDF>. Last accessed October 30, 2024.

business areas. This effort by the City is aligned with the general goals of this Plan to enhance the vibrancy of the City's commercial districts.<sup>15</sup>

### MUNICIPAL PROGRAMS AND SPECIAL DEVELOPMENT DESIGNATIONS

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#### ***Opportunity Zones<sup>16</sup>***

The City is invested in several programs that facilitate economic development citywide that work in conjunction to the UEZ. For example, the City of Passaic includes areas eligible for the Opportunity Zone Program. There are four designated zones within the City with the intent of incentivizing long term capital investments into low income communities through tax exemptions and deferrals on initial capital gains taxes.

Specifics of the program include the following:

- Deferral of taxes on initial capital gains invested until 2026;
- Potential for tax exemption if held for 10 years;
- Reduction increased to 15% if investment is held for 7 years; and
- Reduction of 10% if investment is held for 5 years.

The intent of the Opportunity Zone Program is consistent with the UEZ's programs. Program success within the Opportunity Zones shares the mutual goal of supporting economic development within low-income areas and overall attracting investment. Opportunity Zones overlap with the UEZ in various areas around the City.

#### ***Neighborhood Preservation Program<sup>17</sup>***

The Neighborhood Preservation Program in Passaic is geared at promoting the rehabilitation and support of businesses within the City's Central Business District, which includes Main Avenue, from Pennington Avenue to Monroe Street. The program is premised on four main goals, which include the following:

- Promotion of a dining corridor;
- Creation of murals;
- Improvements to retail storefronts; and
- Area wide planning effort to facilitate rehabilitation of structures.

All four goals are particularly aligned with the goals of the UEZ. Façade improvements and structural improvements to buildings are longstanding program objectives of the UEZ. The grant-funded Neighborhood Preservation Program helps to build on the

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<sup>15</sup> Passaic's downtown parking shortage will soon improve. Here's the plan. NorthJersey.com. <https://www.northjersey.com/story/news/passaic/passaic-city/2024/08/21/passaic-nj-downtown-parking-issues-will-soon-improve/74860506007/>. Last accessed October 30, 2024.

<sup>16</sup> Passaic Opportunity Zone. City of Passaic. <https://www.cityofpassaic.com/197/Passaic-Opportunity-Zone>. Last accessed October 30, 2024.

<sup>17</sup> Neighborhood Preservation Program. <https://www.cityofpassaic.com/196/Neighborhood-Preservation-Program>. Last accessed October 30, 2024.

work that has been done and continues to be done through the UEZ, under the direction of Mayor Lora and his administration. Additionally, public art and the promotion of a dining corridor are consistent with this Plan. Supporting the existence of small businesses is foundational to the UEZ and public art contributes to the beautification of the City of Passaic. Together, these combine to make a more favorable environment for economic development within the City, which is a primary goal of the UEZ.

### COUNTY AND REGIONAL PLANS AND PROGRAMS

#### ***2015 Passaic County, New Jersey Comprehensive Economic Development Strategy (CEDS)<sup>18</sup>***

The purpose of the CEDS is to bring together the various sectors to collaboratively establish an economic growth and revitalization framework for the County of Passaic. As part of the CEDS, the following goals are outlined:

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

All these broad goals are in line with the goals and objectives of this Plan and for the overall success of the UEZ.

#### ***2008 Corridor Enhancement Program<sup>19</sup>***

The Corridor Enhancement Program collects fees from developers along the identified corridors – Main Avenue being one of these corridors – which are then used to “provide a safer and more attractive corridor environment while encouraging alternative modes of travel.” This goal is consistent with this Plan, whereby a more attractive built environment is highly integrated into its strategies as well as the provision of alternate modes of travel, which will be funded through this Plan and overall UEZ efforts.

<sup>18</sup> Passaic County New Jersey Comprehensive Economic Development Strategy. Passaic County Department of Economic Development. [https://www.wanaqueborough.com/vertical/sites/%7B685BAF4D-C434-4DFB-94F4-1C8D180E9776%7D/uploads/Report - CEDS - Passaic County.pdf](https://www.wanaqueborough.com/vertical/sites/%7B685BAF4D-C434-4DFB-94F4-1C8D180E9776%7D/uploads/Report_-_CEDS_-_Passaic_County.pdf). Last accessed October 30, 2024.

<sup>19</sup> Passaic County Corridor Enhancement Program. Passaic County. <https://www.passaiccountynj.org/home/showpublisheddocument/2266/637672143116530000>. Last accessed October 30, 2024.

### **2012 Transportation Element<sup>20</sup>**

The County's Transportation Element provides four broad goals:

- Bring the County's transportation system in line with current and anticipated future needs;
- Help the County become more transit-friendly and reduce reliance on the automobile;
- Integrate transportation with local land-use plans to better support each community's vision for its future; and
- Work toward the creation of "Complete Streets" so that our roadways better serve all users, including pedestrians, bicyclists, transit users, senior citizens, and persons with disabilities.

These goals are highly consistent with this Plan. The Plan seeks to harmoniously integrate the UEZ's role as a transportation corridor, economic center, and thriving area. Such an approach necessitates increasing transit use, improving vehicular circulation and parking systems, integrating land use and transportation planning, and adopting Complete Streets principles.

### **2013 Sustainability Element<sup>21</sup>**

This Element provides a plenitude of environmental, economic, and community goals in the pursuit of sustainable practices. This Plan is consistent with the goals of this Element, particularly concerning comprehensive planning, high quality design, transportation diversity, interconnected land uses, public engagement and participation, industry development and revitalization, community-based economic development, employment opportunities, supportive workplaces, arts and cultural civic support, neighborhood vitality, and community empowerment.

## STATE AGENCIES AND PLANNING

### **State Development and Redevelopment Plan (SDRP)<sup>22</sup>**

The State Development and Redevelopment Plan (SDRP) was adopted in 2001. The City of Passaic is located within the Metropolitan Planning Area, (PA-1) of the SDRP. The following intent was documented for PA-1:

- Provide for much of State's future redevelopment;
- Revitalize cities and towns;
- Growth in compact forms;
- Stabilize older suburbs;
- Redesign areas of sprawl; and

<sup>20</sup> Transportation Element of the Passaic County Master Plan. Passaic County.

