

## Issues Summary

Moving forward, the county must consider these economic -related issues and problems:

- Employment
- Skilled Labor and Incomes
- Future Storm Events
- Poverty Rate
- High Cost of Living
- Educational Attainment
- Regional Economic Downturns

*Jersey City, NJ; Old Jersey Journal Building*

## Introduction

A strong economy is critical to Hudson County. A thoughtfully implemented economic strategy supports the ability for residents to obtain jobs and maintain a high quality of life, and retains and attracts new businesses, their investment, and the tax base they help provide. Hudson County's economic strategy is expressed through the 2016 update to the Hudson County Economic Development Strategy (CEDS) and summarized in the Master Plan.

This plan examines previous Economic goals and objectives, issues identified in the 2002 Master Plan and the 2008 Re-examination Report on whether those issues have been reduced or increased. The Economic Element also provides new goals and objectives based on new issues and trends that have arisen. Finally, this element identifies recommendations that will help the county in future economic development activities.

This element works in conjunction with the 2016 Comprehensive Economic Development Strategy (CEDS) to provide a snap shot of current conditions and provide recommendations moving forward.





## 2008 Goals and Objectives

### 2008 Goals

1. To develop a diversified economy to maintain full employment.
2. To develop an equitable distribution of jobs across the County that includes support services and facilities consistent with the needs of the population.
3. To provide for the economic revitalization of the County's commercial and industrial base.
4. To retain existing businesses and attract new industries.
5. To reduce the tax burden on residential uses by encouraging additional development that generates significant tax benefits.
6. To encourage remediation of contaminated sites through various programs such as loans and technical assistance.

### 2008 Objectives

1. Create a sound and integrated land use and transportation policy agenda that focuses on

Placemaking and enhancement of "business climate."

2. Focus on the strength of the ratable base by focusing on a collective approach rather than individual ratables. Creation of a sustainable economic tax base will work to promote additional ratables.
3. Promote job training and retraining services to close the employment "skills gap" and meet the employment needs of the County and the region.
4. Provide stronger linkages between employment centers and housing through effective transportation programs.
5. Encourage utilization of the County Economic Development Corporation to effectively promote economic development in the County.
6. Encourage the adaptive reuse of older industrial facilities.
7. Review on a case-by-case basis conversion of industrial buildings to commercial uses.

8. Encourage use of the redevelopment process to target specific neighborhoods for development assistance.
9. Create a shared real estate database that can be used to promote sites with interested developers.
10. Encourage close coordination between local schools, including the high schools, Hudson County Schools of Technology, Hudson County Community College, St. Peters College, Stevens Institute of Technology and New Jersey City State University, and local businesses to ensure that school curricula and resources help prepare students for entry into the labor force.
11. Encourage the construction of additional cultural and recreational amenities such as hotels, convention centers and waterfront walkways to build on the region's tourist industry.
12. Encourage the preservation of the County's historic districts to provide a focus for the revitalization of historic residential and commercial areas.
13. Maximize the Hudson River, Hackensack River and Passaic River waterfronts as an asset for economic development.
14. Recognize the potential for developing water-dependent industrial uses in appropriate areas along the waterfronts.
15. Provide increased opportunities for domestic and international trade through Foreign Trade Zones (FTZ) and trade corporations.
16. Encourage the development of new and emerging industries to provide for a diverse economic base.
17. Encourage municipalities to use creative planning tools such as redevelopment, special improvement districts (SID's) and urban enterprise zones (UEZs) to promote their goals and objectives.
18. Analyze the region's economic base and coordinate with other agencies to identify obstacles and opportunities.
19. Provide County industries with information on the development of energy efficiency programs so as to enable them to effectively reduce energy expenditures and receive Emission Reduction Credits.
20. Encourage businesses to install solar panels, wind turbines and alternative energy sources to reduce local dependence on coal-fired power plants, foreign oil and green house gas emitting power sources.
21. Make businesses aware of public and private sector business programs and financial incentives for development and expansion.
22. Encourage the creation of additional business and trade associations.
23. Initiate marketing activities to attract and recruit new industries to the County.
24. Promote the development and availability of advanced telecommunication technology to enhance the delivery of public services, to access government information and to support an advanced telecommunications and information infrastructure.
25. Assist small, minority and women-owned businesses in increasing their procurement opportunities in both the public and private sectors.
26. Capitalize on brownfield cleanup as an economic development tool.
27. Promote new warehousing opportunities near the port facilities.
28. Take advantage of the development of container facilities on the waterfront.

