



View of Borough Center on Wall Street

ECONOMIC DEVELOPMENT

Goals

1. Create a pleasant public realm in the Borough Center that will enhance the quality of life for residents, workers, and visitors.
2. Leverage the Borough's natural and historic assets to attract businesses, dwellers, and visitors to the Borough Center, and enhance the local economy.
3. Support Redevelopment and/or Rehabilitation Area designations and Redevelopment Plans.
4. Support local businesses and provide opportunities for residents to start their own local business.
5. Connect the residential labor force with larger employment sectors locally and regionally.

Introduction

Although it is an optional Master Plan Element, the Municipal Land Use Law (MLUL) stipulates that any Economic Plan Element should consider all aspects of economic development and sustained economic vitality. This Economic Development Element provides an overview of Rockaway's existing economy and economic development potential. It looks at various aspects including the labor force, local industry, national and state-level trends, and identifies existing Federal, State and local resources that are available to the Borough. Throughout the Element, there is discussion about opportunities and constraints that exist in addressing the Borough's economic development challenges. The Element concludes with recommended strategies that may be implemented to address identified economic issues and concerns.

There is no standard definition for economic development, and there is no one strategy, policy, or program for achieving successful economic development. Communities differ in their geographic and political strengths and weaknesses. Each community, therefore, will have a unique set of challenges for economic development.

A **four-step economic development process** drives the strategies and recommendations within this Element on how the community can improve its capacity to grow and develop economically, socially, educationally, and culturally.

Step 1 of the Economic Development Process requires identifying a place’s strengths and weaknesses (real or perceived) of the local trade area (**Table 4** on the following page). In addition to these findings, the following sections about the Borough’s Labor Force Characteristics, industry characteristics, and the Borough’s retail demand and supply (under Existing Economic Profile, page 51) also reveal Rockaway’s strengths and weaknesses.

Economic Development Process



Economic SWOT Analysis

The below SWOT analysis (acronym for Strengths, Weaknesses, Opportunities, and Threats) is a planning tool which can be used for “fresh perspective” and can be used to facilitate an action plan.

Table 4: SWOT Analysis

Strengths

- **Location.** The Borough is ideally located with direct access to Interstate 80, Route 46, and nearby access to Route 10. There is NJ TRANSIT bus and vehicular access to major shopping and business centers, including Morristown and Rockaway Townsquare Mall. Additionally, Rockaway is within a 60-90-minute commute to NYC by car.
- **Transportation.** Lakeland Commuter bus is available at East Main and Wall Streets to NYC, with an average commute time of 73 minutes M-F. There are 19 AM trips and 16 PM trips to NYC from this stop.
- **Housing.** The housing inventory ranges from historic homes to newer construction, with a majority of the homes having been constructed between 50 and 100 years ago (between 1920 and 1970; 48%).
- **Open Space.** The Borough is home to approximately 60 acres of parkland and open space, of which over 18 acres is located within a ¼-mile of the Borough Center. This includes Friendship Field, Memorial Park/Heady Field, Jackson Avenue River Park, and portions of Donatoni Park.
- **Natural Resources.** Home to unique environmental features such as the Rockaway River, passing through Borough Center.
- **Historic Tradition.** The Borough has a deep-rooted history, having grown into a bustling center through the iron manufacturing trade, the construction of the Morris Canal, and is home to the invention of the “Rockaway” carriage. These historic roots can be used to establish Rockaway’s unique identity.
- **Community Facilities.** The Police Department, Fire Department, and Borough Hall are all located in Borough Center. The privately-owned Bell & Barter Theatre is also located in downtown. Although the Historical Committee museum and the Borough Library are both located outside of the ¼-mile radius from the Borough’s center, they are still within walking distance.
- **Resident Diversity.** The Borough has a more diverse racial and Hispanic mix than the County, which can be used as an asset to create unique opportunities for different cultural markets.
- **Retail Surplus.** Rockaway Borough businesses attract a non-local consumer base outside of Borough residents.
- **Business Community.** There are two local business organizations: the Rockaway Borough Business Owners Association (RBBOA) and the Rockaway Area Chamber of Commerce, which focuses on Rockaway Borough, Rockaway Township, Dover, Wharton, and nearby towns.
- **Design Standards.** Some diverse façades exist in Borough Center.
- **Infrastructure/Redevelopment.** Borough Center is compact and walkable with existing sidewalks and pedestrian crossings.

Weaknesses

- **Housing.** There is a lack of housing variety for higher density living, which appeals to multiple generations (i.e. Millennials, Boomers.)
- **Resident Diversity.** While the Borough has a higher share of foreign-born residents in comparison to the County and the State, it has a lower naturalization rate.
- **Resident’s Age Composition.** Only 18% of Rockaway’s residents are Millennials, which is about 9% less than the national share of Millennials. 43% of the Rockaway residents are Baby Boomers, 17% more than the national share. This aging population will have a great effect on the type of businesses that choose to locate in Rockaway.
- **Proximity to other Shopping Centers.** The Borough is close to Rockaway Townsquare Mall (less than 3 miles away) and other downtowns that are already established, such as Denville (just over 2 miles away). The Borough is also closely located to the Route 10 commercial corridor (3 miles away). Consumers may choose to shop at these other established shopping centers instead of Rockaway.
- **Underutilization of Commercial Areas.** The QuickChek complex is a one-story building on a 1-acre lot. A lot of that size could be better utilized for a higher density, mixed-use building, for example.
- **Building Aesthetics.** Building façades are not maintained and are degrading over time.
- **Vacancies.** A consistent vacancy rate exists in Borough Center and Route 46, although there is a higher turnover that occurs on the Route 46 corridor.
- **Visibility.** Existing sign regulations, mainly for Route 46 businesses, are regulatory barriers - signs not easily visible to passing traffic.
- **Travel Lanes on Route 46.** Both of Rockaway’s municipal neighbors, Rockaway Township and Denville have two travel lanes in each direction on Route 46, where Rockaway Borough only accommodates one lane of traffic each way.
- **Traffic.** During peak commuting hours, traffic to and from Route 80 backs up in Borough Center, physically blocking access to parking facilities and pedestrian crosswalks, creating a barrier for potential customers.
- **Lack of Parking.** There is a barrier (real or perceived) to parking in the Borough Center. Although parking at Friendship Field is available to shoppers, the walk is a physical and visual barrier to some customers. Other existing lots are filled by borough center employees, with limited parking availability for customers.
- **Wayfinding.** There is a lack of signage directing visitors to available parking and other public facilities.

Opportunities

- **Redevelopment/Rehabilitation.** Rockaway should evaluate the need for redevelopment/rehabilitation designation in strategic areas.
- **Unique Attractors.** The Borough should enhance the areas adjacent to the Rockaway River and other open spaces and natural resources located near to Borough Center.
- **Claim to Fame.** The Borough should capitalize on its claim to fame, the birthplace of the Rockaway Carriage. The Borough should consider acquiring a Rockaway Carriage and placing within Borough Center as an interactive, historic art piece.
- **Development.** Initiate development by reaching out to developers for specific types of projects.
- **Retail Surplus.** The Borough has an opportunity to learn more about the existing consumer population and to broaden their market to those with more “buying power.”
- **Business Community.** A local business community or a Business Improvement District (BID) can be an advocate for businesses in Rockaway’s trade area and a channel for action / project initiation.
- **Events.** Continue to host Borough-wide events in Borough Center.
- **Infrastructure.** Morris Canal Greenway future development.
- **Wayfinding.** Use the available signage templates from the Morris County Tourism Bureau.