<https://www.passaiccountynj.org/home/showpublisheddocument/2262/637672140975730000>. Last accessed October 30, 2024.

<sup>21</sup> Passaic County Future. Passaic County.

<https://www.passaiccountynj.org/home/showpublisheddocument/2260/637672105117830000>. Last accessed October 30, 2024.

<sup>22</sup> The New Jersey State Development and Redevelopment Plan. New Jersey State Planning Commission.

<https://www.nj.gov/state/bac/planning/documents/stateplan030101.pdf>. Last accessed October 30, 2024.

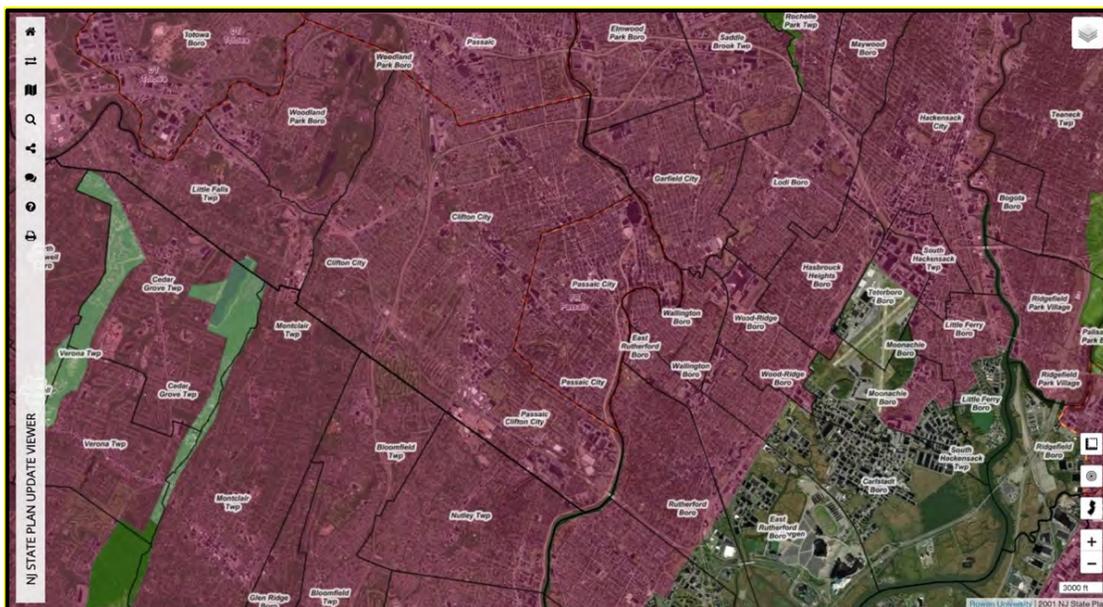
## 02. Planning Context

- Protect the character of existing stable communities.

The SDRP also puts forth statewide goals, including:

- Revitalize the state’s cities and towns;
- Promote beneficial economic growth, development, and renewal for all residents of New Jersey;
- Provide adequate housing at a reasonable cost; and
- Preserve and enhance areas with historic, cultural, scenic, open space and recreational value.

The vision set forth in this Plan is consistent with these goals, which include continuing to enhance the business climate within the City of Passaic and driving economic development for the benefit of the City and the region, more broadly.<sup>23</sup>



*SDRP depicting the City of Passaic*

### ***NJEDA – Urban Investment Grant Program<sup>24</sup>***

The City of Passaic is one of the six municipalities eligible to participate in the New Jersey Economic Development Authority (NJEDA) Urban Investment Grant Program. The intent of this grant program is consistent with the goals set forth in this Plan, as it seeks to provide funding for revitalization strategies with the purpose of increasing foot traffic and commercial activity within commercial corridors. This is achieved through real estate projects within these specified areas.

The grant program aims to achieve the following goals:

<sup>23</sup> The State Plan is being updated as this Plan is being drafted. It is expected that the City of Passaic UEZ will remain in PA-1.

<sup>24</sup> Urban Investment Fund Grant Program. New Jersey Economic Development Authority. <https://www.njeda.gov/urban-investment-fund-grant-program/>. Last accessed October 30, 2024.

## 02. Planning Context

- Catalyze and support revitalization in key commercial corridor areas;
- Fund activations and development that will increase residents, visitors, and/or office workers; and
- Support investment within key commercial corridors and promote strong, resilient, and equitable economic recoveries.

All the goals of this program are in line with the visions and goals set forth by this Plan.

### ***New Jersey Transit, Passaic Main Avenue Bus Terminal Project***

NJ Transit was awarded funding for a new bus terminal in Passaic’s business district, partially funded through the New Jersey Transportation Planning Authority, with additional federal funding. The aim of the project is to provide higher-capacity buses and the construction of new bus shelters<sup>25, 26</sup>. This project is consistent with the overarching goals of this Plan. As the UEZ is characterized by a population with a low rate of car-ownership, the role played by accessible transportation is significant to achieve economic development locally.

### ***Main Avenue Local Concept Development (LCD) Study<sup>27</sup>***

The aim of the Main Avenue LCD Study is consistent with the vision of this Plan, as it primarily focuses on road safety, traffic operations, transit access and overall economic development support for Main Avenue. The area the study focuses on is between Monroe Street and Gregory Avenue. This study is conducted in coordination with the NJTPA. Improving the quality of Main Avenue is in line with this Plan, as the goals will help make a more walkable and accessible pedestrian atmosphere, which in turn will help to generate foot traffic into local UEZ-participating businesses.

## MARKET DATA

An economic assessment and market analysis was conducted to evaluate existing marketing conditions in the City of Passaic. This assessment is included as Appendix A.

