



# **TARGET BUSINESS AND INDUSTRY ANALYSIS**

**PHASE THREE REPORT**

**ECONOMIC DEVELOPMENT ACTION ELEMENTS  
AND  
TOOLKIT**

**PREPARED FOR**

**The Sussex County  
Vision 2020 Economic Strategy Committee**

**PREPARED BY**

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**SEPTEMBER 2007**

**SUSSEX COUNTY**  
**TARGET BUSINESS AND INDUSTRY ANALYSIS**

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**TOOLKIT AND ACTION ELEMENTS**

**INTRODUCTION**

Based upon the findings of the previous two sections of the Target Business and Industry Analysis study, this section presents a toolkit or set of Action Elements that describe how to achieve the economic development objectives set forth in the County's Strategic Growth Plan and the earlier sections of this report.

This is not intended to be a Comprehensive Economic Development Strategy, given its focus on the identification of target industries and primary development sites. These Action Elements do include a range of activities that impact the County's desire to attract and grow specific types of industries and jobs. Elements include not only Business Attraction activities, but Business Retention, Quality of Life, Business Climate, Economic Development Organization and Program Support activities as well. The various elements are inter-related and there are overlaps among them.

Each element includes a brief description of the action or program, a designation of its timing and priority, the designation of the entity responsible for implementation, and, where possible, an estimate of cost and source of funding.

A tentative time line follows the descriptions of the elements.

Appendix K contains information about the economic impact of job generation in Sussex County and Appendix L provides information about the cost of community services, showing that commercial and industrial uses are a revenue source for municipalities.

SUSSEX COUNTY  
TARGET BUSINESS AND INDUSTRY ANALYSIS  

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**TOOLKIT AND ACTION ELEMENTS**

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**BUSINESS ATTRACTION**

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**BA1. Identify Primary Locations for New Development**

Description:

The County has developed a roster of potential areas for development in the course of conducting the Target Business and Industry Analysis. These areas in general appear suitable for the types of businesses and industries the County seeks to attract or expand. These areas include land around the current industrial park area in Sparta, sites in Frankford, Wantage, Andover Borough and Andover Township among others. These areas should be assessed in terms of municipal interest in development, owner interest in development (as most of these lands are in private hands), and in terms of the ability or potential to provide necessary infrastructure and supporting services.

Sites selected from this initial screening should then be weighed against the requirements for the specific types of businesses being targeted. Given the size of available and potential sites in the County, emphasis for new and expanding firms should be placed on seeking small to medium-sized manufacturing operations (which typically require one-story facilities), though many sites can accommodate multi-story office buildings. Elements BA2 and BA6, below, provide additional information.

Time Frame and Priority:

Timing:       **Immediate**  
Priority:       **High**

Implementation Responsibility:

Vision 2020 Committee  
County Staff

Funding Required:

None

Funding Source:

Not Applicable



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TARGET BUSINESS AND INDUSTRY ANALYSIS  

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**TOOLKIT AND ACTION ELEMENTS**

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**BUSINESS ATTRACTION**

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**BA2. Ensure That Primary Locations Agree With  
Statutory and Regulatory Standards or Requirements**

Description:

The areas selected for new development should be reviewed closely to ensure that they are properly zoned for the intended use and that they can be used for the intended purpose vis a vis the County's Smart Growth Plan (SGP) and state regulations, notably the Highlands designations.

In case where the use does not meet the requirements in place, efforts should be initiated to make necessary changes. In some cases this may involve re-zoning areas at the municipal level. Efforts could be made to develop a consistent set of zoning terms and definitions among the municipalities designated for this growth.

The process may also require changes in the land use designation in the SGP. For example, some sites currently may be shown as agricultural, but should be Job Creation Centers.

It should be noted that some Job Creation Center designated areas may or should be changed to other uses in light of their current use and/or low likelihood for job-oriented uses

Time Frame and Priority:

Timing:       **Immediate**  
Priority:       **High**

Implementation Responsibility:

County Staff

Funding Required:

None

Funding Source:

Not Applicable



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**TOOLKIT AND ACTION ELEMENTS**

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**BUSINESS ATTRACTION**

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**BA3. Develop/Coordinate Plans to Provide Infrastructure  
for Primary Development Sites**

Description:

Most of the areas under consideration as primary development sites do not have water or sewer service and may require other infrastructure improvements to make them competitive sites. The County and the involved municipalities should coordinate their planning and programs to provide the necessary services, adjusting priorities as necessary. Private sector providers (electricity, telecommunications, and natural gas) should also be aware of and involved in this effort as well. State agencies should be involved as necessary. Though requirements will vary from project to project, the general requirements for various types of businesses and operations are presented in Part Two of this report.