Threats

- **Trucks.** While industrial lands in Rockaway are appealing to industry owners due to the Borough’s location off of Route 80, heavy truck traffic is found within Borough Center, threatening the center’s quaint, small town feel.
- **Route 46 Corridor.** Denville’s 2000 Master Plan recommends Route 46 be considered for professional office uses and restaurants. This recommendation has the potential to encourage businesses to locate on Route 46 in Denville. Rockaway Borough should ensure that its Highway Commercial Zone remains competitive.
- **Perception of Area.** The number of boarding houses located in Rockaway Borough, in such close proximity to convenience retail, has created a perception of crime in and around Borough Center.
- **Demographics.** Aging population may lead to disengagement from local issues.
- **Topography & Infrastructure.** The Rockaway River, its 100-year floodplain and the Sewer Service Area boundary restrict how much high-density development can occur in the Borough.
- **Building Aesthetics.** Landlords do not feel incentivized to improve building façades, degrading architecturally significant façades.

Existing Economic Profile

Identifying Rockaway's existing economic base and labor pool can assist in predicting future conditions and whether those conditions meet the industry trends forecasted for the State. Again, the following sections are part of Step 1 of the Economic Development Process – identifying strengths and weaknesses.

Rockaway's labor force is defined as those over the age of 16 who are employed and those who are unemployed but actively seeking employment, which excludes the retired and institutionalized individuals.

Labor Force Characteristics

Between 2000 and 2017, there was a 4.8% increase in the Borough's labor force, where there was a marginal decline in the County and a 5.5% increase in the State, by comparison. Rockaway has seen a 9.5% increase in those who were unemployed and actively seeking employment during the same time period, where both the County and the State saw a 36.3% and 32% increase, respectively. The unemployment rate in Rockaway was at its highest in 2010 at the height of the recession (8.6%), which was less than the State's rate but worse than the County at 7.4%. In 2017, Rockaway bounced back even stronger than its pre-recession unemployment rate, faring better than the County and the State.

Table 5: Annual Average Labor Force Estimates - 2000-2017

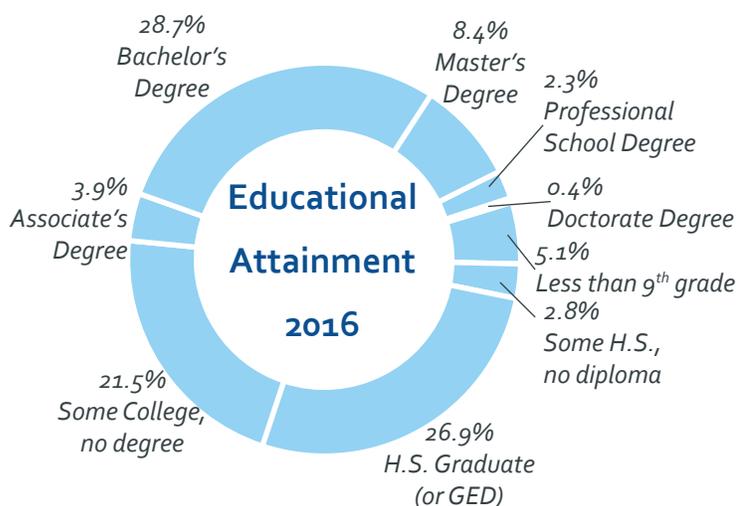
	2000	2005	2010	2015	2016	2017
ROCKAWAY BOROUGH						
Labor Force	3,858	3,968	3,907	4,076	4,066	4,043
Employed	3,700	3,762	3,570	3,899	3,900	3,900
Unemployed	158	206	336	177	166	143
Unemployment Rate	4.1%	5.2%	8.6%	4.3%	4.1%	3.5%
MORRIS COUNTY						
Labor Force	260,858	267,019	265,178	261,677	260,506	259,911
Employed	253,914	258,297	245,546	250,225	250,348	250,447
Unemployed	6,944	8,722	19,632	11,452	10,158	9,464
Unemployment Rate	2.7%	3.3%	7.4%	4.4%	3.9%	3.6%
NEW JERSEY						
Labor Force	4,282,100	4,391,600	4,555,300	4,530,500	4,524,300	4,518,800
Employed	4,123,700	4,194,900	4,121,500	4,267,900	4,299,900	4,309,700
Unemployed	158,400	196,700	433,900	262,600	224,300	209,100
Unemployment Rate	3.7%	4.5%	9.5%	5.8%	5.0%	4.6%

Source: NJ Department of Labor and Work Force Development, Annual Municipal Labor Force Estimates

Educational Attainment

Rockaway residents aged 25 and over are well educated, with nearly 92% of residents having received a at least a high school degree, and approximately 44% of residents continuing on to receive a degree from a higher education institution. Rockaway residents' level of education is less than the County, especially for those continuing on to higher education institutions (43.7% Rockaway, 58.2% County, 43.9% State) and masters/professional degree/doctorate programs (11.1% Rockaway, 21.3% County, 14.4% State). A majority (54%) of Rockaway residents have at least some college education.

According to the "New Jersey Department of Labor and Workforce Development's 2014-2024 Employment Projections for NJ", jobs with moderate educational requirements for entry will lead the way (postsecondary non-degree award; some college no degree). Therefore, the majority of the Rockaway workforce is primed for the projected industry trends through 2024, where some college education for entry is common.



Source: US Census Bureau, American Community Survey, 2012-2016 5-Year Estimates, B15003: Educational Attainment for population 25 years and older

Industry Employment

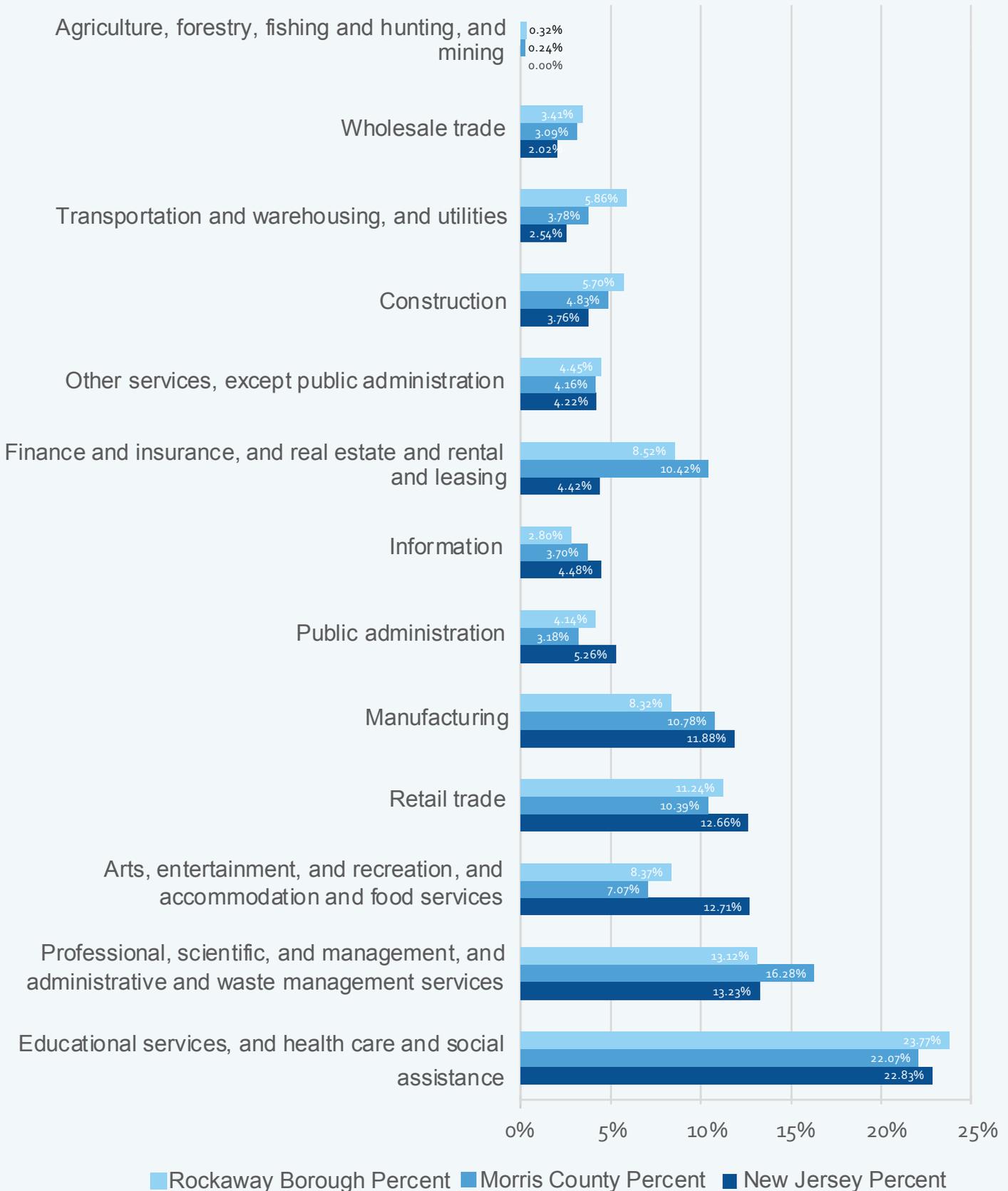
Rockaway residents were primarily employed in the following industries:

1. Educational Services, and Health Care and Social Assistance;
2. Professional, Scientific, and Management, and Administrative and Waste Management Services;
3. Arts, Entertainment, and Recreation, and Accommodation and Food Services;
4. Retail Trade;
5. Manufacturing; and
6. Public Administration.

These industries together accounted for nearly 78.6% of resident employment. According to the "New Jersey Department of Labor and Workforce Development's 2014-2024 Employment Projections for NJ", the top six industries listed above are projected to grow into 2024 for both the US and in NJ except for *Manufacturing* which is projected to lose approximately 21,400 jobs by 2024 across the state. Chemical manufacturing, printing and related support activities, fabricated metal product, and computer and electronic products will account for more than half of the projected decline in manufacturing (-14,000 jobs).

According to the 2024 projection, the *Educational & Health Services* industry sector will see the biggest job gain across the State, gaining 109,250 jobs. Healthcare will continue to grow as well, but at a slightly lower rate than in recent years. The *Professional and Business Services* industry sector is projected to gain 81,750 jobs¹⁰. Rockaway residents may be able to benefit in a share of the projected state-wide job gain in these industries.

Employment by Industry (Civilian Employed 16+ yrs old)



Source: US Census Bureau, American Community Survey, 2012-2016 5-Year Estimates

Rockaway's employment can be further analyzed beyond the Employment by Industry Chart on the previous page, by looking into the type of occupations employees hold within each industry sector (see **Table 6**). Of the top six industry sectors in Rockaway, most occupations are either in *Management, business, science, and arts occupations* or in *Sales and office occupations* (white collar jobs). Those Rockaway residents working in the *Manufacturing* industry sector however, primarily hold jobs in *Management, business, science, and arts occupations* (27.8%); *Production, transportation, and material moving occupations* (55%); and *Sales and office occupations* (14.8%). This occupation breakdown by the *Manufacturing* industry sector is just one illustration of the

occupational concentrations (i.e. blue collar and white collar) found in Rockaway since not all Manufacturing jobs are considered blue collar jobs. According to the "New Jersey Department of Labor and Workforce Development's 2014-2024 Employment Projections for NJ", *Professional and Service* occupations will dominate job growth. The report also projects that the *Food Services* and *Health Care Support* will account for a combined 54% of job growth in *Service Occupations* through 2024 in NJ.¹¹ While there is already a high percentage of service workers in the food services industry in Rockaway (62.7%), Rockaway's health care service workers remain low (2.7%).

Table 6: Occupation by Industry - 2016 (Civilian Employed 16+ Yrs Old)

	Total	Management, business, science, and arts occupations	Service occupations	Sales and office occupations	Natural resources, construction, and maintenance occupations	Production, transportation, and material moving occupations
Total Civilian employed population 16 years and over	5,032	40.64%	14.49%	31.32%	5.37%	8.19%
Educational services, and health care and social assistance	790	79.37%	2.78%	17.85%	0.0%	0.0%
Professional, scientific, and management, and administrative and waste management services	458	66.81%	10.92%	20.09%	0.0%	2.18%
Arts, entertainment, and recreation, and accommodation and food services	440	7.73%	62.73%	22.5%	4.32%	2.73%
Retail trade	438	15.53%	8.22%	50.0%	3.2%	23.06%
Manufacturing	411	27.74%	0.0%	14.84%	2.43%	54.99%
Public administration	182	58.24%	34.07%	7.69%	0.0%	0.0%
Information	155	65.81%	0.0%	22.58%	0.0%	11.61%
Finance and insurance, and real estate and rental and leasing	153	60.78%	11.11%	28.1%	0.0%	0.0%
Other services except public administration	146	39.73%	36.3%	0.0%	23.97%	0.0%
Construction	130	11.54%	0.0%	16.92%	71.54%	0.0%
Transportation and warehousing, and utilities	88	0.0%	0.0%	9.09%	11.36%	79.55%
Wholesale trade	70	45.71%	0.0%	22.86%	0.0%	31.43%
Agriculture, forestry, fishing and hunting, and mining	0	0.0%	0.0%	0.0%	0.0%	0.0%

Source: 2012-2016 American Community Survey, 5-Year Estimates

Occupational Outlook

Professional and Service occupations will dominate job growth through 2024, gaining 74,500 and 92,400 jobs, respectively. Home Health Aides and Laborers and Freight, Stock, and Material Movers, Hand will see the greatest projected change (15,800 and 11,500 jobs, respectively). Production occupations, however, will see a job loss (-5,050).¹²

Source: US Census Bureau, American Community Survey, 2012-2016 5-Year Estimates

Occupational concentrations such as white- and blue-collar workers can be a gauge of a market's taste preferences.¹³ Most employed Borough residents were employed in white collar positions (66.6%), lower than the percentage for Morris County (74.4%) and just marginally higher than the State (65.6%). There is a higher share (13.3%) of blue collar workers in Rockaway than in the County (7.1%) and the State (10.5%). Rockaway residents were mostly employed in for-profit jobs (71.5%).

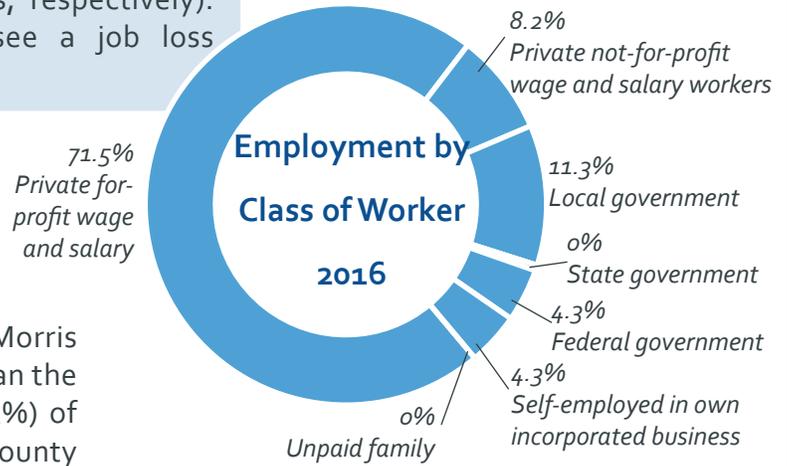


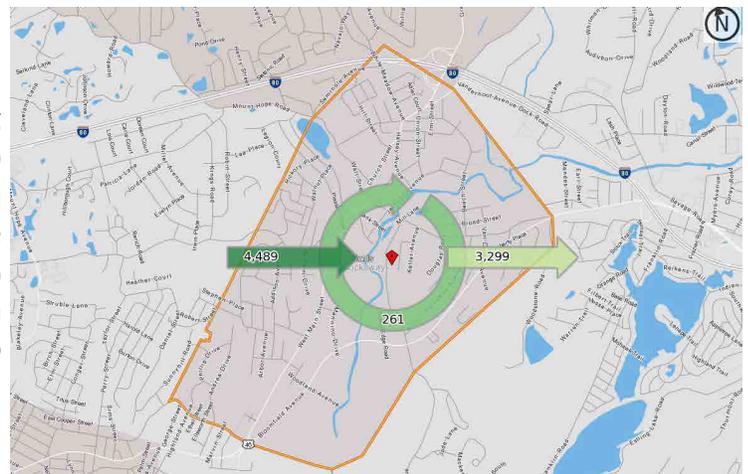
Table 7: Occupation by Classification - 2016 (Civilian Employed 16+ yrs old)