This assessment used projected employment growth to estimate potential future demand in the office, industrial, and retail sectors. Based on the findings of this assessment, the City of Passaic is anticipated to support demand for an additional roughly 80,000 SF of industrial space, 200,000 SF of retail space, and 85,000 SF of office space through 2033. These projections may be utilized to support the City’s economic development efforts in the coming years, and inform the strategies described in this Plan.

<sup>25</sup> NJ gets \$425M windfall for transportation projects. Are any of them in your town? NorthJersey.com.

<https://www.northjersey.com/story/news/transportation/2023/09/06/nj-gets-425m-windfall-for-transportation-projects-heres-where/70776594007/>. Last accessed October 30, 2024.

<sup>26</sup> Federal Funding to Expedite Passaic Bus Terminal Project. North Jersey Transportation Planning Authority.

<https://www.njtpa.org/Newsroom/NJTPA-News/NJTPA-Update-Blog/2023/October-2023/Federal-Funding-to-Expedite-Passaic-Bus-Terminal-P.aspx>. Last accessed October 30, 2024.

<sup>27</sup> Local Concept Development Study. Main Ave Passaic. <https://www.mainavepassaic.com/>. Last accessed October 30, 2024.

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## 03

# UEZ MILESTONES, ACCOMPLISHMENTS, AND BENEFITS

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### DESCRIPTION OF PREVIOUS UEZ PROJECTS

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As noted, the City of Passaic's designation as an Urban Enterprise Zone (the "Zone") began in August of 1994, at which time the not-for-profit Passaic Enterprise Development Corporation ("PEZDC") was formed to manage the administration of the program. Two prior Preliminary Zone Development Plans were reviewed in preparing this document. These prior plans are summarized below and provide context for existing conditions in Passaic and the recommendations set forth herein.

By the time of the 1999-2004 Long Range Plan, the Zone had a membership of 300 participating businesses and had spent approximately \$3,000,000 on its projects.

In the 1999-2004 Plan, the primary focus of the PEZDC was to address the decline in revenue. Funding for the program was set to decrease by one-third in its fifth year. Efforts undertaken through the program focused on the key areas of infrastructure, street signage, anti-litter/anti-graffiti campaigns and cash register assistance programs. As identified in the Plan, the biggest share of the money spent was designated for infrastructure improvements, accounting for 86% of the \$3 million spent.

The Plan outlined strengths, weaknesses, threats and opportunities to guide the long range planning process. Identified strengths in Passaic included its location and access, plentiful and inexpensive labor pool, and competitive lease rates. The weaknesses outlined by the plan included the quality of labor, small and obsolete building stock, contamination of potential development sites, the appearance of the City, and general issues of crime and security. These weaknesses contributed to the identified threats of the decreasing UEZ revenue and business growth away from better job opportunities. The Long Range Planning process helped to identify the following opportunities: the creation of jobs in health services sector, development of warehouse/distribution facilities in niche markets, capitalization of presence of recent immigrants, redevelopment of office vacancies and provision of financing alternatives.

As a result of all the items identified, the PEZDC established seven Priority Issues to guide the long-range planning process for the Zone. Broadly speaking the Priority Issues included the following: maintain a revenue stream to support ongoing UEZ projects/programs, foster a development/redevelopment program for industrial and commercial sectors, facilitate job-training, recruit firms with future-oriented jobs, build and diversify the City's service sector, create proactive programs to address crime and security, and promote international business while harnessing the cultural groups within the community.

The 2005-2009 Long Range Plan built off its predecessor, outlining similar long-range priorities. Between the 1999-2004 Plan and the 2005-2009 Plan, membership grew to 438 participating businesses and 49% of all eligible businesses participating. Since the time of the first Plan, the focus of the Zone and its projects shifted away from predominantly infrastructure to include more diversified programs and projects, with programs focusing on safety, business development and more. A cause for concern for the 2005-2009 Plan was the projected fluctuation in revenue stream. As of the release of the 2005-2009 Plan, the PEZDC committed \$7.5 million to its projects, or 50% of the allocated funding. This was an increase in revenue compared to the prior plan, which was attributed to the opening of big box retailers such as K-Mart and Home Depot.

The identified strengths, weaknesses, threats and opportunities identified in this plan compared to the previous emphasized which priorities remained consistent. Overall, there was not significant changes. The strengths outlined included the following: good location, a growing and diverse labor force, competitive lease rates and an overall growing population. The weaknesses within the Zone were identified as older and obsolete manufacturing spaces, environmental issues on industrial properties and a lower skill level labor pool. Building off the weaknesses, the Plan identified the following threats: the impact of immigration reforms and regulations on the labor force, a decrease of available jobs due to the consolidation of health service providers, and the potential for statewide property tax increases to enhance the attractiveness of moving out of state. Despite these threats, the Plan identified potential opportunities to convert obsolete industrial buildings to mixed use spaces, partnerships with community college and workforce training programs, and the establishment of niche (ethnic specialty) businesses.

In keeping consistent with the previous plan, several Goal Areas were identified to guide long-range planning for the 2005-2009 Plan. The Goal Areas included: infrastructure improvements, development/redevelopment with a focus on commercial and industrial properties, aesthetics (an overall attractive built environment), public safety, business support, public awareness (of the Zone and participating businesses) and training and employment.

**CURRENT UEZ INITIATIVES**

In recent years, the City has received roughly \$3,000,000 annually from the UEZ fund (\$2,967,374 in FY23 and \$3,276,101 in FY24). The City has allocated this funding towards several successful programs which are discussed in more detail below. The following table provides an overview of the most recent budget allocations and their respective projects.

Program	Status	Most Recent Budget Allocation (\$)
Loan Program	Active	330,000
Façade Program	Active	400,000
Market Street Lighting	Active	970,000
Graffiti Eradication	Active	98,700
Clean Sweep	Active	522,500
Quality of Life Police	Active	650,000
Carnie Bragg Park Phase 1	Active	50,000
Marketing	Active	150,000
Business Expansion	Active	100,000
Riverwalk	Active	50,000
Surveillance Cameras	Active	199,748
Workforce Training	Active	100,000
Carnie Bragg Park Phase 2	Active	600,000
		3,620,948

LOAN PROGRAM

Small business loans for fixed assets, capital improvements and operating expenses, ranging from \$20,000-\$200,000. The total budget allocated using UEZ funding is \$330,000. Currently no loans have been provided for this round of funding. The last round of funding saw participant success, including a successful loan distribution to La Providencia.