At a minimum this effort should result in a targeted infrastructure program. Ultimately, it could become a Countywide Capital Improvement Plan, focusing on growth areas. See element ED3 below.

Time Frame and Priority:

Timing: **Immediate – once sites are identified**  
Priority: **High**

Implementation Responsibility:

County Staff  
Municipalities  
Utility Companies  
Appropriate State Agencies

Funding Required:

None

Funding Source:

Not Applicable

SUSSEX COUNTY  
TARGET BUSINESS AND INDUSTRY ANALYSIS  

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**TOOLKIT AND ACTION ELEMENTS**

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**BUSINESS ATTRACTION**

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**BA4. Monitor Programs and Activity at Picatinny Arsenal  
for Industry Targeting**

Description:

Many of the programs and projects at Picatinny Arsenal involve the types of businesses that the County has selected as targeted industries. Monitoring the types of programs at the arsenal will provide guidance to specific types of firms that the County can recruit. A monitoring program will include following news stories, monitoring the Arsenal Website, and getting on the Arsenal list of entities receiving newsletters and requests for proposals and bids. This is not a full-time activity, but can be accomplished through the use of staff dedicated to this as part of a larger business/economy monitoring effort. Though some programs, such as preparing animated videos, may be unique, other efforts, such as the Arsenal's recent "Precision Manufacturing Initiative", may lead to the recruitment of high tech manufacturing or engineering firms that the County is seeking.

It should be noted that the Army is undertaking an "Enhanced Use Lease" program to recruit private sector contractors to facilities on the base, but this should not deter the creation of a monitoring program.

Time Frame and Priority:

Timing: **Intermediate (within 12-18 months)**  
Priority: **Medium**

Implementation Responsibility:

Economic Development Agency

Funding Required:

Staff Time

Funding Source:

Not Applicable



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**TOOLKIT AND ACTION ELEMENTS**

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**BUSINESS ATTRACTION**

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**BA5. Assess Redevelopment Areas for Industry Targeting**

Description:

There are a number of redevelopment areas in the municipalities, some with existing and viable buildings. These sites and buildings should be evaluated for their likelihood to attract businesses and the types of businesses they are most likely to attract. Recruitment efforts should be undertaken for the higher potential sites and longer-range planning should be started for those buildings and sites that require improvements.

Redevelopment (and reclamation) areas in or adjacent to Town Centers offer an immediate opportunity for the expansion or recruitment of office operations in particular. The demolition of obsolete structures and the construction of multi-story buildings allow for more intense development and capitalize upon existing infrastructure and amenities.

Time Frame and Priority:

Timing: **Immediate**  
Priority: **High**

Implementation Responsibility:

Economic Development Agency

Funding Required:

Staff Time/Planning Division Budget

Funding Source:

Not Applicable

SUSSEX COUNTY  
TARGET BUSINESS AND INDUSTRY ANALYSIS  

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**TOOLKIT AND ACTION ELEMENTS**

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**BUSINESS ATTRACTION**

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**BA6. Undertake an Industry Targeting Program**

Description:

The Target Business and Industry Analysis study has identified a number of industries that the County desires to attract and which can take advantage of Sussex County's assets and features. This list of industries is not likely to change in the foreseeable future because it incorporates the County objectives for business growth, the County's strengths, and the requirements of the desired industries.

Once the County has identified the primary development sites, inventories the redevelopment sites, and assessed area economic development opportunities (e.g., Picatinny Arsenal, Wall Street West, casino growth in Pennsylvania and New York), a systematic industry recruitment program can be undertaken. This could involve active recruiting efforts such as mailings, attending meetings and conferences, and advertising, as well as less proactive measures such as developing a comprehensive Website and close collaboration with state and area economic development organizations. Decisions must be made about the scope and scale of this effort, but preliminary research indicates that there are many "targets" in the New York/northern New Jersey area alone.

The person responsible for recruiting activity in particular can monitor regional economic and business conditions.