	Rockaway		Morris County		New Jersey	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
Civilian Employed 16+ yrs old	3,461	100.00%	260,569	100.00%	4,322,619	100.00%
Blue Collar	459	13.26%	18,525	7.11%	453,561	10.49%
White Collar	2,305	66.60%	193,800	74.38%	2,837,679	65.65%
Service	516	14.91%	34,144	13.10%	720,932	16.68%
Farm	181	5.23%	14,100	5.41%	310,447	7.18%

Source: US Census Bureau, American Community Survey, 2012-2016 5-Year Estimates, S2401: Occupation by Sex for the Civilian Employed Population 16 Years and Over

Employment Inflow and Outflow Analysis

The U.S. Census Bureau's *On the Map Data* for 2015 shows that only 7.3% of Rockaway residents (261) work and reside in the Borough. The remaining 92.7%, or 3,299 residents work outside of the Borough. *On The Map Data* also shows that 4,489 employees, or 94.5% of the 4,750 employees in Rockaway, live outside of Rockaway but travel to the Borough for work.



The locally employed workforce (4,750 workers) who either live and work in Rockaway or live outside of the Borough but come to Rockaway for work, comprise of individuals primarily between the ages of 30 and 54 years old (49.7%) and the majority of the local workforce are male (55.5%). Approximately 42 percent (42.38%) of the employed workforce in Rockaway earn (before taxes or deductions) less than \$1,250 per month (approximately \$15,000

annually) and approximately 28.6% earn between \$15,000 and \$40,000 annually. Most of the local workforce were employed in the *Administration & Support, Waste Management and Remediation* (32.15%); *Retail Trade* (22.15%); and *Accommodation and Food Services* (6.44%) North American Industry Classification System (NAICS) industry sectors. Rockaway should recognize the locally employed workforce as a potential customer base and target their needs.

Table 8: Profile of Workers Employed In Rockaway - 2015

	Count	Percent
TOTAL PRIMARY JOBS: 4,750		
\$1,250 per month or less	2,013	42.38%
\$1,251 to \$3,333 per month	1,359	28.61%
More than \$3,333 per month	1,378	29.01%
JOBS BY NAICS INDUSTRY SECTOR		
Agriculture, Forestry, Fishing and Hunting	0	0.0%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%
Utilities	0	0.0%
Construction	267	5.62%
Manufacturing	289	6.08%
Wholesale Trade	157	3.31%
Retail Trade	1,052	22.15%
Transportation and Warehousing	59	1.24%
Information	25	0.53%
Finance and Insurance	57	1.2%
Real Estate and Rental and Leasing	41	0.86%
Professional, Scientific, and Technical Services	259	5.45%
Management of Companies and Enterprises	0	0.0%
Administration & Support, Waste Management and Remediation	1,527	32.15%
Educational Services	125	2.63%
Health Care and Social Assistance	121	2.55%
Arts, Entertainment, and Recreation	144	3.03%
Accommodation and Food Services	306	6.44%
Other Services (excluding Public Administration)	263	5.54%
Public Administration	58	1.22%
JOBS BY WORKER SEX		
Male	2,637	55.52%
Female	2,113	44.48%

Source: U.S. Census Bureau OnTheMap Application. LEHD Origin-Destination Employment Statistics (2003-2015). Washington, DC. Census Bureau, Longitudinal-Employer Households Dynamics Program, accessed on 03/02/2018 at <https://lehd.ces.census.gov/data/#lodes>. LODES 7.3

Local Industry Characteristics

Part of the Place Audit, Step 1 of the Economic Development Process, means looking beyond labor force characteristics and looking at local industries. Rockaway has 582 businesses. Approximately 64.6% of the businesses in the Borough employ less than 10 people. These small businesses may benefit from a variety of small business programs (see Funding Sources section at the end of this Element).

Table 9: Business Summary

Number of Employees	Number of Businesses	Percent
Unknown	42	7.22%
1-4	232	39.86%
5-9	144	24.74%
10-19	96	16.49%
20-49	51	8.76%
50-99	15	2.58%
100-249	2	0.34%

Source: Morris County Economic Development Corporation (MCEDC), InfoGroup

Economic Analysis

Buying Power

The Morris County Economic Development Corporation (MCEDC) conducted an economic analysis of Rockaway Borough.¹⁴ Disposable income can be an economic indicator for who has the “buying power” and which consumers Rockaway businesses should be targeting.

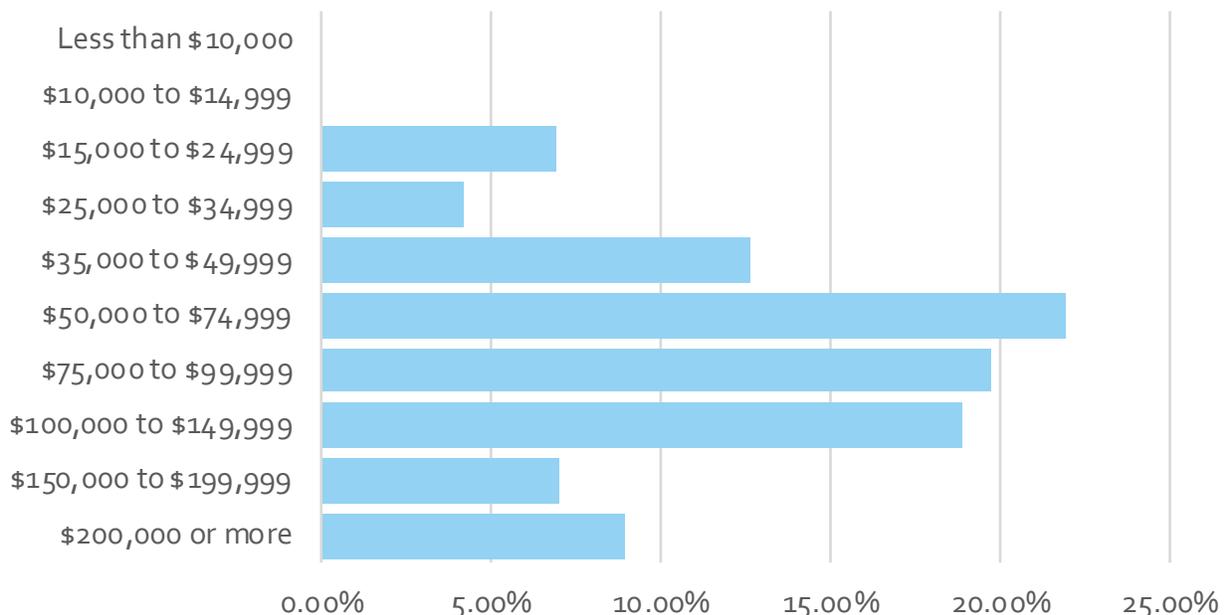
According to the analysis, the 2017 median disposable income for Rockaway Borough residents was \$60,011 and is expected to increase substantially in 2022. What the analysis revealed, however, was industries in the Borough are attracting non-local customers, meaning the buying power currently lies outside of Rockaway Borough residents, in neighboring municipalities.