The following blurb depicts a successful participant in the Loan Program:

*In 2014, the UEZ made a loan to a developer to purchase a vacant and deteriorated six story commercial building on Main Avenue in the central business district. Built in the late 1890s, it was home to Peoples Bank. A special section at the rear of the building served as the City's Municipal Court. After nearly ten years of being vacant, the structure was rehabilitated and now home to several businesses at ground level and 30 apartment units, 10 in the old structure and 20 in a modern addition. The loan was repaid in three years, two years earlier than anticipated.*



*Loan Program participant*

### 03. UEZ Milestones, Accomplishments, and Benefits

#### FAÇADE PROGRAM

Signage and façade improvement program, whereby the program provides matching grants (dollar-for-dollar) up to \$7,500 per business for façade improvements and new signage. The UEZ budget for this program is \$200,000. The following images depict a successful participant in the Façade Program:



*A before (top) and after (bottom) of a select participant in the Façade Program*

### MARKET STREET LIGHTING AND STREETScape PROGRAM

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This program will result in streetscape improvements to a six-block corridor within the UEZ. The improvements for this program include lighting, paving, sidewalks, planters, trees, bike racks, benches, trash and recycling receptacles. The UEZ assistance budget for this program is \$220,000. At this stage, UEZ funding for this program has not been spent, as NRTC money has funded lighting for the City. UEZ money will be used for other elements of the streetscape, pending federal approval.

### GRAFFITI ERADICATION

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The program includes the employment of two people dedicated to removal of graffiti in the UEZ. The program is aimed at removal efforts for member businesses in commercial and industrial areas of the zone. This program has been in operation for over a decade and operates in conjunction with the Clean Sweep program. The most recently allocated UEZ budget for this program is \$98,700.

### CLEAN SWEEP

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The aim of this program is to provide daily clean up services within the UEZ, specifically retail corridors. The most recently allocated UEZ budget for this program is \$522,500.

### QUALITY OF LIFE POLICE

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This program focuses on the employment of 7 designated 'special police' to address quality of life in the UEZ. Their aim is to address parking violations, loitering, graffiti, public drinking, littering, and more, to enhance the shopping experience for those in the UEZ commercial corridors. The most recently allocated UEZ budget for this program is \$650,000.

### CARNIE BRAGG PARK PHASE 1

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This is a multi-phase program, which intends to result in plans and specifications that will enable the PEZDC to bid construction of a concession and public information structure at the northerly entrance to the City at Carnie Bragg Park. The aim of the project is to create more permanent amenity for park-users and nearby NJ Transit bus riders. The budget allocated using UEZ Assistance for this phase of the project is \$50,000.

### MARKETING

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The intent of this program is to market the UEZ as a shopping destination through a newsletter, advertising on NJ Transit busses, an online and print business directory, a

### 03. UEZ Milestones, Accomplishments, and Benefits

public access television show featuring UEZ businesses and events, TV broadcasted commercials and more. The UEZ budget for this program is \$200,000.

#### BUSINESS EXPANSION

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This program focuses on grants for Certified UEZ businesses, for the aim of creating jobs and expanding their businesses post-pandemic. Permitted allocation of grant money includes property acquisition costs, purchase of equipment and construction. A budget of \$100,000 of UEZ Assistance is allocated to this program.

#### RIVERWALK

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This program contributes upgrades to the Eastside, which has been designated as a redevelopment area since 2004. A public riverwalk is being developed, and the funding for this program will assist in the provision of amenities, including benches, trash receptacles, planters and landscaping. The dedicated UEZ funding for this program is \$50,000.

#### SURVEILLANCE CAMERAS

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The aim of this program is the provision of nine cameras within the UEZ. Additionally, a street light system of 13 ISS cameras will be included. The UEZ funding for this program is \$199,748.

#### WORKFORCE TRAINING

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This program seeks to address the high rate of unemployment in the City through job training and responding to hiring needs of member businesses. Training areas include Phlebotomy, EKG technicians, Security and Commercial Driving. The projected participation for this program is 30-40 students. The program analyzes local hiring needs in the UEZ to expand training areas for the program. The allocated UEZ Assistance funding for this program is \$100,000.

#### CARNIE BRAGG PARK PHASE 2

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This is a multi-phase program. Building on Phase 1, Phase 2 aims to improve public infrastructure in the Main Avenue commercial and transportation corridor. The project aims to create at minimum, one full time and several part time jobs. A concession stand and outdoor dining are to be built for the businesses and shoppers of the Second Ward. As part of Phase 1 of the project, the City issued an RFP for services, which led to a contract with a design firm, whereby a site plan and budgets were produced. The overall intent of this program is to create a 'flourishing' restaurant scene in Passaic. The overall allocated UEZ budget for Phase 2 is \$600,000.

### PASSAIC UEZ BUSINESS AREA TRANSPORTATION PROJECT

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The intent of this program is to provide locally managed and affordable transportation options in the City. The program will provide two shuttles, from 10AM to 6PM, Monday to Saturday, and a fleet of 25 bikes to address the gap in affordable transportation. The UEZ Assistance budget for this program, is \$530,000.

# 04

## IMPLEMENTATION PLAN

### VISION FOR THE UEZ

Based on findings distilled from the public engagement process, research of demographic and economic conditions, and review of prior projects, the following vision for the Passaic UEZ was developed to guide future efforts. This vision should inform future UEZ activities.

*The Passaic UEZ is the economic backbone of the City of Passaic. It is a vibrant area that services local desires and draws people from across the region. All areas of the UEZ are safe, clean, and easily navigated.*

*Businesses within the UEZ are distinctly Passaic. They offer a range of jobs, services, and amenities. They have access to the resources they need to expand and improve their operations.*

*PEZDC works collaboratively with businesses to understand their needs and provide programs to improve their services. Its offerings are flexible and responsive to community feedback. It supports existing businesses while also planting seeds for new businesses to grow.*

### GOALS

To accomplish the Vision set forth, this Plan has seven key goals.