## 2002 & 2008 Issues

The following economic issues were identified in both the 2002 Master Plan and 2008 Re-examination Report. Some of the issues identified have been reduced while others have continued to increase. This section examines changes that have taken place to either increase or decrease those issues.

### Employment

**The Issue:** The 2002 Master Plan addressed the loss of private sector employment in the county as a result of the 1989-1992 recession. By 1997 (the year of the data), private sector employment was rising again, but had not yet recovered to the level observed in 1989. The plan further notes that while Hudson County private-sector employment was recovering, it lagged behind the growth rate experienced statewide. The 2008 plan also addressed employment within Hudson County, although it provided overall employment numbers (including public sector jobs) from 2000 to the 2030 employment forecasts, based on NJTPA data. However, a review of 2007 American Community Survey 3-year estimates showed that Hudson County's private sector employment had grown to 252,812 employees, a 30% increase from 1997's numbers, and 21.4% higher than 1989. Another key issue related to employment was the loss of major manufacturer facilities in the 1990s. This was consistent with a changing national economy that was shifting from manufacturing to information and services as its key drivers. The 2002 plan also noted that while the 2000 unemployment rate was down from the early 1990s, it was higher than the statewide average.

**What Has Changed:** The Hudson County 2016 Comprehensive Economic Development Strategy (CEDS) reviewed recent employment trends, finding, "*Hudson County's unemployment rate (6.5% in 2014) has steadily declined since hitting a peak of 10.5 percent in 2009. The number of employed residents has increased each year since 2009 as well, with 66,000 jobs added between 2009 and 2014.*" A key result from the county's trends analysis states, "*there has been employment growth in the*

*County since the great recession (2008), a positive trend. Certain industry sectors have seen growth and others decline, but growth in the Professional, Scientific, and Technical Services; Educational Services; Health Care and Social Assistance; and Retail Trade sectors is expected, and can be further encouraged in the county through steps such as zoning, workforce training, and business attraction and retention strategies."*

### Skilled Labor Incomes

**The Issue:** While Hudson County's economy was recovering in 2002, a key challenge that was identified in the Master Plan was that the economic prosperity the nation experienced after World War II also led to an exodus of the middle class out of the county into surrounding suburban communities. This resulted in a higher than average labor force with low-skilled and low-paying jobs. The county median household income in 2000 was \$40,923, 25.7% lower than the state median of \$55,146. Additionally, almost 36% of the county's population over the age of 25 had not completed high school, higher than the statewide average of 23%. The 2002 plan noted that a high quality labor force was needed to support the emergence of sophisticated service industries. Improving the skills and education of the labor force was essential to the long-term economic well-being of the county.

**What Has Changed:** According to the 2016 CEDS, "*the greatest employment growth has and continues to occur within industries and among occupations which, generally, tend to offer lower-wage job opportunities (e.g. Healthcare and Social Assistance, Educational Services, Retail).*" Additionally, the county's trends analysis indicated that, "*strong growth in career path occupations such as Healthcare Practitioner and, Technical and Healthcare Support indicate that skills relevant to these occupations should be a focus of workforce training. While starting salary and wages for these occupations are generally low, the training needed and experience gained from such occupations can position one for higher skilled positions paying a good deal more in wages and salary.*" As a result, a recommendation from the 2016 CEDS stated that,

*"a focus targeted workforce training will benefit both county residents as well as businesses in Hudson County" and "...is attractive to new businesses who may be looking to locate in the region."*

Due to an aging workforce, *"the relatively large share of working age adults who have little more than a high school diploma will increasingly become a drag on the county's economy, due to higher levels of unemployment and social assistance services associated with this population."* Also, *"there will be a number of job openings and/or newly created jobs offering a living wage, and career path opportunities, without the requirement for a four-year degree (e.g., Sales and Related occupations; Construction and Extraction occupations; and Transportation and Materials Handling occupations). Indeed, given the aging workforce (which, for occupations requiring more physical work, retirements come well before the conventional retirement age of 65), many employers are already in process of recruiting the next generation of workers for such occupations."*

## 2008 Recommendations - Now

***"As CEDS looks towards its next update; "Green collar" jobs and technology sector should be a consideration."***

The 2016 CED's industry cluster analysis states that, "one of the top ten growing industries in Hudson County is the High-Tech sector, which has strong linkages as well. Almost three non-tech jobs are created for every new tech-sector job brought into the county, on average. Furthermore, these jobs pay living wages, and have the highest productivity per worker."