Table 10: Local Area Income

Municipality	Median Household Income	Median Family Income	Median Non-Family Income	Family Per Capita Income
Rockaway Borough	\$79,602	\$90,819	\$61,667	\$37,337
Denville	\$109,063	\$126,708	\$52,222	\$51,117
Rockaway Twp.	\$103,990	\$117,095	\$57,738	\$45,639

Source: US Census Bureau, American Community Survey, 2012-2016 5-Year Estimates, Selected Economic Characteristics

Rockaway's Household Income, 2016



Source: US Census Bureau, American Community Survey, 2012-2016 5-Year Estimates, Selected Economic Characteristics

Retail Demand and Supply

A “retail gap” or “leakage analysis” was conducted as part of the economic analysis to identify where residents were making their purchases and to assess the extent to which their demands are being met locally.

The *Motor Vehicle and Parts Dealers* had the highest dollar sales with just over \$174 million, accounting for approximately 57.4% of total retail dollar sales in Rockaway. Most sales within this category occurred at *Automotive Dealers* (nearly \$171 million). Although consumers spent most their

A **Leakage/Surplus Factor** ranges from a -100 (total surplus) to +100 (total leakage) where a positive number closer to 100 means that no business is taking advantage of this market in Rockaway, or there is a leakage, and where a negative number denotes that there are too many businesses in the market, or there is a surplus. If a market has a negative score, it is recommended that an associated business not open in the target area.

In 2017, there was a total of \$303.6 million in **Retail Trade and Food and Drink** sales made by Rockaway businesses. In the same year, there was only a total of \$114.4 million dollars spent by Rockaway consumers on **Retail Trade and Food and Drink**, less than the number of business’ retail sales made. This suggests that there are more retail sales (supply) than the estimated retail potential (demand) in Rockaway. This Retail Surplus means that Rockaway’s **Retail Trade and Food and Drink** are securing the local market and attracting non-local customers.

dollars on *Motor Vehicle and Parts Dealers* (\$20.3 million) which accounts for 17.8% of expenditures made by Rockaway consumers, it is still significantly less than the number of sales made by that retail sector. Many other industry groups indicate a retail surplus as shown in **Table 11**.



Health and personal care stores are over represented in Rockaway Borough



Eating out continues to increase nationally, encouraging restaurant businesses

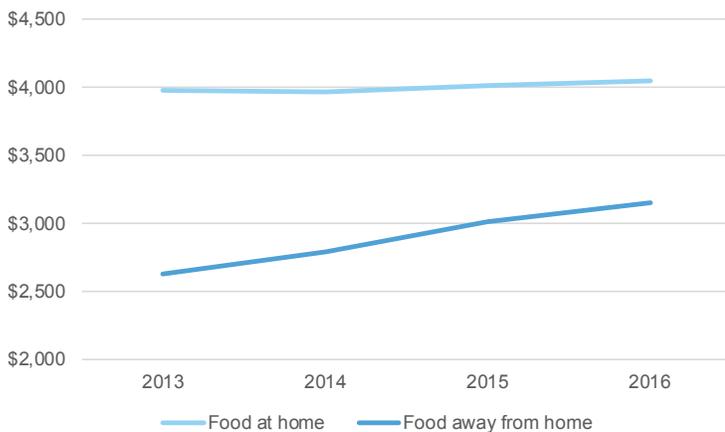
Table 11: Top Surplus Retail Stores -
*These are retail stores that are relatively **over represented** within the Borough*

<i>Retail Stores</i>	<i>2017 Demand (Consumer Expenditures)</i>	<i>2017 Supply (Retail Sales)</i>	<i>Surplus</i>	<i>Surplus Factor</i>
Motor Vehicle & Parts Dealers-441	\$20,336,986	\$174,236,950	-\$153,899,964	-79.1
Automotive Dealers-4411	\$46,800,074	\$170,952,092	-\$154,152,018	-82.1
Automotive Parts/Accessories, Tire Stores-4413	\$1,878,800	\$3,284,858	-\$1,406,058	-27.2
Furniture & Home Furnishing Stores--442	\$4,105,469	\$6,315,676	-\$2,210,207	-21.2
Home Furnishing Stores-4422	\$2,028,365	\$5,233,235	-\$3,204,870	-44.1
Electronic & Appliances Stores-443	\$4,087,942	\$12,391,329	-\$8,303,387	-50.4
Building Material, Garden Equipment Stores-444	\$6,552,820	\$8,541,701	-\$1,988,881	-13.2
Building Material & Supply Dealers-4441	\$5,976,525	\$7,261,054	-\$1,284,529	-9.7
Lawn & Garden Equipment & Supply Stores-4442	\$576,295	\$1,280,647	-\$704,352	-37.9
Health & Personal Care Stores-446	\$7,408,741	\$11,968,174	-\$4,559,433	-23.5
Clothing & Clothing Accessory Stores-448	\$8,066,821	\$8,554,039	-\$487,218	-2.9
Clothing Stores-4481	\$5,618,618	\$8,131,292	-\$2,512,674	-18.3
Sporting Goods, Hobby, Book, Music Stores-451	\$3,219,246	\$6,464,883	-\$3,245,637	-33.5
Sporting Goods, Hobby, Musical Instrument Stores-4511	\$2,749,253	\$6,182,547	-\$3,433,294	-38.4
General Merchandise Stores-452	\$15,642,749	\$21,870,416	-\$6,407,667	-17.2
Department Stores, Excluding Leased Departments-4521	\$9,415,638	\$19,106,838	-\$9,691,200	-34.0
Miscellaneous Store Retailers-453	\$3,875,825	\$4,241,470	-\$365,645	-4.5
Used Merchandise Stores-4533	\$242,810	\$1,258,612	-\$1,015,802	-67.7
Other Miscellaneous Store Retailers-4539	\$2,229,235	\$2,727,185	-\$497,950	-10.0
Non-Store Retailers-454	\$1,947,434	\$3,765,504	-\$1,818,070	-31.8
Vending Machine Operators-4542	\$80,126	\$1,847,518	-\$1,767,392	-91.7
Direct Selling Establishments-4543	\$602,515	\$1,116,072	-\$513,557	-29.9
Foodservice & Drinking Places-722	\$11,218,972	\$25,259,655	-\$14,040,683	-38.5
Special Food Services-7223	\$300,026	\$1,491,180	-\$1,191,154	-66.5
Drinking Places - Alcoholic Beverages-7224	\$335,141	\$2,811,980	-\$2,476,839	-78.7
Restaurants/Other Eating Places-7225	\$10,583,805	\$20,956,495	-\$10,372,690	-32.9

Source: Morris County Economic Development Corporation (MCEDC)

A growing trend in the US is the fact that for the first time Americans are spending substantially more on eating out. *Food Service and Drinking Places* (-38.5) and *Restaurants/Other Eating Places* (-32.9) have a retail surplus in the Borough, attracting consumers to these retail stores from outside of Rockaway. These retail stores will in all likelihood continue to grow and flourish nationally. Although a retail surplus exists locally, these types of stores would do well if new locations were to open within the Borough's trade area.