- i. Provide businesses the financial assistance they need to grow and succeed.
- ii. Provide businesses the technical assistance they need to grow and succeed.
- iii. Provide resources for quality-of-life improvements in the UEZ.
- iv. Make it easier for residents and visitors to patronize Passaic businesses.
- v. Improve the physical environment by pursuing key capital improvements.
- vi. Highlight what makes Passaic, Passaic.
- vii. Make it easier for new businesses to open.

### STRATEGIES

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The tables on the following pages contain information about the City’s proposed programs for the next five years, including the major initiatives, existing and proposed partnerships and their roles in marketing and implementation, outline of proposed metrics and measurements of success, and a timeline for implementation. Strategies are proposed for each of the seven Plan goals.

Critically, each of the proposed programs are appropriate uses of funding under the UEZ statute’s definition of “qualified assistance fund expense[s].” Qualified assistance fund expenses/eligible programs are defined in the statute as follows:

1. A construction project improving, altering, or repairing the real property of a qualified business located in an enterprise zone;
2. Full or part time economic and community development positions in the municipality, other governmental, or not-for-profit organization, or marketing;
3. Loans, grants, and guarantees to businesses;
4. Payroll expenses, personnel, services, and equipment purchases primarily for the provision of law enforcement, fire protection, or emergency medical services within commercial and transportation corridors located exclusively in an enterprise zone;
5. Planning and other professional services related to economic and community development;
6. Cleaning and maintenance of commercial and transportation corridors;
7. The improvement of public infrastructure in a commercial or transportation corridor;
8. The improvement of public infrastructure related to a commercial, industrial, mixed use, or multi-family residential property;
9. Employment and training programs; or
10. Events meant to support and draw activity into the enterprise zone, including fairs, festivals, and concerts.

The description for each strategy is intended to be conceptual, with further detail to be provided and refined as the programs are individually submitted to UEZA for funding authorization. Pending changes in needs or circumstances, the City may supplement the strategies proposed with additional strategies provided these additional strategies are eligible as qualified assistance fund expenses and properly authorized by the UEZA.

## 04. Implementation Plan

### GOAL 1: PROVIDE BUSINESSES THE FINANCIAL ASSISTANCE THEY NEED TO GROW AND SUCCEED.

Strategy	Description	Timeline	Potential Partners and Other Funding Resources <sup>28</sup>	Outline of Proposed Metrics and Measurements of Success <sup>29</sup>	Qualified Assistance Fund Category <sup>30</sup>
<b>Small Business Loan Program</b>	The PEZDC intends to continue its highly successful small business loan program. Loans will be made available to UEZ businesses for fixed assets, capital improvements and operating expenses. The PEZDC intends to partner with UCEDC, a nonprofit Community Development Financing Institution that has a long-standing relationship with the PEZDC in providing underwriting services.	Ongoing	UECDC (nonprofit Community Development Financing Institution), Bank Foundations	Number of participating businesses, increase in sales/business	3
<b>Façade Improvement Program</b>	The PEZDC intends to continue its highly successful façade improvement program. The program will provide matching grants on a dollar-for-dollar basis for new signage and façade improvements.	Ongoing	CDBG	Number of applications, number of awards, number of completed projects, amount of grant awards, amount of matching funds, increase in sales/business, increase in property values	1, 3
<b>Business Expansion Program</b>	The PEZDC intends to continue its business expansion program. This program will provide grants to Certified UEZ businesses for the purpose of expanding their businesses and creating jobs. Grants may be used for expansion purposes, including but not limited to purchase of equipment, construction, and training.	Ongoing	UECDC (nonprofit Community Development Financing Institution), NJEDA, NJBIA	Number of participating businesses who undergo business expansion, number of jobs created, increase in sales/business	3

<sup>28</sup> This column is intended to show potential funding sources and/or partners. This is not intended as an exhaustive list.

<sup>29</sup> This column is intended to show potential metrics for evaluation. Final metrics will be submitted as requests for funding authorization are submitted to the UEZA.

<sup>30</sup> As City / PEZDC staff support the administration of all UEZ programs, Fund Category 2 is applicable to all strategies.

## 04. Implementation Plan

### GOAL 2: PROVIDE BUSINESSES THE TECHNICAL ASSISTANCE THEY NEED TO GROW AND SUCCEED.

Strategy	Description	Timeline	Potential Partners and Other Funding Resources	Outline of Proposed Metrics and Measurements of Success	Qualified Assistance Fund Category
<b>Workforce Training</b>	As the City's unemployment rate is disproportionately high compared to the state's, the UEZ seeks to provide meaningful training in fields that will benefit individuals seeking to enter the labor market, while at the same time benefit Passaic UEZ businesses in their hiring needs. This project will build on a smaller initiative that the City of Passaic has pursued over the past several years. Prior successful programs included training in Phlebotomy and Electro Cardiography (EKG), Security, and Commercial Driving. Working with established training schools, these programs have enabled participants to find employment in those fields for which they have been trained. The PEZDC may UEZ businesses and evaluate market conditions to determine other areas of training that would be beneficial. Training programs would be conducted in conjunction with a qualified private or public institution.	Ongoing	Passaic County Community College, Passaic County Workforce Development Board, NJ Department of Labor	Number of trained individuals, number of hires from participating businesses, increase in sales/business	3
<b>Business Improvement Program/ Micro-Grant</b>	PEZDC will launch a BIP to help meet the technical needs of local businesses. The program will be centered around micro-grants for targeted needs. Two specific areas of emphasis will be helping businesses improve their social media footprint and increasing the number of businesses that accept credit cards. Other targeted areas may be identified based on evolving community needs. PEZDC will engage consultants with expertise in the relevant fields to provide their services to participating businesses.	Ongoing	NJEDA, NJBIA	Number of participating businesses, increase in sales/business	3