***"Planning for Community Development first as an economic development model. All the components of the Master Plan are utilized under the auspice of placemaking. Streetscape, commercial development opportunities, site design, multi-modal access to jobs, etc., all coming together to create places where people enjoy living, working and visiting."***

Research from the 2016 CEDS best practices concludes that fostering and supporting engaged members of the community at a variety levels through easily accessible information online, written and verbal feedback at public meetings, and active involvement through the implementation process is an opportunity for the county. By involving the community in the process, community development can be more readily achieved.

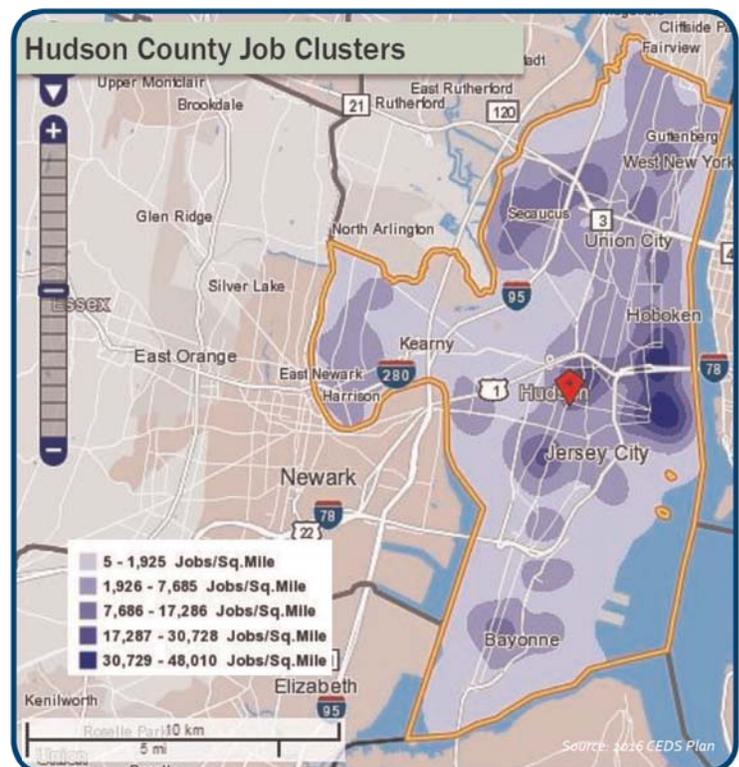
***"Economic development planning and infrastructure. Work hand in hand with transportation infrastructure to ensure all opportunities for growth can be met and where feasible, new development contribute to a 21st Century infrastructure network."***

In the 2016 CEDS key findings, about 32% of Hudson County residents are employed in New York City and about 14.4% of employed persons in Hudson County live in New York City. This large Trans-Hudson worker inflow-outflow

in combination with a high rate of public transit commuting will place pressure on the infrastructure network, but the activity also encourages enhancement and expansion of the transportation network. "Infrastructure investment related to transportation will remain particularly crucial for economic health and development." The 2016 CEDS recommends that transportation and infrastructure improvements should receive the highest priority in areas with high density job clusters, which represent economically significant areas within the county.

***"Continue the hard work of the Hudson County Economic Development Corporation and the Brownfield Redevelopment Stakeholder Committee that works toward restoring Brownfields into productive tax generating properties once again."***

The Hudson County Economic Development Corporation (EDC) closed on a loan/grant with the Jersey City Redevelopment Authority using the US EPA Brownfield Revolving Loan Fund in July 2012. In addition, the Hudson County EDC provides technical guidance and support to prospective developers interested in remediating and developing on brownfield sites.





Container ship in Hackensack River approaching Newark Bay



## 2016 Goals and Objectives

Based on the economic issues and economic trends in the county, the following goals and objectives have been established.

### Goal 1: To develop a diversified economy to maintain full employment.

- Objective a: Encourage the development of new and emerging industries to provide for a diverse economic base.
- Objective b: Encourage the creation of additional business and trade associations.
- Objective c: Analyze the region’s economic base and coordinate with other agencies to identify obstacles and opportunities.
- Objective d: Take advantage of possible niche opportunities in existing and emerging industries such as finance and insurance, retail trade, health care and social assistance, transportation and warehousing, educational services, professional, scientific and technical services, accommodation and food services, and construction.

### Goal 2: To develop an equitable distribution of jobs across the County that includes support services and facilities consistent with the needs of the population.

- Objective a: Create a sound and integrated land use and transportation policy agenda that focuses on placemaking and enhancement of a “business climate.”
- Objective b: Invest in and strengthen all aspects of infrastructure systems to connect residents and employees to business hubs to ensure connectivity and resiliency.