U.S. Average Annual Food Expenditures



Source: US Department of Labor, Bureau of Labor Statistics, Consumer Expenditure Survey, 2013-2016

By comparison, there are industry groups in Rockaway that are not taking advantage of the demand for specific markets (**Table 12**). This means, for instance, that although there is a \$800,000 demand for *Specialty Food Stores* in Rockaway, there are only two stores with sales of \$685,000 located in the area. This Retail Leakage means that consumers are unsatisfied with the local businesses and are traveling to neighboring municipalities to buy goods. Total, there is approximately a \$25 million-dollar opportunity gap occurring in Rockaway, which equates to \$10,421 that is being spent outside of the Borough, per household. All industry groups that are underrepresented (with a Leakage/Surplus Factor above a 50) include:

- *Other Motor Vehicle Dealers* (100)
- *Shoe Stores* (100)
- *Office Supplies, Stationary, Gift Stores* (100)
- *Specialty Food Stores* (88)
- *Jewelry, Luggage, Leather Goods Stores* (55.1)

Table 12: Top "Opportunity" Retail Stores -
These are retail stores that are relatively **under represented** within the Borough

Retail Stores	2017 Demand (Consumer Expenditures)	2017 Supply (Retail Sales)	Opportunity Gap	Leakage Factor
Other Motor Vehicle Dealers-4412	\$1,658,112	\$0	\$1,658,112	100.0
Furniture Stores-4421	\$2,077,104	\$1,082,441	\$994,663	31.5
Food & Beverage Stores--445	\$18,565,536	\$11,125,194	\$7,440,342	25.1
Grocery Stores-4451	\$15,478,354	\$8,920,494	\$6,557,860	26.9
Specialty Food Stores-4452	\$817,101	\$685,162	\$131,939	88.0
Beer, Wine, & Liquor Stores-4453	\$2,270,081	\$1,519,538	\$750,543	19.8
Gasoline Stores-447	\$9,576,008	\$8,892,907	\$683,101	3.7
Shoe Stores-4482	\$989,732	\$0	\$989,732	100.0
Jewelry, Luggage, Leather Goods Stores-483	\$1,458,471	\$422,747	\$1,035,724	55.1
Book, Periodical & Music Stores-4512	\$469,993	\$282,336	\$187,657	24.9
Other General Merchandise Stores-4529	\$6,047,111	\$2,763,578	\$3,283,533	37.3
Florists-4531	\$304,591	\$255,673	\$48,918	8.7
Office Supplies, Stationary, Gift Stores-4532	\$1,099,189	\$0	\$1,099,189	100.0
Electronic Shopping & Mail-Order Houses-4541	\$1,264,793	\$801,914	\$462,879	22.4

Source: Morris County Economic Development Corporation (MCEDC)

Vision

Step 2 of the Economic Development Process is to identify what Borough residents see for the future of Rockaway Borough. Through the Master Plan’s public outreach process, residents, workers and business owners of Rockaway Borough were able to express their Vision for Rockaway’s future economic development. The results of the Master Plan survey (**Appendix A**) indicate that the Borough’s character is strongly defined by its small-town feel, sense of community and friendly population. The Borough is perceived as safe, quiet, and family-oriented. It is also considered historic, clean, and affordable. However, many believe the Borough could use an update, especially in Borough Center. When asked why respondents thought new business or development would not want to locate in Rockaway, a popular response was the empty storefronts and high turnover in Borough Center as well as a lack of walkability in the downtown area. The types of businesses people would like to see in Rockaway included restaurants, retail stores, and entertainment establishments.

The Borough of Rockaway must strategize a way to attract businesses, dwellers, and visitors to its Borough Center and be a place where people will want to live, work, play, and shop. The following sections will begin to address **Step 3** of the Economic Development Process: Strategy Development.



Rockaway Borough Center



Rockaway Borough Center

Retail & Service Base

Step 3 of the Economic Development Process will begin an analysis of Step 1 and start to develop strategies to help Rockaway reach its self-identified goals in Step 2. Rockaway has two primary retail and service based commercial areas: Borough Center at the intersection of East Main Street, West Main Street, and Wall Street and the more convenience-oriented highway commercial corridor on Route 46. Secondary commercial and business areas in the Borough include the West Main Street corridor and the East Main Street corridor.

Downtown – Borough Center

Main Street extends east-west in the Borough's center with Franklin Avenue bookending the downtown to the east and Chestnut Terrace/Mt. Pleasant Avenue bookending Borough Center to the west. Rockaway's Borough Center is currently experiencing a period of vacancy and underutilization as evidenced by empty storefronts and historic facades in need of rehabilitation.

Rockaway's Borough Center should ideally attract customers from the resident base and from outside of Rockaway. With competition between online retailers are larger retail centers, property owners and landlords creating themed entertainment marketplaces that provide customers an experience beyond quality price and variety of products. Retailers are also looking for asset-rich places to locate, where customers are more inclined to wander and shop longer. For example, survey results indicated that music/entertainment establishments were desired in Borough Center.

Municipalities, also need to extend shoppers' experiences by looking beyond the mix of businesses and look to enhance the public realm. With existing assets in and near Rockaway's Borough Center such as the Rockaway River with its waterfalls and well-known fishing, the historic Morris Canal and other historic sites, and quaint small-town feel, Rockaway has an opportunity to create a vibrant gathering place with entertainment opportunities. Rockaway should enhance and build upon these natural and historic assets in order to advance economic viability in the Borough Center.

Other enhancements in the public realm can significantly transform perspectives of an area. These public realm enhancements include improved streetscape, ease of navigation, and a pleasant and safe pedestrian environment:



- **Improved Streetscape** - Amenities such as resting areas, plantings, lighting and art or history in strategic locations with scenic views will also encourage shoppers to walk around and make impulse purchases. Rockaway's Borough Center currently lacks street trees, resting areas including benches, and although some historic markers exist, there is opportunity to place more. Rockaway is the birthplace of the "Rockaway Carriage". The Borough should consider obtaining a genuine Rockaway Carriage to place as an interactive historic installation somewhere in the Borough Center. The area next to the Rockaway River should also be better utilized to enjoy the scenic views of its rolling waterfalls and observe fishermen who take advantage of the river's fish-stocked waters. Another location for creative placemaking is the old Morris Canal bed within the one-way drive to Friendship Field and parking area. The bricked façade of 15 Wall Street which faces the one-way driveway is opportune for a mural dedicated to the Morris Canal. Those enjoying the outdoor café at Tavern



On the Rocks in the old Rockaway Hotel building could admire the mural.

- **Ease of Navigation** - A significant consideration in a shopper's experience is accessibility, such as available parking or overall ease of navigation to parking. Throughout the public engagement process, people voiced they did not know where municipal parking was located and there was not enough parking. This ultimately deters visitors from Rockaway, because they are not directed on where to park. An inventory of publicly available parking within Borough Center revealed that there is a lot of parking space available for businesses and visitors – a total of 218 parking stalls.

Improved navigational signage for parking will benefit both retailers and shoppers. The Borough should try to provide for additional public parking south of Main Street as well, as no official municipal lot exists in this area. The parking lot behind the former PNC bank building (East Main Street and Wall Street) is an excellent option since many park in this vacant lot already. The Borough should also consider making a map of available municipal parking in Borough Center and distribute widely to residents, visitors, and business owners, as well as make it available online.

The intersection at East Main Street, West Main Street, and Wall Street also poses a challenge, as there is seemingly constant congestion.

The line of sight at this intersection is difficult for traffic from all directions. Adding to intersection concerns is the placement of the bus stop at East Main Street/Wall Street. The Lakeland Commuter Bus makes 35 stops at the 'T' of this intersection Monday through Friday, halting traffic headed eastbound on Main. Line 46 West buses make a right from Wall Street onto West Main Street, which require turning into the eastbound lane of oncoming traffic, forcing vehicles to stop short to allow the bus to make its turn. Turning radiuses for trucks force the same traffic pattern that result from the buses. The Borough should relocate the bus stop out of the intersection, either further up West Main Street and removing on-street parking or further up East Main Street. The Borough should also coordinate with the County for improvements to this intersection through traffic calming (i.e. median striping), relocating stop bars and crosswalks, or other improvements such as a 3-way stop.