## 04. Implementation Plan

### GOAL 3: PROVIDE RESOURCES FOR QUALITY-OF-LIFE IMPROVEMENTS IN THE UEZ.

Strategy	Description	Timeline	Potential Partners and Other Funding Resources	Outline of Proposed Metrics and Measurements of Success	Qualified Assistance Fund Category
<b>Graffiti Eradication</b>	This program will harness the PEZDC to utilize two employees dedicated to graffiti removal efforts in the UEZ. This service is provided to the UEZ businesses in both the commercial and industrial areas of the zone. The program has been operating in conjunction with the Clean Sweep program sponsored by the PEZDC through the Downtown Merchants Corporation (DMC) for over a decade and is highly valued by the business community.	Ongoing	Downtown Merchants Corporation (DMC)	Increase in property values, reduction in incidents of vandalism	6
<b>Clean Sweep Program</b>	This existing PEZDC program which operates in conjunction with the Graffiti Eradication program involves maintaining a decades long relationship with the Downtown Merchants Corporation (DMC) to provide manpower for daily clean up within the UEZ areas, primarily retail corridors, to enhance cleanliness. This provides shoppers with a friendly environment encouraging them to frequent Passaic businesses.	Ongoing	Downtown Merchants Corporation (DMC), City Code Enforcement Department of Public Works	Code Enforcement keeps track of violations associated with refuse and cleanliness. Code Enforcement uses this data and coordinates with the DMC. Goal is to decrease violations by 10% year over year.	6
<b>Quality of Life Police Program</b>	This continued PEZDC program will continue to provide a range of between 5-8 special police, supplemented with off-duty police, if necessary, to address quality of life issues in the UEZ commercial areas. The City seeks to maintain a vigilant presence in the commercial areas by having a part time cohort of "Special Police" to routinely walk the various areas to take actions on issues such as parking violations, loitering, graffiti, public drinking, littering, unlawful vendor operations, excessive noise, etc. The Special Police, walking the UEZ area, will enhance safety of businesses and shoppers.	Ongoing	City of Passaic Police	Decrease in criminal activity, increase in pedestrian foot traffic, increase in sales/business	4
<b>Surveillance Cameras</b>	This project establishes a city-wide wireless network that will be located within the boundaries of the UEZ. The Main Station Setup of the wireless	Ongoing	NJ Dept of Environmental	Decrease in criminal activity	4

## 04. Implementation Plan

	network will include various ISS Security Equipment and antennas and a port switch at the police department. A street light system will include ISS cameras, multi-sensor camera and pole and bracket The selected locations for cameras will be in the UEZ District. Contingent on program success, additional cameras may be requested as part of a future phase. The wireless networks can accommodate additional cameras.		Protection (NJDEP)	and incidents of vandalism.	
<b>Sanitation Improvements</b>	This program will target key locations within the UEZ which are currently in need of improvements that would rectify existing issues of sanitation. The purpose of this program is to improve the overall cleanliness of the streetscape and attractiveness of these key areas. The intent is to incentivize increased pedestrian activity to ultimately increase business activity in the Zone. The program may include purchasing of items such as rodent-proof garbage bins.	Ongoing	City of Passaic Department of Public Works	Decrease in reported infestation incidents, decrease in litter	6

## 04. Implementation Plan

### GOAL 4: MAKE IT EASIER FOR RESIDENTS AND VISITORS TO PATRONIZE PASSAIC BUSINESSES.

Strategy	Description	Timeline	Potential Partners and Other Funding Resources	Outline of Proposed Metrics and Measurements of Success	Qualified Assistance Fund Category
<b>Business Area Transportation Project</b>	The Passaic UEZ Business Area Transportation Project is designed to increase the number of shoppers at UEZ businesses by providing locally managed affordable transportation alternatives in the City. The project is proposed to involve two shuttles along three UEZ business corridors, Main Avenue, Broadway, and Passaic Street and Market Street. The City anticipates a third party transportation vendor to operate the mini-bus service and a third party vendor to help in the management of a shuttle and bike program, at no cost to riders. Additionally, the project will provide a fleet of bikes with batteries and smart locks. They will be strategically placed in docking stations throughout the City.	Short-to-Medium Term	Ezride Transportation Management Association; NJTPA	Number of shuttle routes run, number of riders, business growth around shuttle routes	5
<b>Bike Share Program</b>	The PEZDC will create more viable options for residents and visitors to traverse the City of Passaic through the establishment of a bike share program, expanded beyond the program originally funded via the Business Area Transportation Project. In addition to the public health benefits anticipated from such a program, it is expected that a bike share will create additional accessibility to commercial areas, relieve traffic congestion and parking demand, and offer underserved communities without access to vehicles with more options for travel where gaps in public transportation may exist.	Long Term	Sustainable Jersey, NJDOT, NJTPA	Number of bikes rented, business growth around bike share locations	7
<b>Parking Solutions</b>	The PEZDC will proactively seek opportunities to unlock underutilized parking areas within commercial areas. Ideal partners include uses such as churches which do not typically experience peak demand at the same times as are typical for retail and similar commercial uses. Incentives and partnerships will be sought for such users to make their parking facilities publicly available during select times. Funding under this activity may include technical assistance, marketing, or other similar strategies.	Ongoing	Private partners	Increase in parking availability for businesses	7,8

## 04. Implementation Plan

<p><b>Planning for Loading and Trucking Routing</b></p>	<p>The PEZDC will seek enhanced options for businesses to plan for their loading needs in a balanced manner that both improves access for businesses and protects the visibility and accessibility of commercial areas for business patrons. Assistance will be provided to facilitate necessary planning studies to create a comprehensive plan for loading and truck routing throughout the UEZ. Funding may also be utilized for securing necessary infrastructure to enforce the planning recommendations, including signage and striping.</p>	<p>Short-to-Medium Term</p>	<p>NJ DOT Local Aid</p>	<p>Completion of planning study, decrease in traffic congestion, introduction of designated truck routes and loading zones</p>	<p>5</p>
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## 04. Implementation Plan