Objective c: Provide stronger linkages between employment centers and housing through effective transportation programs.

Objective d: Assist small, minority and women-owned businesses in increasing their procurement opportunities in both the public and private sectors.

**Goal 3: To provide for the economic revitalization of the County's commercial and industrial base.**

Objective a: Support small businesses and entrepreneurship through business development programs on the county level.

Objective b: Build on the region's tourist industry.

Objective c: Maximize the Hudson River, Hackensack River and Passaic River waterfronts as an asset for economic development.

Objective d: Take advantage of state and county financing and incentives through the NJEDA and the Hudson County EDC.

Objective e: Encourage businesses and industries to incorporate sustainable practices, to maximize the use of state energy incentives.

**Goal 4: Retain and expand existing businesses and attract new businesses with a focus on prevailing industry sectors and resources.**

Objective a: Focus on the strength of the ratable base by focusing on a collective approach rather than individual ratables. The creation of a sustainable economic tax base will work to promote additional ratables.

Objective b: Encourage utilization of the Hudson County Economic Development Corporation to effectively promote economic development in the county.

Objective c: Make businesses aware of public and private sector business programs and financial incentives for development and expansion.

Objective d: Initiate marketing activities to attract and recruit new industries to the county.

Objective e: Promote the development and availability of advanced telecommunication technology, such as community based Wi-Fi program, to enhance the delivery of public services, to access government information and to support an advanced telecommunications and information infrastructure.

**Goal 5: Promote Quality of Life factors that make Hudson County a more attractive place for businesses and for people to live and work.**

Objective a: To reduce the tax burden on residential uses by encouraging additional development that generates significant tax benefits.

Objective b: Promote job training and retraining services to close the employment "skills gap" and meet the employment needs of the county and the region.

Objective c: Encourage close coordination between local schools and local

businesses to ensure that school curricula and resources help prepare students for entry into the labor force.

Objective d: Encourage the preservation of the County's historic districts to provide a focus for the revitalization of historic residential and commercial areas.

Objective e: Encourage the construction of new technological improvements, such as fiber optic cable and wireless internet availability, to provide incentives for future economic growth.

Objective f: Analyze and monitor health and economic data to ensure health and access to employment opportunities are enhanced.

**Goal 6: To encourage remediation of contaminated sites through various programs such as loans and technical assistance.**

Objective a: Encourage infill and redevelopment on existing vacant property, while fostering the clean-up of contaminated brownfields.

Objective b: Capitalize on brownfield cleanup as an economic development tool.

The following goals and objectives are identified in the 2016 Comprehensive Economic Development Strategy (CEDs):

**Goal 1: Foster a diversified economy that leads to full employment for unskilled, semi-skilled, and skilled workers in Hudson County.**

Objective a: Achieve and sustain an unemployment rate below six percent for all segments of the Hudson County labor force (i.e. skilled, semi-skilled and unskilled workers).

**Goal 2: Focus resources (i.e. technical assistance, financing, outreach efforts) on retaining and expanding businesses in industries demonstrating employment growth prospects over the next 10 years.**

Objective a: Target a minimum of 90 percent of the County's technical assistance resources (including county worker time and third-party consultant time), and grant and loan funding (whether this funding is sourced from the county, state, or federal government) to businesses which are part of an identified industry projected to increase employment by 10 percent or more over the next 10 years.

Objective b: Further consideration should be given to those businesses which will create employment offering career-path opportunities.

**Goal 3: Put forth policy, legislative and advocacy efforts to improve all aspects of the transportation system to facilitate the flow of goods and people, enhance economic growth, connect people and jobs,**

**and improve the quality of life.**

Objective a: Determine how well transportation infrastructure in Hudson County is serving the needs of county businesses (i.e. in term of facilitating worker commutation, goods movement, and the facilitation of customer access). Establish a benchmark year survey, whereby all future survey responses can be measured to show whether or not the County's transportation system has improved (or not) and to what degree.

**Goal 4: Target county and third-party resources (i.e. state and federal grants and loans) to the cleanup and reuse of strategically located contaminated sites (i.e. sites near transit stops or major arterial interchanges with sufficient redevelopment area for large-scale investment).**

Objective a: Increase the utilization of the County's environmentally contaminated sites by committing to the cleanup of 10 percent of the County's total brownfield areas, annually.