- Pleasant and Safe Pedestrian Environment
- A Façade Improvement Program in the Borough Center would reactivate and welcome shoppers into the area, enhancing the Borough's historic facades while creating a pleasant and unique shopping environment. Large storefront windows would augment the shopper's experience in the public realm, encouraging the impulse to walk around and continue to shop. Another way to encourage walkability



among visitors is to ensure a perception of safety. Currently, vehicles traveling on East and West Main Streets speed through Borough Center as there are no stopping

Existing pedestrian realm in Borough Center

points or other traffic calming techniques to slow vehicles down. Pedestrians are unsure they will be seen by drivers in the crosswalks and sidewalk space is quite narrow in some instances. Truck traffic within Borough Center is also active, creating a loud environment that makes it hard to enjoy the Borough's beautiful surroundings. The Borough should add to Borough Center's existing Design Standards and implement a Façade Improvement Program. The Borough should coordinate with the County regarding the intersection and its effects on the pedestrian realm and pedestrian safety. A 3-way stop and median striping as a traffic calming measure, as well as crosswalks at intersections are possible solutions.

Another way to get people into Borough Center is to attract residents to the area. There is a current trend to live in downtowns as more people are choosing to live in core neighborhoods with walkable amenities. With access to commuter bus services, historic sites and parks and open space, "downtown dwellers" would enjoy what Rockaway has to offer. The zoning code permits apartment living in Borough Center but should be analyzed to ensure that quality above-ground floor residential units can be constructed, to make the most of this trend.

The zoning code should be reviewed to remove regulatory barriers that may inhibit or restrict business from operating in Borough Center, such as sign regulations in Article IV of the Borough Code. Although A-frames are permitted in the Borough Center, the regulations are so strict that many businesses cannot use them. For instance, the Borough Code requires that at least half the width of the sidewalk be accessible for pedestrians and that no A-frame be affixed to any utility pole. With such narrow sidewalks, many businesses are automatically excluded from using A-frames. Application to the zoning officer is needed 10 days prior to the sign being displayed even if the applicant paid the annual \$50 fee to display A-frame signs. The A-frame sign regulations should be reviewed.

Convenience Commercial – Route 46

The commercial uses on Route 46 serve both a local customer base and pass-through traffic, especially vehicles traveling to and from Route 80. The corridor is characterized by stand-alone retail uses, strip malls, vehicle oriented uses such as gas stations and auto dealers, and industrial uses that are typically set behind commercial uses fronting the highway. Growth on this corridor can be stimulated through improved accessibility and convenience.

The zoning code should be reviewed to remove regulatory barriers, such as sign regulations in Article IV of the Borough Code. Signs help passerbys know about a business location, whether they plan on visiting a business in that moment or in the future. For instance, a freestanding pylon sign is permitted only for those buildings under one management that are at least 20,000 square feet in size. Some shopping centers on Route 46, however, are smaller than 20,000 square feet and are only permitted to have façade signs which can be difficult to see from a fast-flowing traffic stream. In addition, the permitted pylon size is limited to 15 square feet, a small sign area for a building with multiple tenants. In Denville for instance, the permitted sign size is double that of Rockaway's. The Borough Code should be revised to increase the size of freestanding/pylon signs for the businesses along Route 46. This would mean separating sign regulations by zone district. Currently sign regulations are grouped together for several districts (O-B, G-B, H-C, and HT/LI zones).

Ingress/egress between a site and the highway also adds to the corridor's accessibility, convenience, and its appearance. All properties that front Route 46 should be encouraged to have a designated driveway, and to not permit a curb-cut larger than 30-feet wide. Landscaping fronting the corridor should be required where there is room. Smaller sites should utilize shared parking arrangements where feasible to provide an ease of navigation between sites, without having to enter a busy roadway.

Industrial Base

One of Rockaway's many strengths is a strong industrial base. Rockaway's industry is primarily located along the Rockaway River corridor and Dover & Rockaway freight rail line. With recent talk surrounding the legalization of marijuana in the State of New Jersey, the Borough of Rockaway will need to consider whether related businesses would be permitted in Rockaway Borough. If the Borough is open to permitting these businesses, the Borough may choose to contain these types of businesses to industrial areas.

Although jobs in the *Manufacturing* industry sector are projected to decline up to 2024, employment in specialized high-tech manufacturing such as robotics or 3-D printing could expand in the coming decades, according to the NJTPA. This industrial area of Rockaway could be well-suited towards these types of uses.

Implementation

Step 4 of the Economic Development Process is Implementation. The following two sections, the Strategytable and Funding Sources section, address how Rockaway should implement strategies going forward.

Economic Development Funding Sources

While economic development activities are not typically funded by the Borough, funding sources (i.e. grants, programs) are available to support Borough activities related to economic development. There are many other technical and financial resources available to businesses as well.

Federal Resources

Transportation Alternatives Program (TAP)

The TAP grant is funded through the Federal Highway Administration's Federal Aid Program and administered by the New Jersey State Department of Transportation (NJDOT). The grant provides federal funds for community-based "non-traditional" projects related to surface transportation. The intersection of Wall Street and Main Street could fall under at least two of seven categories required for eligibility of the TAP grant funding:

- "historic preservation and rehabilitation of historic transportation facilities both land and water such as building structures and canals"
- "community improvement activities, specifically: streetscaping and corridor landscaping"

Solicitations for applications open in May and applications are due in August. The grant is only available in even numbered years (i.e. 2018, 2020, 2022).

State Resources

Municipal Aid Program

The Municipal Aid program is a competitive program intended to provide municipalities with transportation-based grants to supplement transportation programs. The New Jersey Department of Transportation (NJDOT) administers the program. Projects must fall under one of seven categories including: bikeway, bridge preservation, mobility, pedestrian safety, quality of life, roadway preservation, or roadway safety. The Borough should consider applying under the Pedestrian Safety, Roadway Safety, or Quality of Life categories for the intersection at East Main Street, West Main Street, and Wall Street in the Borough Center.

New Jersey State Council on the Arts

The Arts Council is made up of volunteer members and is a division of the New Jersey Department of State. Its mission is to "support, encourage, and foster public interest in the arts; enlarge public and private resources devoted to the arts; promote freedom of expression in the arts; and facilitate the inclusion of art in every public building in New Jersey". The Council has a minimum annual appropriation \$16 million. Grant deadlines for FY2020 are due in January/February 2019. Some of the grants available through the Council include:

- *Arts Project Support (APS)* – Support for single arts events such as concert or theatre production, exhibition or dance performance.
- *General Program Support (GPS)* – The GPS grant may be awarded to units of local government, nonprofits, agencies, or institutions to help underwrite the expense of presenting major, on-going arts programs. These grants are available on a three-year cycle, becoming available in FY2020.

New Jersey Economic Development Authority (NJEDA)

The NJEDA is an independent state agency that provides access to capital and real estate development assistance to businesses, non-profits, municipalities, and developers. The NJEDA's mission is to "*finance small and mid-sized businesses, administer tax incentives to retain and grow jobs, revitalize communities through redevelopment initiatives, and support entrepreneurial development by providing access to training and mentoring programs.*"

Rockaway Borough businesses have not yet benefited from NJEDA support. EDA programs, like the ones discussed above, are geared specifically for:

- Small and Mid-Sized Businesses;
- Large Businesses;
- Manufacturing Businesses;
- Emerging Technology and Life Science Businesses;
- Energy Resources; and
- Not-for-Profits

New Jersey Business Action Center (NJBAC)

NJBAC is housed under the New Jersey Department of State and is considered a "one-stop" shop for businesses. NJBAC can provide financing, incentive and regulatory assistance as well as site selection services.