Time Frame and Priority:

Timing:       **Intermediate (after deciding upon sites)**  
Priority:       **High**

Implementation Responsibility:

Economic Development Agency

Funding Required:

Staff Time

Funding Source:

Not Applicable



SUSSEX COUNTY  
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**TOOLKIT AND ACTION ELEMENTS**

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**BUSINESS RETENTION/EXPANSION**

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**BR1. Maintain and Enhance the Systematic Business  
Retention/Expansion Program**

Description:

Statistical studies have shown that over three-quarters of new jobs in an area come from the growth of existing firms, not business attraction. Sussex County should capitalize upon the presence of these existing firms by expanding and maintaining its program that actively involves these firms. Such a program would include regular meetings to discuss economic and business issues, a calling program to discuss business needs and problems, and events, such as an "Economic Summit" to review state and area economic topics, new legislation and programs and to tout economic successes.

These programs require a dedicated and consistent effort and lack the glamour of groundbreaking and ribbon-cuttings that are associated with the arrival of new businesses. However, the feedback and exchange of ideas often provides the groundwork for significant growth.

Time Frame and Priority:

Timing:       **Immediate**  
Priority:       **High**

Implementation Responsibility:

Economic Development Agency

Funding Required:

Staff Time – one person full-time or close to full-time

Funding Source:

Not Applicable

SUSSEX COUNTY  
TARGET BUSINESS AND INDUSTRY ANALYSIS

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**TOOLKIT AND ACTION ELEMENTS**

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**BUSINESS RETENTION/EXPANSION**

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**BR2. Organize and Publicize Resources to Assist  
Businesses**

Description:

There are numerous programs to assist new, small and existing businesses and much of this data is already in hand within Sussex County. The Chamber of Commerce and the Economic Development Partnership offer a range of services, assistance and information to new and relocating businesses. As an extension of the preceding Action Element, the Economic Development Agency should continue to promote and expand these business assistance programs, and work with the College on business assistance programs. They should continue to foster business oriented programs, such as Junior Achievement, and the new youth leadership program in the school system. The need for a business incubator, which was outside the bounds of this study, might also be explored to determine if a critical mass of need and support has been reached.. Efforts to publicize these programs and activities should be expanded to the degree possible.

Time Frame and Priority:

Timing:       **Immediate**  
Priority:       **High**

Implementation Responsibility:

Economic Development Agency

Funding Required:

Staff Time – one person full-time or close to full-time

Funding Source:

Not Applicable



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**TOOLKIT AND ACTION ELEMENTS**

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**BUSINESS RETENTION/EXPANSION**

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**BR3. Continue and Expand the Effort to Match Sussex Residents to Sussex Job Openings; Publicize the New Economic Development Partnership Website**

Description:

The Chamber of Commerce currently posts job notices on its Website. This is a valuable service and one that should be expanded to the extent possible. Part of the business calling program described above should entail requesting information about job openings with local businesses. To the extent possible the posting service should emphasize local jobs.

At the same time efforts should be made to publicize this service and the new Website throughout the County.

Time Frame and Priority:

Timing:     **Immediate**  
Priority:     **High**

Implementation Responsibility:

Chamber of Commerce

Funding Required:

Staff Time

Funding Source:

Not Applicable

SUSSEX COUNTY  
TARGET BUSINESS AND INDUSTRY ANALYSIS

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**TOOLKIT AND ACTION ELEMENTS**

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**QUALITY OF LIFE**

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**Q1. Include Quality of Life Considerations in Both the  
Planning for and Marketing of the County**

Description:

Quality of life considerations are different for the new generation of workers and in many cases these considerations are more important than ever to job and career decisions. The work of Richard Florida and others have shown that the highly skilled, highly paid workers want and expect more from their locale. Sussex County offers a wide range of amenities and proximity to many cultural, athletic and outdoor venues, and these should be publicized for existing businesses and stressed in business and personnel recruitment programs. The needs/opportunities survey to determine the types of amenities most desired, such as a wide range of contemporary retail outlets (grocery stores, eating establishments, coffee shops, and bookstores) should be continued, conducted on a period basis. Development and redevelopment projects should include mixed uses that include appropriate supporting services and amenities.

This effort should be implemented with efforts to attract other potential patrons:

- 1) tourism dollars from longer-stay visitors
- 2) more affluent empty-nesters and retirees

It is also useful to continue and emphasize programs and partnerships among government, business and residents for litter cleanup, beautification, recycling, and environmental projects.