**Goal 5: Increase travel and tourism connections between the County's towns and cities which have a good combination of lodging, dining, and cultural/historic offerings. Develop a tourism educational campaign for Hudson County's local municipal officials, so that they are in a position to promote tourism benefiting all communities.**

Objective a: Increase travel and tourism spending in the County's towns and cities by an annual average of five percent, over the next five years.

**Goal 6: Engage medium- and large-size corporations and institutions in developing a comprehensive workforce housing strategy for Hudson County.**

Objective a: Increase Hudson County's supply of affordable workforce housing by 20 percent over the next seven years.

**Goal 7: Encourage new warehousing and logistics opportunities near the port areas to create jobs.**

Objective a: Identify a minimum of 50 underutilized acres of property within two miles of the ports, which could be, potentially, re-purposed for light industrial use.

**Goal 8: Increase the representation of Hudson County minorities, women, and justice-involved-individuals (i.e. formerly incarcerated men, women, and adjudicated youth) within the skilled trade occupations.**

Objective a: Identify the current percentage share of Hudson County minorities, women, and justice-involved individuals working in the skilled trade professions, and increase this figure by 20 percent over a five-year period.

## 2016 - New Issues

In addition to the above issues, the following issues have surfaced based on economic trends. The issues below are summarized from the 2016 Hudson County Comprehensive Economic Development Strategy (CEDS).

### Future Storm Events

Resiliency efforts are critical to protecting the population and infrastructure from the immediate impacts, as well as the resulting negative economic effects. Damage to businesses from flooding and wind can be the most immediate result of severe weather events, however, this damage can also have long-lasting impacts on the economy. New Jersey incurred \$382 million in commercial property loss and another \$63.9 million in business interruption losses.<sup>70</sup> When a business is closed during storm recovery, there is lost economic activity in the form of day-to-day business and wages to employees. More than \$86 million in lost wages were experienced by low income households in Hudson County; income is especially critical to a family's well-being and quality of life. This also has some downstream effects as other businesses can be affected by a decline in spending.

Superstorm Sandy severely affected the county's economy. An estimated \$50 billion was lost to the American economy due to Sandy. This not only includes the cost of recovery, but also the lost business activity during that time period immediately following the storm and the recovery that took place afterwards. A 2013 U.S. Department of Commerce report<sup>71</sup> on the economic effects of Sandy reported that jobless claims in New York and New Jersey increased from the 35,000 weekly average to over 100,000 immediately after the storm and did not recover until a month later. Industries particularly impacted included Manufacturing, Gaming, Transportation, and Commercial Fishing. The Tourism industry also suffered, sustaining a reduction of approximately \$950 million in tourism-related spending in the 12 months that followed the storm. The report concluded, "*Many individuals and businesses are still suffering from the destruction and devastation*

*inflicted eleven months ago as Hurricane Sandy made landfall in the middle of the Jersey shore."* The long-lasting impacts of storm events cannot be understated.

Many of the strategies related to hardening structures and providing green infrastructure as business locations that were discussed in the Land Use Element can provide benefits to making the county's economy more resilient to storm impacts. Further, programs such as grants and forgivable loans are available to assist in business recovery efforts. These are essential to filling the gap to lost business as a result of severe weather events.

### Poverty Rate

The poverty threshold identifies the minimum level of resources that are adequate to meet basic needs (food, shelter, and clothing). This threshold is defined by the number of people in a household and their household income. In 2015, these numbers ranged between \$11,770 for one person and \$40,890 for an either person household (\$4,160 should be included for each additional person above eight, if applicable). The percentage of households and individuals living below the poverty line, or poverty rate, is an important indicator of whether or not residents are able to meet basic needs. The County's overall poverty rate (17.8% in 2014) has been increasing in recent years (from 14.5% in 2009).<sup>72</sup> In 2014, a total of 34.6% of all households in Hudson County lived in poverty, an increase of 7.5% from five years prior. Additionally, more than 1 in 4 county residents under the age of 18 live in poverty according to the US Census.

### High Cost of Living

Hudson County's close proximity to New York City makes the overall cost of living high for residents and employees. County households typically spend less on retail goods and services than the national annual average for households, which limits opportunities for traditional brick-and-mortar stores. Low-income families struggle to afford rents that fall within a livability threshold (30% of gross income towards rent). The demand within the county and metropolitan region continuously increases the costs of market-rate housing, which results in low- and moderate-income residents being pushed out from

some areas. Taxes throughout the state (particularly sales, income and property taxes) are among the highest in the nation, and according to the survey, the high cost of doing business in the county is a concern for some businesses. Regions with higher costs of living can also result in higher than median incomes for workers; however, it may not benefit everyone, particularly those in low-wage industries with little opportunities for advancement.