Membership Organizations

- New Jersey Chamber of Commerce
- New Jersey Business & Industry Association (NJBIA)

Local Resources

SCORE

SCORE is a nonprofit resource partner with the US Small Business Administration (SBA) and has a mission to foster vibrant small business communities through mentoring and education. The local SCORE Northwest New Jersey chapter serve Morris, Sussex, and Warren Counties.

The New Jersey Small Business Development Center (NJSBDC)

NJSBDC was established by Congress in 1978 as part of a nationwide pilot project. All SBDCs throughout the US provide three core services to all small to medium sized businesses in all industry categories: Consulting, Training, and Research. The local NJSBDC Northwest New Jersey chapter serves Morris, Sussex, and Warren Counties.

Morris County Economic Development Corporation (MCEDC)

The MCEDC is a partnership of government, businesses and allies, together growing the economy of Morris County. Businesses must join the MCEDC for access to its benefits. The MCEDA Municipal Grant Program, however, provides grants between \$500 and \$2,500 to municipalities for projects that advance economic development initiatives, and help raise the profile of economic development in communities and the municipal economic development committee (if applicable).

Local Library

Morris Automated Information Network (MAIN) is a northern New Jersey cost-sharing consortium of 38 public libraries in Morris, Somerset, and Warren Counties. MAIN, in collaboration with the Morris County Economic Development Authority and local SCORE chapter are making access to Gale Small Business Builder (GSBB), which is available for library card holders. GSBB is a step-by-step online planning tool for starting, managing, and optimizing a business or nonprofit organization. Volunteers from SCORE are also ready to help users through the sections in GSBB. Any library in the MAIN network offers free access to other useful resources for businesses such as Reference USA.

Economic Development Element Strategy Plan

Directions

“Check off” a completed Strategy and mark the year of completion as a way to measure progress.

Priority 1: complete in 1-2 years; **Priority 2:** complete in 3-5 years; **Priority 3:** complete in 10+ years.

Economic Development Element Strategy Plan

	<i>Strategy</i>	<i>Implementing Party</i>	<i>Priority Level</i>	<i>Completed</i>	<i>Year Completed</i>
Infrastructure and Buildable Land Supply					
1	Evaluate the need for redevelopment/ rehabilitation in the Borough Center to incentivize development and rehabilitation.	Planning Board, Borough Council	Priority 1		
2	Further incorporate street furniture in Borough Center.	Planning Board, Borough Council	Priority 1		
3	Plant street trees in Borough Center where space is available.	Planning Board, Environmental Commission, Borough Council	Priority 1		
4	Increase “downtown dwellers” by providing regulations for quality above-ground floor apartments in Borough Center.	Planning Board, Borough Council	Priority 1		
5	Locate wayfinding signage at strategic areas throughout the Borough, following best practices for legibility for drivers and pedestrians.	Planning Board, Borough Council	Priority 1		
6	In conjunction with a Redevelopment Plan, develop streetscape design guidelines and a façade improvement program with the goal of reactivating the sidewalk and creating a more welcoming environment in Borough Center.	Planning Board, Borough Council	Priority 2		
7	Coordinate with Morris County to improve the intersection at East Main Street, West Main Street, and Wall Street for vehicular and pedestrian safety.	Planning Board, Borough Council, Morris County	Priority 2		
8	Identify alternate locations for bus stops within the Borough Center.	Planning Board, Borough Council, Morris County, NJ TRANSIT, Lakeland Bus	Priority 2		
9	Coordinate with Morris County to correctly place crosswalks at intersections within Borough Center.	Planning Board, Borough Council, Morris County	Priority 2		
10	Undertake a Circulation Element.	Planning Board, Borough Council	Priority 1		

Economic Development Element Strategy Plan

	<i>Strategy</i>	<i>Implementing Party</i>	<i>Priority Level</i>	<i>Completed</i>	<i>Year Completed</i>
Business Development and Retention					
11	Seek county, state and federal grants to support technical resources and assistance for local businesses and entrepreneurship.	Morris County Economic Development Corporation, Borough Council	Priority 1		
12	Highlight new locally-owned businesses and start-ups on the Borough website, through social media, and at Borough events.	Borough Council	Priority 1		
13	Advertise the Rockaway Borough Public Library as a repository for business resources.	Borough Library	Priority 1		
14	Work with the New Jersey Business Action Center to connect Rockaway Borough businesses with technical and financial resources.	Rockaway Borough Business Owners Association	Priority 1		
15	Update Article IV Sign regulations of the Borough Code, specifically A-frames in Borough Center and freestanding signs in the Highway Commercial Zone, to ensure that they are no regulatory barriers to businesses.	Planning Board, Borough Council	Priority 1		
16	Create partnerships with local, regional, state and private financial intermediaries to provide business development support services and finding for local projects.	Rockaway Borough Business Owners Association	Priority 2		
17	Explore the establishment of a Business Improvement District (BID) for Borough Center.	Borough Council	Priority 2		
Business Attraction					
18	Create a Public Parking Map and make it available on the Borough's website.	Borough Council	Priority 1		
19	Market and attract retail/ service establishments where there is retail leakage.	Rockaway Borough Business Owners Association	Priority 1		
20	Recognize the locally employed workforce and other annual visitors (i.e. fishermen) as a potential customer base and target their needs.	Rockaway Borough Business Owners Association	Priority 1		
21	Publicize Rockaway as a business-friendly community.	Rockaway Borough Business Owners Association	Priority 1		
22	Enhance the Borough's gateways at municipal borders and the entrances to Borough Center with appropriate signage, landscaping, street amenities and provisions for maintenance to create a sense of arrival.	Planning Board, Borough Council, Public Works	Priority 1		

Economic Development Element Strategy Plan

	<i>Strategy</i>	<i>Implementing Party</i>	<i>Priority Level</i>	<i>Completed</i>	<i>Year Completed</i>
23	Develop a branding identity for “Historic Downtown Rockaway”.	Borough Council, Historical Committee	Priority 2		
Workforce Education and Training					
24	Advocate state and county workforce training and employment incentive programs that capitalize on emerging industries.	Morris County Economic Development Corporation, Borough Council	Priority 1		
25	Work with the Morris Hills Regional School District and the Morris County Vocational School District to target educational courses towards emerging regional employment sectors.	Borough Council, Morris Hills Regional, Morris County Vocational School	Priority 1		
26	Encourage higher educational attainment at an affordable cost by partnering with County College of Morris.	Borough Council, County College of Morris	Priority 1		
27	Support the development of a soft skills training course available for residents to gain interview preparation and interpersonal skills necessary for career advancement.	Borough Council, County College of Morris, Morris Hills Regional, Morris County Vocational School, Morris County Economic Development Corporation	Priority 1		
28	Support business partnerships and resident participation in the newly created “New Jersey Apprenticeship Network,” a path for state residents to enter high-skilled careers through paid apprenticeships that may include college credit.	State of New Jersey, County College of Morris, Borough Council	Priority 2		
29	Strengthen apprenticeship opportunities for residents through a partnership with the Morris County Vocational School District.	Morris County Vocational School District, Borough Council	Priority 2		
Quality of Life					
30	Host shopping and entertainment events, with music and activities in close proximity to Borough Center.	Borough Council, Parks and Recreation Department, Rockaway Borough Business Owners Association	Priority 1		

Economic Development Element Strategy Plan

	<i>Strategy</i>	<i>Implementing Party</i>	<i>Priority Level</i>	<i>Completed</i>	<i>Year Completed</i>
31	Enhance open space and natural areas near to Borough Center (i.e. Rockaway River, Jackson Avenue River Park, Memorial Park/ Heady Field, Friendship Field).	Borough Council, Parks and Recreation Department, Environmental Commission	Priority 1		
32	Host a Farmer's Market in the Borough, to attract visitors.	Borough Council, Parks and Recreation Department	Priority 2		