Time Frame and Priority:

Timing: **Immediate**  
Priority: **High**

Implementation Responsibility:

Economic Development Agency - publicity  
County Agencies - programs  
Municipalities – planning, community programs

Funding Required:

Staff Time

Funding Source:

Not Applicable



SUSSEX COUNTY  
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**TOOLKIT AND ACTION ELEMENTS**

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**BUSINESS CLIMATE**

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**BC1. Develop One-Stop Permitting Program**

Description:

One of the most common complaints from developers, property owners and businesses nationwide is the difficulty and time required to obtain the necessary permits for almost any type of project. Developers and businesses prefer to have sites that are "shovel ready" so that a building can be ready for occupancy within twelve months of breaking ground. Despite efforts to reduce the time and paperwork required to obtain permits, especially those involving environmental issues, the process in New Jersey can be cumbersome and lengthy.

The County can coordinate with the municipalities and state agencies to help reduce the length of time required to obtain to obtain permits. Measures to do so include 1) identifying key agencies and contacts within those agencies, 2) establishing clear criteria for consideration for the program, 3) assigning a Single Point of Contact for permitting activities, 4) guarantees of review within a specified period of time, and 5) designating the types of firms or projects (numbers of jobs created, wage levels, etc.) that can receive expedited permitting. Such a program will make the permitting process, more transparent and direct, while reducing transmittal and review times.

Time Frame and Priority:

Timing: **Intermediate (12-18 months)**  
Priority: **High**

Implementation Responsibility:

Economic Development Agency  
County Agencies  
Municipalities

Funding Required:

Staff Time

Funding Source:

Not Applicable

SUSSEX COUNTY  
TARGET BUSINESS AND INDUSTRY ANALYSIS

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**TOOLKIT AND ACTION ELEMENTS**

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**BUSINESS CLIMATE**

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**BC2. Educate Municipal Leadership and the Public  
about Economic Development**

Description:

The leadership, both in government and in community organizations, in many municipalities does not have a clear understanding of the value of economic growth and development. Instead of seeing more jobs, more ratables and a more diverse and stronger economy, they see more rooftops, more school children, more streets to be maintained, and more police and firemen to be hired.

The County should initiate a broad public awareness campaign that stresses the fact that the County is seeking to attract or expand businesses that will hire county residents, provide new and better paying jobs, and broaden the tax base. Publicity should highlight the Cost of Community Services aspect to business growth, noting that businesses provide tax revenues far in excess of their cost to the community.

Time Frame and Priority:

Timing: **Immediate**  
Priority: **Moderate**

Implementation Responsibility:

Economic Development Agency

Funding Required:

Staff Time

Funding Source:

Not Applicable



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**TOOLKIT AND ACTION ELEMENTS**

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**BUSINESS CLIMATE**

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**BC3. Promote Sussex County as a Place to Conduct  
Business**

Description:

New Jersey suffers from a very poor image as a "business friendly" state. Despite recent efforts to turn this perception around, there is a long way to go both in terms of perception and reality.

Sussex County cannot change the existing picture by itself, but it can strive to present the best possible face to the economic development marketplace. The availability of sites, expedited permitting and plan review, the availability of financial programs, and the availability of workforce development programs among other items, can be used to convince existing and prospective businesses that Sussex is indeed a great place to be.

Related to the preceding element, this information should be publicized in "external" literature as well as in an internal newsletter or e-mail to County businesses, business leaders and government officials. The new Website will provide an additional avenue for this outreach.

Time Frame and Priority:

Timing: **Immediate**

Priority: **Moderate**

Implementation Responsibility:

Economic Development Agency

Funding Required:

Staff Time

Funding Source:

Not Applicable

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**TOOLKIT AND ACTION ELEMENTS**

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**ECONOMIC DEVELOPMENT ORGANIZATION AND  
PROGRAMS**

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**ED1. Establish, Fund and Operate a County Office of  
Economic Development**

Description:

The programs and level of service and activity described in the other elements of this study call for a significant, well-funded, and consistent economic development effort. Executing the programs described will require a staff of three persons to handle the business retention/expansion activities, business recruitment, publicity and community programs, liaison with state and municipal entities, as well as program management and planning. The program will need substantial and consistent funding to maintain operations, prepare materials, and conduct business.

This office or department will coordinate its efforts with those of the Chamber of Commerce, state agencies, economic development organizations, and the municipalities. As a government entity, the economic development office will have the resources, stability and authority to execute its mission.