### **Educational Attainment**

The share of persons 25 years and over with a bachelor's degree or higher can be an indicator of an area's workforce quality. Compared to the New York Metropolitan Statistical Area (MSA), a higher percentage of county residents lack a complete high school education. In 2014, 82.5% of county residents had at least a high school degree and 36.8% had at least a bachelor's degree. In 2009, these percentages were 79.8% and 33.4%, respectively, so progress is being made. Additionally, the greatest employment growth continues to occur within industries and among occupations, which generally, tend to offer lower-wage job opportunities (e.g. Healthcare and Social Assistance, Education Services, and Retail). Improving educational opportunities and promoting the benefits of a complete education will help spur the county's economy and resident quality of life. Only 6.2% of residents with a bachelor's degree or higher lived in poverty, compared to 25.1% without at least a high school degree or equivalent.

### **Regional Economic Downturns**

Hudson County's close relationship with the financial market in New York City makes aspects of the county's economy especially vulnerable to economic downturns. The 2008 economic recession became clear evidence of this association. As the discussion of the financial crisis in the trends section indicated, the recession led to high unemployment in the county as businesses laid off workers and new development lagged.

Table 23: Economic Recommendation Checklist

#	Recommendation	Status
E-1	Develop strategies to ensure an affordable cost of living for the county's residents.	
E-2	Provide stronger linkages between employment centers and housing through effective transportation programs.	
E-3	Recognize the potential for developing water-dependent industrial uses in appropriate areas along the waterfronts.	
E-4	Provide county industries with information on the development of energy efficiency programs assist them in energy reduction efforts.	
E-5	Encourage businesses to invest in renewal energy sources on site to reduce local energy consumption.	
E-6	Promote new warehousing and distribution center opportunities near the port facilities.	
E-7	Partner with Hudson County EDC and municipalities to create and maintain a real estate database that can be used to promote sites to potential developers.	
E-8	Provide increased opportunities for domestic and international trade through Foreign Trade Zones (FTZ) and trade corporations.	
E-9	Encourage municipalities to use creative planning tools such as redevelopment, special improvement districts (SID's) and urban enterprise zones (UEZs) to promote their goals and objectives.	
E-10	Encourage the construction of additional cultural and recreational amenities such as hotels, convention centers and waterfront walkways to build on the region's tourist industry.	
E-11	Work with Choose New Jersey in retaining and attracting businesses to locate in Hudson County.	
E-12	Ensure the "Visit New Jersey" app and website lists all tourist activities available to visitors in Hudson County.	
E-13	Utilize the 2016 CEDS and NJ Department of Labor and Workforce Development data in making future economic and workforce training decisions.	
E-14	Focus on workforce training for emerging industries that will benefit both county residents and businesses in Hudson County. Additionally, a well-trained workforce is attractive to new businesses who may be looking to locate in the region.	
E-15	Develop a repository for data, best practices, and educational and financial resources to be shared among local governments and agencies throughout the county.	
E-16	Support a targeted education strategy to help increase lifelong learning and persons having at least some college.	
E-17	Identify high density job clusters where transportation and infrastructure improvements should receive the highest priority.	

#	Recommendation	Status
E-18	Encourage growth in the Professional, Scientific, and Technical Services; Educational Services; Health Care and Social Assistance; and Retail Trade sectors, which are projected to grow by the 2016 CEDS, through steps such as zoning, workforce training, and business attraction and retention strategies.	
E-19	Promote workforce training programs that support skills development in career path occupations such as Healthcare Practitioner and Technical and Healthcare Support indicate that skills relevant to these occupations.	
E-20	Identify opportunities within the Finance and Insurance industry sector which offer career path, living wage employment to workers not needing a four-year degree.	
E-21	Support good public transportation between population and employment centers in Hudson County and the region to promote access to new employment opportunities.	
E-22	Monitor and promote job openings and/or newly created jobs in the county that offer a living wage, and career path opportunities, without the requirement for a four-year degree through a countywide job bank. (e.g., Sales and Related occupations; Construction and Extraction occupations; and Transportation and Materials Handling occupations).	
E-23	Encourage High-Tech sector businesses to locate in Hudson County, one of the top ten growing industries in the county.	
E-24	Partner with local educational and health care institutions to develop health-care employment and research incubators in innovation clusters.	
E-25	Encourage early childhood and grade school programs to integrate Science, Technology, Engineering, and Mathematics (STEM) initiatives into their curriculum.	
E-26	Advocate state workforce training and employment incentive programs that capitalize on emerging industries.	
E-27	Partner with local corporations, major employers, area high schools, and trade schools to develop an externship program for high school students interested in careers in related fields.	
E-28	Explore opportunities with early childhood education teaching programs to develop a free childcare program for low-income or in-search-of-work families.	
E-29	Promote the availability of micro-loan and other small business loan opportunities and technical assistance to local entrepreneurs and startups.	
E-30	Develop a study to examine current offerings at Hudson County Community College and how they align to future workforce and technical knowledge needs outlined in the 2016 CEDS.	
E-31	Educate target businesses on the myriad of tax credit opportunities that exist in Hudson County.	
E-32	Develop a red-tape commission as a way to determine opportunities to streamline county and local permitting processes.	
E-33	Explore opportunities to promote Hudson County as a great place to live, work, and play at trade shows, conferences, and other events.	
E-34	Partner with agencies such as the EDC, Workforce Investment Board, and others to development a soft skills training course that assists residents with developing resumes, conducting interviews, providing transportation options, and other job-seeking and retaining needs.	