### GOAL 5: IMPROVE THE PHYSICAL ENVIRONMENT BY PURSUING KEY CAPITAL IMPROVEMENTS.

Strategy	Description	Timeline	Potential Partners and Other Funding Resources	Outline of Proposed Metrics and Measurements of Success	Qualified Assistance Fund Category
<b>Streetscape Improvements for Key Corridors</b>	The PEZDC will continue its efforts to improve the pedestrian realm within the City's commercial centers such as the Market Street Lighting Program, which involves a set of improvements to a six-block corridor in the UEZ. Improvements will include additional lighting, paving, broadened sidewalks, planters and trees, bike racks, benches, trash and recycling receptacles. Such efforts will improve safety and create a more inviting atmosphere to encourage business patrons to linger and the enjoy the City's offerings. The City will consider the Market Street Lighting Program as a model for ongoing streetscape improvement initiatives.	Ongoing	CDBG, NJDOT	Increase in pedestrian foot traffic, decrease in accidents involving pedestrians, increase in sales/business, linear feet of streetscape improvements	7
<b>Open Space Improvements</b>	The PEZDC fully recognizes the role that parks, and open spaces play in vibrant commercial centers. Parks, plazas and other types of open spaces can reduce urban heat island effects, improve stormwater management, and create a unique sense of place that encourages residents to build personal ties and to be more physically active. Additionally, the presence of appealing open spaces can serve as an attraction for visitors and encourage business patrons to linger within commercial areas. As such, the PEZDC will invest in the City's inventory of open spaces. Two existing projects which the PEZDC intends to fund through this initiative are Carnie Bragg Park and Riverwalk. The PEZDC will continue to seek meaningful open space investments like these, or other similar projects, to enhance social well-being and economic development.	Ongoing	NJ Dept of Environmental Protection (NJDEP), CDBG, NJ Neighborhood Revitalization Tax Credit Program	Increase in open spaces, increase in foot traffic, square footage of open space improved	7
<b>Public Art</b>	The PEZDC recognizes the value of public art in a community through its ability to build pride and a sense of belonging by highlighting the interests and cultures of City residents. Additionally, public art installations such as murals, sculpture, or mosaics can serve as creative wayfinding to direct pedestrian traffic to business districts, and many forms of public art make commercial areas more attractive and fun for residents and visitors alike. Finally, public art	Ongoing	Local artists, City of Passaic Recreation and Cultural Affairs Department, NJTPA	Number of art installations, increase in property values	7

## 04. Implementation Plan

	frequently results in increased property values for surrounding areas. Under this category, PEZDC intends to utilize funds to create public art installations that will support economic development.				
<b>Road Reconstruction</b>	The condition of roads within the City is a necessary area of improvement cited by stakeholders involved in public engagement efforts. PEZDC will utilize UEZ funds to enhance the quality of roads to improve the mobility experience for users of all modes of transportation within the Zone, including pedestrian, cyclists and motorists.	Ongoing	City of Passaic Public Works Department, CDBG, NJDOT	Dimensions of road improvements, decrease in traffic related accidents, improved travel times within the City	7

## 04. Implementation Plan

### GOAL 6: HIGHLIGHT WHAT MAKES PASSAIC, PASSAIC.

Strategy	Description	Timeline	Potential Partners and Other Funding Resources	Outline of Proposed Metrics and Measurements of Success	Qualified Assistance Fund Category
<b>Events, Concerts and Fairs</b>	PEZDC will fund targeted special events to stimulate economic activity within the UEZ. Events will have a particular goal of establishing connections with local vendors.	Ongoing	Local vendors and bank foundations, local nonprofit agencies and healthcare providers, City of Passaic Recreation and Cultural Affairs Department	Number of attendees, number of participating vendors and community partners, increase in sales and business of proximal areas to events	10
<b>Marketing</b>	The PEZDC will continue its marketing efforts through this program, which will continue to take a multi-faceted approach to marketing the Passaic UEZ as a shopping destination. Among the items included in the scope may include a bi-weekly newsletter, an advertising campaign on NJ Transit buses, an online and print directory of UEZ businesses, a special public access television show featuring UEZ business and advertising special events, and the production and airing of TV commercials to coincide with special shopping events such as Back to School, Sidewalk Sales and Holiday Sales. Bi-lingual marketing will be emphasized. Additional, PEZDC will work to market its programs to existing Passaic businesses to increase UEZ program participation.	Ongoing	NJEDA, NJ Transit, local media partners	Increase in sales/business, number of certified businesses	5

## 04. Implementation Plan

### GOAL 7: MAKE IT EASIER FOR NEW BUSINESSES TO OPEN

Strategy	Description	Timeline	Potential Partners and Other Funding Resources	Outline of Proposed Metrics and Measurements of Success	Qualified Assistance Fund Category
<b>Technical Assistance for New Businesses</b>	This program seeks to utilize UEZ funds to provide new businesses with technical assistance, to more seamlessly open a new business within the Zone. With these fund funds, new businesses can be provided support for items such as language assistance, application of business technologies, accounting, municipal permitting, etc. PEZDC will shape technical assistance offerings based on business needs.	Ongoing	Passaic County Workforce Development Board	Number of participating businesses, increased proficiency among participating businesses and workforce	9
<b>General Business Attraction</b>	PEZDC will be harnessed to provides grants and/or loans to existing businesses looking to open in the City of Passaic.	Ongoing	Bank Foundations, NJEDA	Number of participating businesses, increase in the diversity of product/service offerings within the City	3
<b>Entrepreneurial Development</b>	This program will provide training for people who do not currently run businesses who may have promised entrepreneurial ideas worth exploring that could lead to new business creation. Activities in furtherance of entrepreneurial development may include training sessions to help individuals design and create business plans, creating shared spaces, bringing in experts for targeted training, or sponsoring a series of lectures about common hurdles for creating businesses. PEZDC will work with experts to design and administer entrepreneurial development programs.	Ongoing	Passaic County Workforce Development Board	Number of participating entrepreneurs, number of established businesses	9
<b>Kitchen Incubator Project</b>	The PEZDC will establish a location to house a food market incubator space. This Kitchen Incubator project will provide independent merchants and restaurateurs with the opportunity to produce and sell their products without having to make the significant overhead investments that can be infeasible for new businesses. The incubator project should become an anchor destination within the City with a variety of food enterprises under one roof.	Medium-to-long term	Department of Recreation and Cultural Affairs	Number of participating food/culinary purveyors, project revenue, number of business able to establish permanent operations	8

### MANAGEMENT AND ADMINISTRATION

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No significant changes to the management and administration of the Passaic UEZ are proposed in this Plan. During the period of this Plan, PEZDC will continue to manage and operate the Passaic UEZ under the guidance of its Board of Trustees. The Board of Trustees will continue to be staffed by a mixture of government, community, and business leaders. PEZDC will continue to be adequately staffed via City and UEZ resources to ensure that programs are administered effectively.