Time Frame and Priority:

Timing: **Immediate**  
Priority: **High**

Implementation Responsibility:

County

Funding Required:

Estimated \$250,000 annually

Funding Source:

County budget



SUSSEX COUNTY  
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**TOOLKIT AND ACTION ELEMENTS**

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**ECONOMIC DEVELOPMENT ORGANIZATION AND  
PROGRAMS**

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**ED2. Collaboration among Economic Development and  
Government Entities**

Description:

There are multiple organizations at the local, county, and state level involved in economic development in one way or another. The economic development office should develop a system and a plan for coordination and collaboration among these various entities. Duplication of effort not only wastes resources, but leads to confusion on the part of businesses using the services and possible conflict among economic development entities.

An appropriate division of tasks and agreement upon roles as well as the establishment of lines of communication for various types of issues or situations, e.g., coordination of site visits, negotiation of incentives or programs, should be worked out, and all parties should agree upon who is to negotiate deals and arrangements.

A list of resources and contacts should also be prepared and maintained so that all parties will know whom to contact for specific types of information, such as mapping, incentives, utilities, or training.

Time Frame and Priority:

Timing: **Immediate – after setting up the ED office**  
Priority: **High**

Implementation Responsibility:

Economic Development Agency

Funding Required:

Staff Time

Funding Source:

County Budget

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**TOOLKIT AND ACTION ELEMENTS**

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**ECONOMIC DEVELOPMENT ORGANIZATION AND  
PROGRAMS**

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**ED3. Infrastructure Analysis and Use of Alternative  
Technologies**

Description:

As noted in element BA3, many of the primary development sites in Sussex County lack infrastructure. The earlier element recommended an analysis of the water and sewer systems across the County to identify those primary sites for which utilities, especially water and sewer, could be provided and in what time frame such service could be provided at what cost. This effort could serve as a targeted infrastructure program, focusing resources on a ranked set of development projects or sites. It could even be expanded to serve as a means to coordinate Capital Improvement Planning and budgets. At a minimum however, such a study will serve to identify the needs, costs, and priorities for the development of the primary sites.

Given the anticipated costs of infrastructure development, the County should explore the use of alternative technologies for wastewater treatment in particular as a means to obtain the desired development without the major investment required for sewer operations. Other technologies for construction, construction materials, and energy efficiency may produce not only cost savings, but establish the County as a model for "Green Growth."

Time Frame and Priority:

Timing: **Intermediate**

Priority: **Moderate**

Implementation Responsibility:

Economic Development Agency  
County

Funding Required:

\$100,000

Funding Source:

Smart Growth Grant  
County Budget



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**TOOLKIT AND ACTION ELEMENTS**

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**ECONOMIC DEVELOPMENT ORGANIZATION AND  
PROGRAMS**

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**ED4. Develop an Economic Development Website**

Description:

Increasingly businesses seeking to relocate or expand, and consultants working for such firms, use the Web to obtain information and evaluate an area without having to directly contact anyone or visit an area. In this environment it behooves an economic development entity to have as much information as possible readily accessible to such businesses, and a simple, well-designed Website can make a difference.

There are many excellent Websites available, but one that this consultant recently used serves as a good model. This site is for the Clermont County, Ohio, and presents information about the County's economic development office. The site [www.clermontcountyohio.biz](http://www.clermontcountyohio.biz) is accessible through this address, but is also prominently featured on the Countywide Website. The ED site contains a wide range of information about the county, an available property listing, including detailed maps, links to other resources, testimonials about the County, and a business assistance section. The Sussex County Website currently under development will incorporate these elements and tie the Chamber, the County and the Economic Development Partnership together seamlessly.

An available sites and buildings database is an important aspect of the Website. Though commercial real estate brokers possess much information and ultimately will become involved in most transactions, it makes searching for sites much easier and more direct when all the information is in one place. However, the database does require significant maintenance if it is to be useful.

Time Frame and Priority:

Timing: **Intermediate**

Priority: **High**

Implementation Responsibility:

Economic Development Agency  
County

Funding Required:

seeking information

Funding Source:

ED budget

SUSSEX COUNTY  
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**TOOLKIT AND ACTION ELEMENTS**

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**ECONOMIC DEVELOPMENT ORGANIZATION AND  
PROGRAMS**

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**ED5. Monitor Regional Economic Development and  
Activity**

Description:

Element BA4 suggested monitoring activity at Picatinny Arsenal as a means to identify firms and industries for attraction efforts. However, the ED organization should monitor economic activity at the state and regional levels to capitalize upon opportunities that might emerge. As noted earlier, assigning a specific person, such as the business recruitment specialist, to monitor regional economic and business trends is the most practical solution.