#	Recommendation	Status
E-35	Support non-profit "one stop" career centers with technical assistance and resources.	
E-36	Support Aging in Place efforts through the education of available economic assistance, medical, and social programs.	
E-37	Promote the availability and expansion of English as a Second Language (ESL) educational opportunities throughout the county.	
E-38	Encourage the availability of Helmets to Hard Hats, Troops to Teachers, and other military to workforce transition programs as well as other assistance programs to veterans living in Hudson County.	
E-39	<b>Provide guidance on programs and grants/loans available to storm-affected businesses.</b>	
E-40	<b>Promote the use of flood-resistant material and construction above ABFE by new businesses locating within a flood hazard area.</b>	

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## NOTES

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## Appendix

## Matrix Classification Notes

### Local Zoning Ordinance and Other Plans

- **Flood Damage Prevention.** This category analyzes municipalities flood damage prevention ordinances. The NJDEP provides model flood damage prevention ordinances with the D&E Ordinance as the best available (used by Harrison). Also considered is participation in the National Flood Insurance Program. All municipalities in Hudson County are in the NFIP.
- **Stormwater Plan.** Eleven of twelve municipalities have a stormwater management plan. Highest rated plans borrow heavily from the NJDEP N.J.A.C. 7:8 Stormwater Management Rules. Plans that were rated less may differ in language from the NJDEP N.J.A.C. 7:8 Stormwater Management Rules and may be outdated or barely address stormwater management.
- **Emergency (Response) Plan.** A formed and active Office of Emergency Management resulted in a higher rating. Emergency response plans that have articulated purpose and codify powers are rated highly (Bayonne). In some cases municipalities lacked emergency response plans, but mentioned aspects of emergency response in other documents/ordinances.
- **Post-Disaster Recovery Plan.** In most cases municipalities lack a Post Disaster Plan. However the municipalities of Bayonne, Guttenberg, Hoboken and West New York account for the clearance of debris within codes which indicates some thought about post disaster recovery. Others also consider the integration of nonconforming uses after a disaster.

### Flood Resistant Design Standards (ASCE-24)

- **Floodplain or Threatened Areas Avoidance.** Areas under NJSEA jurisdiction (Jersey City, Kearny, North Bergen & Secaucus) already have regulations from NJSEA. Municipalities not part of the NJSEA tend to have no restrictions on development in floodplains. The exception

is West New York which codifies that lands subject to flooding shall not be permitted for development.

- **Elevation.** Municipalities in Hudson County that have elevation requirements in place for developments in floodplains have been rated “room for improvement.” However, Hoboken and Secaucus are the only two municipalities with freeboard ordinances. Hoboken can be considered a model example because the municipality differentiates building heights as they relate to base flood elevation in multiple zoning districts.
- **Floodproofing.** Floodproofing can be measured by siting/site design, flood levees/floodgates, and green building practices. Municipalities that have or had projects associated with any of these practices or have related ordinances were typically rated as “good.” Hoboken serves as a model example in addressing floodproofing measures for thoughtful solutions resulting in raising elevations and considering the construction of floodgates. Harrison is supporting the US Army Corps of Engineer’s Passaic River Flood Control Project. Jersey City has constructed a green roof on a new police station although there are no immediate plans for future green roofs.