PEZDC will continue to seek approval from the UEZA for individual funding requests. In submitting these requests, PEZDC will provide budgetary information, evaluation metrics, and other programmatic information, as required by the statute and as may be requested by the UEZA.

### PROPOSED CHANGES TO UEZ BOUNDARIES

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During the process of this Plan, the Planning Team reassessed the existing UEZ boundary<sup>31</sup> to determine whether any changes were warranted. Upon review, it was determined that several parcels should be removed in favor of the parcels outlined below. The change to UEZ Boundary represents a net zero gain in the overall total area. Maps of the existing UEZ boundary and the proposed UEZ boundary can be found in **Appendix B**.

The parcels that are proposed to be removed from the UEZ are comprised of two separate areas that total approximately 2.12 acres and include the following:

#### Area 1

- Comprised of Daniel F. Ryan School 19, located along Highland Avenue between Main Avenue and Central Avenue, on the edge of the City of Passaic border with the City of Clifton.
- Approximately 1.18 acres
- Block 4102, Lots 1, 4, 5, 7, 8 and 14

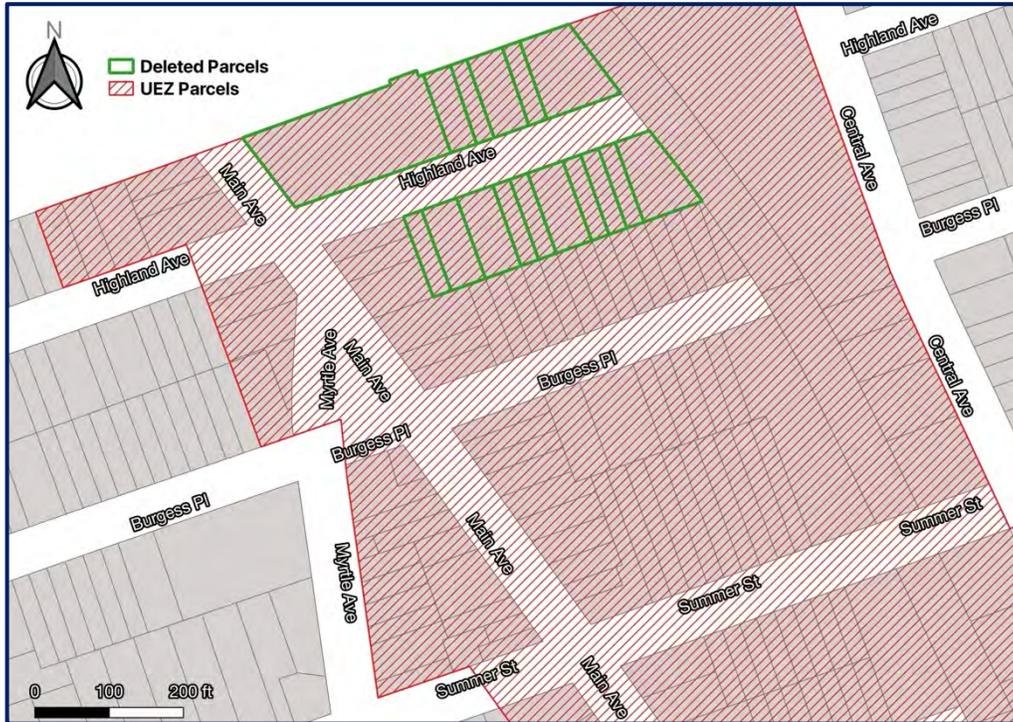
#### Area 2

- Comprised of residential properties along Highland Avenue, proximate to Main Avenue.
- Approximately 0.94 acres
- Block 4103, Lots 27, 28, 30, 32, 33, 34, 36, 37, 38 and 39

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<sup>31</sup>The existing UEZ boundary for the City of Passaic was accessed from the following source: <https://njogis-newjersey.opendata.arcgis.com/datasets/7cf1dfdc498a4ce499ddd9cb85bc8785/explore>

## 04. Implementation Plan



*Parcels proposed to be deleted*

The parcels that will replace the removed parcels identified above will be comprised of two distinct areas that total approximately 2.12 acres and include the following:

### Area 1

- Comprised of surface parking. Parcels will serve as future parking deck.
- Approximately 1.23 acres
- Block 1133, Lots 1 and 10

### Area 2

- Comprised of former train yard. Parcels will serve as a mixed-use site.
- Approximately 0.89 acres
- Block 1031, Lot 1<sup>32</sup>,

<sup>32</sup> Block 1031 is referred to as Block 5000.02 on January 27, 2023, Minor Subdivision Plan by MCB Engineer Associates, LLC.

## 04. Implementation Plan



*Parcels proposed to be added*

While several other parcels were considered for removal, the final modifications were chosen based on their potential for economic activity in the Zone versus the alternative parcels that were considered. The removed properties have no commercial value and lack the ability to stimulate economic development, while the new added parcels have the capacity to do so.

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**APPENDICES**

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**APPENDIX A – ECONOMIC ASSESSMENT AND MARKET ANALYSIS**

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**APPENDIX B – EXISTING AND PROPOSED UEZ MAPS**

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**APPENDIX C – EVIDENCE OF PUBLIC NOTICE**

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