The Vision 2020 Committee has discussed the Wall Street West initiative in Monroe County and determined that there might be opportunities that evolve from that effort even if it is not successful in its own right. Similarly the growing number of casino operations in Pennsylvania and New York may have an impact perhaps negative, upon Sussex County. The eventual operation of rail service between Scranton and Hoboken also bears watching to assess its impact and any opportunities it might present.

Time Frame and Priority:

Timing: **Intermediate**

Priority: **Moderate**

Implementation Responsibility:

Economic Development Agency

Funding Required:

Staff time

Funding Source:

ED budget



SUSSEX COUNTY  
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**TOOLKIT AND ACTION ELEMENTS**

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**PROGRAM SUPPORT**

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**PS1. Prepare and Maintain a Roster of Business Assistance and Incentive Program**

Description:

There are numerous business assistance programs, training and workforce development programs, and incentives available in the economic development marketplace. The County ED staff should be aware of these programs and packages and stay abreast of changes in them.

The ED organization should designate one person as the program monitor and this person should prepare a roster of these resources, sharing this information with the other staff and key stakeholders. This person should also serve as liaison with the appropriate agencies administering these programs and advise the other ED staff of changes.

As noted earlier, however, one knowledgeable person should serve as the designated negotiator for these resources when that time comes.

Time Frame and Priority:

Timing: **Immediate**  
Priority: **High**

Implementation Responsibility:

Economic Development Agency

Funding Required:

Staff time

Funding Source:

ED budget

SUSSEX COUNTY  
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**TOOLKIT AND ACTION ELEMENTS**

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**PROGRAM SUPPORT**

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**PS2. Develop and Maintain a Network of Economic  
Development Contacts**

Description:

Though it sounds obvious and mundane, developing and maintaining a network of economic development allies and contacts is an important and sometimes formidable task. There is much often detailed information to be obtained and mastered, contacts at all levels to be established, and a high degree of trust and reliability to be engendered.

Time Frame and Priority:

Timing: **Immediate**

Priority: **High**

Implementation Responsibility:

Economic Development Agency

Funding Required:

Staff time

Funding Source:

ED budget



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**TOOLKIT AND ACTION ELEMENTS**

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**PROGRAM SUPPORT**

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**PS3. Develop an “Investment Pool” of Local Funds for Economic Development**

Description:

The amount of funds available for economic development from federal and state resources has declined markedly in recent years. Grants *per se* have become smaller and highly competitive when they can be found, and even loan programs may require significant local participation.

In this environment, counties and regional organizations can provide funding for important projects through allocating funds for an investment pool or a fund for the future. Revenues can come from local revenues, private sources or the use of federal or state funds from a revolving loan fund. Local revenues can be earmarked for economic development purposes; one county recently increased the fees for property conveyances, designating the increase to an economic development fund, while others have designated part of their hotel or hospitality taxes for that purpose.

Time Frame and Priority:

Timing: **Long-term**

Priority: **Moderate**

Implementation Responsibility:

Economic Development Agency

Funding Required:

Staff time

Funding Source:

ED budget

**SUSSEX COUNTY  
TARGET BUSINESS AND INDUSTRY ANALYSIS**

Element	TIMEFRAME		
	Immediate - within 6 months	Intermediate - 6 to 18 months	Long-term - 18+ months
BA1 - IDENTIFY LOCATIONS			
BA2 - AGREEMENT WITH STANDARDS			
BA3 - INFRASTRUCTURE PLANNING			
BA4 - MONITOR PICATINNEY PROGRAMS			
BA5 - ASSESS REDEVELOPMENT AREAS			
BA6 - INDUSTRY TARGETING			
BR1 - RETENTION/EXPANSION PROGRAMS			
BR2 - BUSINESS RESOURCES PUBLICITY			
BR3 - JOB OPENINGS			
Q1 - MARKET QOL			
BC1 - ONE-STOP PERMITTING			
BC2 - ED EDUCATION			
BC3 - BUSINESS CLIMATE PROMOTION			
ED1 - ECONOMIC DEVELOPMENT OFFICE			
ED2 - COLLABORATION			
ED3 - INFRASTRUCTURE ANALYSIS			
ED4 - WEBSITE			
ED5 - MONITOR ECONOMY			
PS1 - ROSTER OF ASSISTANCE PROGRAMS			
PS2 - NETWORKING			
PS3 - CREATE INVESTMENT POOL			
Priority			
High			
Moderate			
Low			
All programs are on-going once initiated.			