### Transit Use / Transportation Infrastructure

- **Streetscape Design & Traffic Calming.** Hoboken has a 2010 Bicycle and Pedestrian Plan which has a Green Streets Action to incorporate stormwater elements (bioswales and rain gardens) to reduce runoff. Jersey City also has strategies outlined in its 2009 Master Plan to create complete streets, using street trees to buffer pedestrians as well as reduce storm water runoff. No other municipalities address streetscape design & traffic calming.
- **Roadways & Bridges.** The 2014-2017 NJTPA’s Transportation Improvement Program (TIP) for Hudson County has two projects that will improve drainage on roads in Kearny. Jersey City briefly mentions managing stormwater runoff on roadways. No other municipalities address Roadways & Bridges to provide a rating.

- **Bicycle & Pedestrian.** Harrison in its 2007 Master Plan calls for the elimination of roadway hazards (sewer grates) that are not bicycle friendly. Hoboken offers a similar recommendation from its 2010 Bicycle and Pedestrian Plan. Jersey City has a goal from its 2009 Master Plan (Circulation Element) mentioning sustainable development and minimizing storm water runoff.
- **Public Transit.** Hoboken is a part of the Long Slip Canal project, which will require the filling of a former canal to protect the Hoboken Terminal from flooding. This project will help NJ Transit recover more quickly after storm events. No other municipalities address public transit post disaster.

#### Economic Conditions

- **Capital Improvement Plan.** Bayonne's 2015 Capital Improvement Plan includes drainage work for roadway improvements. Hoboken has a 2014 Post Sandy Recovery Plan, which details some capital improvements.
- **Economic Development Plan.** While Bayonne, Jersey City and Union City have economic development plans none specifically address economic development in the aftermath of natural disasters.
- **Recovery Costs.** Hoboken is the only municipality that addresses recovery costs. The 2010 Reexamination Report calls for developing programs that may reduce cleanup expenditures in flooding issues.

#### Housing

- **General.** The Jersey City Housing Authority was granted funds to make improvements that would mitigate impacts of future storms.
- **Environmental Justice.** The 2013 Hoboken Green infrastructure Strategic Plan identifies that the City's most vulnerable populations are concentrated in the City's most flood-prone areas and suggested green infrastructure solutions to alleviate some of the potential flooding.
- **Mitigate Long-term Post-Disaster Homelessness.** None of the Hudson County municipalities seem to address or acknowledge

any possible long-term post-disaster homelessness and ways to mitigate the issue.

- **Recovery Housing.** None of the Hudson County municipalities seem to address or acknowledge any possible local recovery housing solutions after a natural disaster occurs.

#### Community Facilities

- **Emergency Services.** Kearny has identified that there exists emergency access issues but has not identified any solutions. Secaucus, on the other hand, upgraded its Office of Emergency Management and the office continues to review resiliency efforts.
- **Open Space.** Secaucus places a preference on a floodplain avoidance design standard through its Master Plan by creating open space. Hoboken similarly has identified three tracts in the flood hazard area for purchase to be used for parks and open space; the status of the requested funds for this purchase is unknown. However, Union City and North Bergen do not discuss stormwater or flooding issues as it pertains to open space.

#### Public Utilities & Infrastructure

- **Energy.** Most municipalities do not address energy vulnerability in storm events. However, Jersey City has strategized in their 2014 Strategic Recovery Planning Report that electric facilities should be relocated underground so as not to be damaged during storm events. Hoboken is a model example because the municipality has prioritized not only energy efficiency and energy conservation as a whole but has conducted a microgrid feasibility study at City Hall with possible implementation municipal-wide, contingent on funding.
- **Stormwater.** Jersey City identifies stormwater issues as being related to wastewater/sanitary sewer issues and thus addresses the issues together. Hoboken requires that all development within the SFHA be reviewed by the Floodplain Administrator and that all new construction or expanding existing structure applications have a Stormwater Management Plan. Harrison and North Bergen need to

improve on the implementation of their stormwater policies. Other municipalities have not formally addressed stormwater issues.

- **Green Infrastructure.** Most Hudson County municipalities have not looked into whether green infrastructure is a viable option in their community. Bayonne, however, looked into green infrastructure to remove stormwater, but the soils there are not conducive to the method. Hoboken has gone as far as to adopt the 2013 Hoboken Green Infrastructure Strategic Plan with a clear analysis of the problem with next steps and implementation.
- **Critical Facilities.** Weehawken has raised all utility services in municipal facilities above the level of flood waters, including generators where other municipalities have not implemented this standard.
- **Public Water.** Kearny has control over its water utility and has thus codified what to do during a water emergency. Guttenberg has done the same. Although Harrison has a 2007 objective to “maintain adequate water supply for the Town,” there is no implementation documented.



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